

BOARD of SUPERVISORS



City Hall  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco 94102-4689  
Tel No. (415) 554-5184  
Fax No. (415) 554-5163  
TDD/TTY No. (415) 554-5227

Application for Boards, Commissions, Committees, & Task Forces

Name of Board/Commission/Committee/Task Force: Commission of Animal Control and Welfare

Seat # (Required - see Vacancy Notice for qualifications): 1-5

Full Name: Michael A. Reed

[Redacted] San Francisco CA Zip Code: 94117

Occupation: Retired

Work Phone: N/A Employer: N/A

Business Address: N/A Zip Code: N/A

Business Email: N/A Home E [Redacted]

Pursuant to Charter, Section 4.101(a)(2), Boards and Commissions established by the Charter must consist of residents of the City and County of San Francisco who are 18 years of age or older (unless otherwise stated in the code authority). For certain appointments, the Board of Supervisors may waive the residency requirement.

Resident of San Francisco: Yes  No  If No, place of residence: \_\_\_\_\_  
18 Years of Age or Older: Yes  No

Pursuant to Mayoral Order, members of boards/commissions are required to be Covid-19 vaccinated and attend in-person meetings.

Covid-19 Vaccinated: Yes  No

Pursuant to Charter, Section 4.101(a)(1), please state how your qualifications represent the communities of interest, neighborhoods, and the diversity in ethnicity, race, age, sex, sexual orientation, gender identity, types of disabilities, and any other relevant demographic qualities of the City and County of San Francisco:

I have been a volunteer at SFACC for 5 years . I also volunteer with Pallomacy Pigeon and Dove rescue. I have been a volunteer and foster For Mickaboo Companion Bird Rescue for over 15 years.

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2023 MAR 13 AM 10:02  
BY [Signature]

**Business and/or Professional Experience:**

Real estate investor and Journeyman with Local 510 Sign and Display and Allied Crafts Union working at Moscone Center for over 25 years.

**Civic Activities:**

Have you attended any meetings of the body to which you are applying? Yes  No

An appearance before the Rules Committee may be required at a scheduled public hearing, prior to the Board of Supervisors considering the recommended appointment. Applications should be received ten (10) days prior to the scheduled public hearing.

Date: 3/09/2023 Applicant's Signature (required): Michael A Reed

*(Manually sign or type your complete name.  
NOTE: By typing your complete name, you are hereby consenting to use of electronic signature.)*

Please Note: Your application will be retained for one year. Once completed, this form, including all attachments, become public record.

**FOR OFFICE USE ONLY:**

Appointed to Seat #: \_\_\_\_\_ Term Expires: \_\_\_\_\_ Date Vacated: \_\_\_\_\_

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## Application for Boards / Commissions / Committees / Task Forces INSTRUCTIONS AND APPLICATION

San Francisco is a diverse City and County with a wide range of people and issues affecting it. In order to take advantage of the extensive experience and knowledge available throughout our communities, various Boards/Commissions/Committees/Task Forces have been established to bring that knowledge together. These groups and their membership requirements are established by legislation approved through the local, state, and/or federal government.

In addition to setting up the purpose and goals of the various groups, the governing legislation outlines the type of person - in terms of desirable skills and/or knowledge - who can contribute their knowledge and perspective. In this manner, a group of San Franciscans, who are representative of the City and County, can be active participants in addressing issues affecting the entire City and County.

If you are interested in serving the City and County of San Francisco, the following procedures are provided:

1. A list of vacancies and expected vacancies, with their qualifications, can be found at the Office of the Clerk of the Board of Supervisors, at the San Francisco Main Public Library, and online on the Board of Supervisors' website (<http://www.sfbos.org/vacancy>). Please review this list for positions of interest.
2. Submit an application ([http://www.sfbos.org/vacancy\\_application](http://www.sfbos.org/vacancy_application))  
*(List all of the appropriate seat number(s) and/or category/categories for which you qualify. We request applications be received ten (10) days before the scheduled hearing.)*

Applicants may also need to submit a Form 700, Statement of Economic Interests (<https://www.fppc.ca.gov/Form700.html>), along with their application for all bodies listed in [Campaign and Governmental Conduct Code, Section 3.1-103\(a\)\(1\)](#).

3. If the seat(s) you are applying for is vacant and requires the Board of Supervisors' confirmation, the Rules Committee may schedule your application for review. Applicants should expect to appear before the Rules Committee to speak on their qualifications and answer questions during a public hearing.  
*(There are no set instructions on what you are expected to present to the Rules Committee; however, a brief description of how your qualifications distinguish you from other applicants, reasons for your interest in the subject, and/or a short summarization on why you would make a good candidate is appropriate.)*
4. The Rules Committee may or may not make a recommendation for appointment. If a recommendation is made by the Rules Committee, the recommendation is forwarded to the Board of Supervisors for approval. It generally takes approximately 15 days from the date the Rules Committee makes their recommendation, for the individual to become officially appointed.
5. Depending on the type of organization, a new appointee may need to take an Oath of Office.

If there are no vacancies, your application will be retained for one year. If any openings occur during this time, your application will be submitted to the Rules Committee for review.

If you have any further questions, please contact the Rules Committee Clerk at (415) 554-5184. If you require detailed information concerning the operations of a particular Board/Commission/Committee/Task Force, please contact the administering department directly.

(Applications must be submitted to [BOS-Appointments@sfgov.org](mailto:BOS-Appointments@sfgov.org) or to the mailing address listed above.)

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Application for Boards, Commissions, Committees, & Task Forces

Name of Board/Commission/Committee/Task Force: Commission of Animal Control and Welfare

Seat # (Required - see Vacancy Notice for qualifications): 3, 4, 5

Full Name: Mikaila Garfinkel



Zip Code: 94117

Occupation: Sr. Content Marketing Manager

Work Phone: N/A Employer: Databricks

Business Address: 160 Spear St 15th floor, San Francisco, CA Zip Code: 94105

Business Email: mikaila.garfinkel@databricks.com Home Email: [Redacted]

Pursuant to Charter, Section 4.101(a)(2), Boards and Commissions established by the Charter must consist of residents of the City and County of San Francisco who are 18 years of age or older (unless otherwise stated in the code authority). For certain appointments, the Board of Supervisors may waive the residency requirement.

Resident of San Francisco: Yes [checked] No [ ] If No, place of residence:
18 Years of Age or Older: Yes [checked] No [ ]

Pursuant to Mayoral Order, members of boards/commissions are required to be Covid-19 vaccinated and attend in-person meetings.

Covid-19 Vaccinated: Yes [checked] No [ ]

Pursuant to Charter, Section 4.101(a)(1), please state how your qualifications represent the communities of interest, neighborhoods, and the diversity in ethnicity, race, age, sex, sexual orientation, gender identity, types of disabilities, and any other relevant demographic qualities of the City and County of San Francisco:

I grew up in the Bay Area and have lived in three neighborhoods across San Francisco at various times of my life and am incredibly passionate about animal welfare. I have spent the last several years educating myself on the local wildlife and how the city can support our ecosystems. As part of my education, I have met with multiple groups and individuals focused on urban wildlife issues to better understand top-of-mind concerns such as human-wildlife conflicts and the challenges of human encroachment. My knowledge combined with my interest in animal welfare and conservation makes me equipped to support the most pressing animal issues in the city.

As a resident, I am incredibly passionate about supporting our community. This would inspire my approach as a Commissioner and prompt me to ensure that any suggestions or changes I support would only be made with a thorough understanding of how it impacts residents, especially marginalized and underrepresented groups. I'm a proponent of iterative, thoughtful change and love looking at new, innovative solutions to large-scale problems.

**Business and/or Professional Experience:**

I am an experienced content marketer in the tech industry who thrives in collaborative, deadline-driven environments and must constantly balance the needs and goals of multiple stakeholders. As a content marketer, I possess strong writing and communication skills and am able to synthesize complex topics into accessible, engaging narratives. I also have had the opportunity to present strategies and results in a range of settings, including executive and leadership audiences.

Throughout my career, I have identified ways to drive social impact initiatives. For example, in a previous role, I was made aware of the use of animals for entertainment at a company event. I quickly notified the Legal team of this event and worked with them to add verbiage to the official company policy/handbook that prohibited the use of exotic animals at events unless granted specific permission.

At this company, I also founded the company Sustainability Squad to partner with the facilities team on sustainability initiatives and educate employees on environmental best practices. These two examples showcase my drive to push for positive change - but doing so in a way that collaborates and engages with a variety of teams.

**Civic Activities:**

- Volunteered with the Golden Gate Audubon Society by attending monthly calls to discuss the top-of-mind issues and potential solutions regarding bird conservation in the San Francisco Bay Area. As part of this effort, I also participated in the Christmas Bird Count to help record San Francisco bird populations.

- Consistently monitor the city for rodent "bait boxes" for violations of AB 1788 and have contacted the Agriculture Commissioner of San Francisco with observed violations.

- Attended multiple Commission of Animal Welfare & Control meetings to learn more about current animal welfare issues and what's top of mind for residents.

- Continually look for opportunities to support and improve my neighborhood, such as helping with a local cleanup through Refuse Refuse.

Have you attended any meetings of the body to which you are applying? Yes  No

An appearance before the Rules Committee may be required at a scheduled public hearing, prior to the Board of Supervisors considering the recommended appointment. Applications should be received ten (10) days prior to the scheduled public hearing.

Date: March 13, 2023 Applicant's Signature (required): Mikaila Garfinkel  
*(Manually sign or type your complete name.  
NOTE: By typing your complete name, you are hereby consenting to use of electronic signature.)*

Please Note: Your application will be retained for one year. Once completed, this form, including all attachments, become public record.

**FOR OFFICE USE ONLY:**

Appointed to Seat #: \_\_\_\_\_ Term Expires: \_\_\_\_\_ Date Vacated: \_\_\_\_\_

Rules Committee, SF Board of Supervisors  
1 Dr. Carlton B. Goodlett Place  
City Hall, Room 244  
San Francisco, CA 94102-4689

April 24, 2023

Dear Supervisors Dorsey, Walton, and Safai,

Hello! I am the current Vice-Chairperson of the SF Commission for Animal Control and Welfare. The Animal Commission is at a crossroads, having lost three key members who either resigned or are not seeking reappointment. It is imperative that we fill the vacancies with qualified candidates who are truly dedicated to animal welfare.

To that end, I am writing to you in support of **Mikaila Garfinkel**'s application to the Commission. I have known Mikaila for several years through our mutual interests in sustainability, animal advocacy, and conservation. She has impressed me with her far-ranging knowledge of multiple animal-related issues, her top-notch communication skills (both written and verbal), and her tireless dedication to community-based social change.

I'm confident that Mikaila would do a stellar job on the Animal Commission, as she is already deeply involved with various animal welfare initiatives, including monitoring illegal use of anticoagulant rodenticides and our upcoming proposed glue trap ban. I know she would infuse incredible energy and commitment into the role, and would be a great resource to the Commission—and the City's animals, wild and domestic.

I look forward to voicing my endorsement for Mikaila's candidacy at the upcoming Rules Committee meeting.

Thank you for your consideration!

Irina Ozernoy  
Vice-Chairperson  
SF Commission for Animal Control and Welfare





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*(List all of the appropriate seat number(s) and/or category/categories for which you qualify. We request applications be received ten (10) days before the scheduled hearing.)*

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Application for Boards, Commissions, Committees, & Task Forces

Name of Board/Commission/Committee/Task Force: COMMISSION OF ANIMAL CONTROL AND WELFARE

Seat # (Required - see Vacancy Notice for qualifications): 3, 4, 5, or 6

Full Name: Lisa Irene Fagundes



Zip Code: 94110

Occupation: Librarian

Work Phone: Employer: San Francisco Public Library

Business Address: 190 9th Street, SF CA Zip Code: 94103

Business Email: lisa.fagundes@sfpl.org Home Em [Redacted]

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Resident of San Francisco: Yes [X] No [ ] If No, place of residence:
18 Years of Age or Older: Yes [X] No [ ]

Pursuant to Mayoral Order, members of boards/commissions are required to be Covid-19 vaccinated and attend in-person meetings.

Covid-19 Vaccinated: Yes [X] No [ ]

Pursuant to Charter, Section 4.101(a)(1), please state how your qualifications represent the communities of interest, neighborhoods, and the diversity in ethnicity, race, age, sex, sexual orientation, gender identity, types of disabilities, and any other relevant demographic qualities of the City and County of San Francisco:

I have lived in San Francisco for 20 + years, predominately in the Mission District with a brief spate in the Portola neighborhood. I was born and raised in Solano and Contra Costa Counties, so I am very familiar with Bay Area and San Francisco politics and issues. I am a white, 45 year old, female, queer, cis, able-bodied San Franciscan who loves animals and humans!

**Business and/or Professional Experience:**

I have worked at the San Francisco Public Library for over 16 years now. I have worked in all of the neighborhood branches, and most recently worked on the 1st Floor of the Main Library in the Civic Center. I am very well-versed in human/animal interactions in public spaces and the problems they can raise for both humans and animals. I specifically have a lot of experience with service dogs, and houseless people and their pets.

**Civic Activities:**

I have attended occasional Library Commission meetings, as well as a handful of virtual Board of Supervisor meetings. I have attended neighborhood meetings with my current Supervisor Hillary Ronen as well.

Have you attended any meetings of the body to which you are applying? Yes  No

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An appearance before the Rules Committee may be required at a scheduled public hearing, prior to the Board of Supervisors considering the recommended appointment. Applications should be received ten (10) days prior to the scheduled public hearing.

Date: 03/10/2023 Applicant's Signature (required): Lisa I Fagundes  
*(Manually sign or type your complete name.  
NOTE: By typing your complete name, you are hereby consenting to use of electronic signature.)*

Please Note: Your application will be retained for one year. Once completed, this form, including all attachments, become public record.

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**FOR OFFICE USE ONLY:**

Appointed to Seat #: \_\_\_\_\_ Term Expires: \_\_\_\_\_ Date Vacated: \_\_\_\_\_

STATEMENT OF ECONOMIC INTERESTS  
COVER PAGE  
A PUBLIC DOCUMENT

Please type or print in ink.

NAME OF FILER (LAST) (FIRST) (MIDDLE)  
FAGUNDES LISA IRENE

1. Office, Agency, or Court

Agency Name (Do not use acronyms)

San Francisco Public Library

Division, Board, Department, District, if applicable

Collection Development Office

Your Position

AudioVisual Librarian

► If filing for multiple positions, list below or on an attachment. (Do not use acronyms)

Agency: COMMISSION OF ANIMAL CONTROL AND WELFARE

Position: Commissioner

2. Jurisdiction of Office (Check at least one box)

State

Judge, Retired Judge, Pro Tem Judge, or Court Commissioner (Statewide Jurisdiction)

Multi-County

County of

City of San Francisco

Other

3. Type of Statement (Check at least one box)

Annual: The period covered is January 1, 2022, through December 31, 2022.

Leaving Office: Date Left \_\_\_\_/\_\_\_\_/\_\_\_\_ (Check one circle.)

-or-

The period covered is \_\_\_\_/\_\_\_\_/\_\_\_\_, through December 31, 2022.

The period covered is January 1, 2022, through the date of leaving office.

-or-

Assuming Office: Date assumed \_\_\_\_/\_\_\_\_/\_\_\_\_

The period covered is \_\_\_\_/\_\_\_\_/\_\_\_\_, through the date of leaving office.

Candidate: Date of Election 4/30/2023

and office sought, if different than Part 1: \_\_\_\_\_

4. Schedule Summary (required)

► Total number of pages including this cover page: \_\_\_\_\_

Schedules attached

Schedule A-1 - Investments - schedule attached

Schedule C - Income, Loans, & Business Positions - schedule attached

Schedule A-2 - Investments - schedule attached

Schedule D - Income - Gifts - schedule attached

Schedule B - Real Property - schedule attached

Schedule E - Income - Gifts - Travel Payments - schedule attached

-or-  None - No reportable interests on any schedule

5. Verification

MAILING ADDRESS STREET CITY STATE ZIP CODE  
(Business or Agency Address Recommended - Public Document)

190 9th Street San Francisco CA 94103

DAYTIME TELEPHONE NUMBER EMAIL ADDRESS  
(415) 557-4339 lisa.fagundes@sfpl.org

I have used all reasonable diligence in preparing this statement. I have reviewed this statement and to the best of my knowledge the information contained herein and in any attached schedules is true and complete. I acknowledge this is a public document.

I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Date Signed 03/10/2023

(month, day, year)

Signature

(File the originally signed paper statement with your filing official.)



Board of Supervisors
City and County of San Francisco
1 Dr. Carlton B. Goodlett Place, Room 244
(415) 554-5184 FAX (415) 554-7714

Application for Boards, Commissions, Committees, & Task Forces

Name of Board, Commission, Committee, or Task Force: Commission of Animal Control and Welfare

Seat # or Category (If applicable): Seat 5 renewal District: 5

Name: Jane Tobin

[Redacted] t Zip: 94117

Occupation: NonProfit Mgmt. Consultant

Work Phone: 415-505-2263 Employer: Self-employed

Business Address: Same as above Zip:

Business E-Mail: Home E-Mail: [Redacted]

Pursuant to Charter Section 4.101 (a)2, Boards and Commissions established by the Charter must consist of electors (registered voters) of the City and County of San Francisco. For certain other bodies, the Board of Supervisors can waive the residency requirement.

Check All That Apply:

Registered voter in San Francisco: Yes [X] No [ ] If No, where registered:

Resident of San Francisco [X] Yes [ ] No If No, place of residence:

Pursuant to Charter section 4.101 (a)1, please state how your qualifications represent the communities of interest, neighborhoods, and the diversity in ethnicity, race, age, sex, sexual orientation, gender identity, types of disabilities, and any other relevant demographic qualities of the City and County of San Francisco:

San Francisco values representing all communities of interest equally. It is why I moved to the Haight Ashbury neighborhood 30 years ago. From the beginning, I supported my neighbors, housed and unhoused, hosting an annual community block party, organizing tree plantings, and most recently providing meals and human/pet supplies at the Safe Sleeping Site on Stanyan. What is particularly appealing to me about the animal community of San Francisco is that animal guardians represent every income level, ethnicity, race, gender, age, ability, and sexual orientation. The common bond is compassion for animals. It has been a privilege to raise awareness and funds for the animals, advocate for them, and serve the people who care for them. It would be an honor to renew my role as a commissioner on the Animal Control and Welfare Commission.

**Business and/or professional experience:**

My professional experience includes event management and fundraising for non-profits in the Bay Area. In 2018, I received a Master in Nonprofit Administration at the University of San Francisco and now provide consulting services for local non-profits. Although I have had many rewarding jobs, including several years at the San Francisco Chronicle managing over 20 events annually - volunteering at San Francisco Animal Care and Control has been the most meaningful. I began in 1993 socializing animals and working with potential adopters. In 1994, I created and organized Pet Pride Day, an annual event in Sharon Meadows in Golden Gate Park in October. This free event was open to the public (and their pets) to come and celebrate the animals. In addition to raising funds and awareness for ACC, it also showcased the sweet, quirky animal-loving residents that call San Francisco home. Until 2015, I served as Co-President of Friends of San Francisco Animal Care and Control (Friends of ACC), a non-profit I helped establish in 2000. Friends of ACC raises funds for programs and services that extend beyond ACCs operating budget.

**Civic Activities:**

The Commission offers many opportunities to engage in civic activities. In 2020, I used my experience in animal welfare to support the companion animals at the Safe Sleeping Site on Stanyan. I was able to provide supplies, veterinary care, and food. Besides pet food/supplies, I, along with a Cole Valley Haight Allies (CVHA) neighborhood team, offer homecooked meals, supplies, and support for the residents. Keeping companion animals and their guardians safe during this crisis became an objective of the Animal Control and Welfare Commission (ACWC) in 2021. Our commission work plan reflects the civic efforts of each commissioner. The safety and care of unhoused people and pets is a particular interest of mine.

As part of the ACWC, I also serve as an animal welfare advisor on the Joint Zoo/Rec and Park Committee. Currently, I am helping the committee develop a building usage plan for the Mothers Building - a historic building located on Zoo property

Have you attended any meetings of the Board/Commission to which you wish appointment? Yes  No

For appointments by the Board of Supervisors, appearance before the RULES COMMITTEE is a requirement before any appointment can be made. (*Applications must be received 10 days before the scheduled hearing.*)

05/12/2023

Jane Tobin

Date: \_\_\_\_\_ Applicant's Signature: (required) \_\_\_\_\_

(Manually sign or type your complete name.  
NOTE: By typing your complete name, you are hereby consenting to use of electronic signature.)

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Appointed to Seat #: \_\_\_\_\_ Term Expires: \_\_\_\_\_ Date Seat was Vacated: \_\_\_\_\_

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Application for Boards, Commissions, Committees, & Task Forces

Name of Board/Commission/Committee/Task Force: Commission of Animal Control and Welfare

Seat # (Required - see Vacancy Notice for qualifications): Seat 6 (for reappointment)

Full Name: Michael Angelo Torres

[Redacted] Francisco CA Zip Code: 94109

Occupation: Writer/Administrative

Work Phone: (415) Employer: Self-employed

Business Address: 901 Bush Street #603, San Francisco CA Zip Code: 94109

Business Email: michaelangelotorres@yahoo.com Home Email: [Redacted]

Pursuant to Charter, Section 4.101(a)(2), Boards and Commissions established by the Charter must consist of residents of the City and County of San Francisco who are 18 years of age or older (unless otherwise stated in the code authority). For certain appointments, the Board of Supervisors may waive the residency requirement.

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18 Years of Age or Older: Yes [X] No [ ]

Pursuant to Charter, Section 4.101(a)(1), please state how your qualifications represent the communities of interest, neighborhoods, and the diversity in ethnicity, race, age, sex, sexual orientation, gender identity, types of disabilities, and any other relevant demographic qualities of the City and County of San Francisco:
I was first appointed to the Commission of Animal Control and Welfare in September 2019. I am submitting this application in hope of being reappointed to Seat 6. If reappointed, it would be my third term. I currently serve as Chair for the Commission, and previously I was the Commission Secretary. As a member of the Commission, I helped facilitate our remote meetings, as well as our return to in-person meetings. I also assisted with the migration of our sfgov.org website to the new sf.gov website platform. Currently, I am working with Supervisor Mandelman's office and the City Attorney's office on renaming/simplifying our Commission's name so we will be known as the Animal Commission.
As for myself, I am a 58 year old gay Latino/Indigenous Amercian male. I have lived in San Francisco since 1986 (with the exception of six months when I lived in Los Angeles following the 1989 earthquake). I have lived in my current address in my current district (District 3) since November 2008.

**Business and/or Professional Experience:**

I worked for over 30 years as an Operations Manager at various organizations, including Golden Gate University in San Francisco. As an Operations Manager, I have overseen many administrative responsibilities to include building management, purchasing, scheduling and security. In addition, I served as a Title IX Coordinator, as well as the EthicsPoint/anonymous reporting system administrator, for the University. The administrative experience that I gained while working at the University, as well as my attention to detail, are skills that I bring to my work as a Commissioner.

Concerning animal issues, I have volunteered and donated to numerous animal organizations throughout the years - with a devoted emphasis on those organizations that help animals who are older, or have special needs. I feel it is a privilege to be able to volunteer time, and donate other resources, to help animals. I also feel blessed to experience what I believe is a real calling to want to help animals in any way that I can.

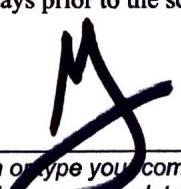
**Civic Activities:**

I have always considered myself to be an advocate and community organizer, and I always try to do what I can to help others. It was that desire to want to do more for the community that originally inspired me to apply for a seat on the Commission back in 2019. Currently, I also volunteer with the Latino Task Force and the SF Dog organization to help with the food distribution program at the Mission Food Hub. I also create free content for various animal-related non-profit organizations to use on their websites. I have also volunteered for various animal rescue organizations, such as Mutville Senior Dog Rescue and the Doris Day Animal Foundation, throughout the years. I have also worked with Prevention Point Needle Exchange and Community United Against Violence (CUAV) during their early years. In addition, I have also volunteered for various local and state-wide political campaigns, to include advance work for Kamala Harris's first campaign for San Francisco District Attorney, and for Gloria LaRiva's campaign when she ran as the Peace and Freedom Party's candidate for Governor of California.

Have you attended any meetings of the body to which you are applying? Yes  No

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Date: 05-May-2023 Applicant's Signature (required): \_\_\_\_\_

  
(Manually sign or type your complete name.  
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**Please Note:** Your application will be retained for one year. Once completed, this form, including all attachments, become public record.

**FOR OFFICE USE ONLY:**

Appointed to Seat #: \_\_\_\_\_ Term Expires: \_\_\_\_\_ Date Vacated: \_\_\_\_\_