File No.	211323	Committee Item N	No	
		Board Item No.	27	

### **COMMITTEE/BOARD OF SUPERVISORS**

AGENDA PACKET CONTENTS LIST

Committee: Board of Su	pervisors Meeting	Date:	February 8, 2022		
Cmte Boar	Motion Resolution Ordinance Legislative Digest Budget and Legislative Analyst Youth Commission Report Introduction Form Department/Agency Cover Lett MOU Grant Information Form Grant Budget Subcontract Budget Contract/Agreement Award Letter Application Public Correspondence	•			
OTHER					
	DEM Tenderloin Emergency Initiative	Strategic	Plan and Operation - 12/27/21		
H					
HH					
H					
Prepared by	: _Jocelyn Wong	Date:	December 30, 2021		
Prepared by: Lisa Lew Date: February 4, 2022					



London N. Breed

Mayor

### **Department of Emergency Management**

**1011 Turk Street, San Francisco, CA 94102** Phone: (415) 558-3800 Fax: (415) 558-3843



Mary Ellen Carroll Executive Director

# Tenderloin Emergency Initiative Strategic Plan and Operations Guide

<u>Vision</u>: A safer and healthier Tenderloin neighborhood with more effective connections to services for housed and unhoused residents, reduced crime and sidewalk hazards, and increased investments in long-term neighborhood coordination between City and non-City agencies.

Background: Deaths from drug overdose are at epidemic levels in San Francisco. Tenderloin residents and business owners are plagued by violence and crime related to drug dealing and drug use in their neighborhood. While these problems have gotten worse over the past few years and particularly over the course of the pandemic, recently the threat to public health, safety and welfare has become much graver and more imminent in the Tenderloin and demands emergency action. On December 17, 2021, Mayor Breed declared a State of Emergency in the Tenderloin which was later ratified by the Board of Supervisors on December 24, 2021 to address the overdose crisis. This 90-day Declaration allows for crisis operations to be directed by the Department of Emergency Management in order to address the notable public health emergency with a services-first approach.

#### Roles and Responsibilities:

- Policy Direction by Mayor's Office
- Strategy by Mayor's Office, Department of Emergency Management (DEM), community stakeholders
- Operational Coordination by DEM
- Operations by Departments of Public Health, Homelessness and Supportive Housing, Public Works, Fire, Police, 311, Economic and Workforce Development, and supporting infrastructure departments. Supported by operations from Community Benefit Districts and Community Based Organizations.

#### Success Metrics:

#### Short Term Long Term · Fewer fatal and non-fatal overdoses Increased long-term connections to treatment and services Activation of pop-up resources dedicated to the Tenderloin More activations of open space • Increased use of public parks More dedicated shelter and housing resources dedicated to the Tenderloin • Increased feelings of public safety for residents • Increased short-term connections to treatment and business owners and services • Clear process for residents, CBOs, merchants, • Fewer 911 medical calls to the Tenderloin city to address neighborhood issues together • Fewer 911 violent crime calls to the Tenderloin · Level of safety and cleanliness can be maintained through regular resource allocations Less open drug dealing from City and neighborhood • Less open-air drug use • Increased block parties and clean team events Fewer tents Increased nighttime lighting on streets and Cleaner sidewalks and streets during both storefronts daytime and nighttime hours Street engineering on identified blocks to slow • Better City coordination with neighborhood down vehicle traffic representatives and community organizations

#### Operational Phases:

#### Phase 1: Engagement and Assessment (start November 15, 2021)

This operational phase brings together key stakeholders to conduct problem definition and analysis in order to define the scope of the crisis and sustained operations. Key components of this phase include:

#### **COORDINATE** with City and non-City stakeholders

- Assess and identify operations assigned to Tenderloin neighborhood, including but not limited to cleaning, outreach, service connection, intervention, and enforcement operations
  - o Gather and document shift operations, resources assigned, scopes of work
  - o Identify gaps and/or where improvements are needed
- Conduct priority matching meetings with community organizations and neighborhood representatives

#### **ASSESS** top problems in the neighborhood

- Conduct neighborhood surveys on foot with DEM, Urban Alchemy, TLCBD, Mid-Market Business Association
- Meetings with community organizations, neighborhood representatives, other stakeholders to gather information
- Understand gaps in existing services, resources, and coordination efforts
- Identify top problem areas that should be addressed by City and non-city agencies

#### PROPOSE short- and long-term solutions

- Brainstorm possible solutions and who would be responsible to implement them
- Perform ongoing gap analysis for services and programs in the neighborhood
- Build upon existing successful services and/or relationships

During this phase, the following priority problems areas and proposed solution categories were identified:

Priority Problem	Short- and Long-Term Solutions
Drug dealing and violent crime	Targeted/strategic disruption and intervention
	Infrastructure modifications and fixes
	Street engineering
Lack of shelter and drop-in	TL-dedicated beds within system of care
resources	Behavioral and mental health resource support
Open air drug use	Drop-in center / 24-hour behavioral health referral center
	TL-dedicated beds within system of care
	Street / sidewalk engineering
Lack of safe passage and	Coordination of ambassador programs with existing community
accessibility	organizations
	Infrastructure modifications and fixes
	Funding and support for community-based projects
Waste and debris	Targeted and frequent cleanings
	Increased trash cans / adjusted trash pickups
High levels of 911 medical	Coordination with Street Wellness team (start Jan 2022)
calls	Ongoing outreach and alternatives to law enforcement
Illegal vending	Outreach and engagement in-language
	Coordinated intervention and enforcement

#### Phase 2: Crisis Operations (December 17, 2021 – March 17, 2022)

This phase focuses on implementing emergency tactics to move away from the 7 identified neighborhood problems and toward the proposed solutions. This will be accomplished through incident management best practices, which operate on a standardized operational period and is managed by coordinated objectives. Each objective will be required to directly address one or more of the 7 identified problem areas. The Tenderloin Emergency Initiative will operate on weekly operational periods from Mondays to Sundays, and will include daily tactics meetings, weekly stakeholder updates, and recurring community and resident town halls. Accountability will be tracked through a weekly Situation Report which will be generated by the incident management team and distributed to stakeholders. Key components of this phase include:

#### **CONNECT** to services

- Establish a Linkage Center that acts as a services-focused location where people can
  voluntarily go to find respite from the streets and gain access to a wide variety of resources
  from the City and its partners
- Increase shelter and behavioral health resources dedicated to the Tenderloin
- Coordinate more effective outreach efforts collaboratively between City and non-city agencies that offer services and programs to housed and unhoused Tenderloin residents

#### **INTERVENE** in street activity

- Review deployment locations of community ambassador programs throughout the neighborhood
  - o Gather and document shift operations, resources assigned, scopes of work
  - Perform strength and gap analyses of programs with community representatives
  - o Implement identified improvements
- Perform targeted outreach to people engaging in open-air drug use and illegal vending activities
- Invest City resources in community-led beautification projects and positive activations that adjust the sidewalks, streets, alleyways, and open space
- Increase parking citations and enforcement to prevent traffic hazards and disrupt drive-up drug dealing
- Coordinate with law enforcement and outreach teams to ensure operations are targeted and strategic

#### **INVEST** in infrastructure

- Establish an expedited response process for City agencies to address 311 service requests
- Harden or adjust infrastructure prone to vandalism or misuse
- Coordinate between and among City and non-City agencies to better identify priority areas

#### Phase 3: Sustained Operations (March 2022 and onward)

This phase ensures that even once the Declaration of Emergency and the crisis operations have concluded, the City will maintain its investment and presence in the Tenderloin community. The details and components of this phase will be developed concurrently during the crisis operations phase, in conjunction with community and neighborhood stakeholders. Key components of this phase thus far include:

#### **CONFIRM** long-term City resource allocations

Assign long-term City management and investment in neighborhood programs and infrastructure

• Establish agreements and/or minimum levels of service for ongoing work with community organizations, neighborhood stakeholder groups, and residents

#### **INVEST** in ongoing resources and programs

- Secure long-term scope and funding for ambassador programs
- Approve permits and project plans for community-focused open space
- Prioritize safe passage investments such as Yellow Brick Road and school crossing guards

#### **FACILITATE** block-level community activations

- o Regular block parties and Clean Team events
- o Pop-up art and culture fairs

From: Martha Larsen

To: <u>Chan, Connie (BOS)</u>; <u>Stefani, Catherine (BOS)</u>; <u>Peskin, Aaron (BOS)</u>; <u>Mar, Gordon (BOS)</u>; <u>Preston, Dean (BOS)</u>;

Haney, Matt (BOS); Melgar, Myrna (BOS); MelgarStaff (BOS); Mandelman, Rafael (BOS); Ronen, Hillary; Walton, Shamann (BOS); Safai, Ahsha (BOS); Board of Supervisors, (BOS); Board of Supervisors, (BOS); Breed, Mayor

London (MYR); info@rescuesf.org

**Subject:** The situation in the Tenderloin

**Date:** Tuesday, December 21, 2021 11:18:54 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

#### Dear Mayor and Board of Supervisors,

I would agree that the situation in the Tenderloin is not safe for children or others living there. But increasing police presence is untenable. The root of the problem includes homelessness, poverty and addiction. These are the issues that need to be addressed. There needs to be more mental health support for people and more housing. Help with addiction needs programs and funding. These are long term solutions, but can help now if implemented soon..

I read today's article in the Chronicle about the situation and would agree that the recommendations suggested there are a better solution to the situation now than the Mayor's plan. Please give these recommendations consideration and funding. Much peace,

martha

Give us bread, but give us roses too. [Slogan of women woolen mill workers -Bread and Roses Strike, Lawrence, MA 1912.]

But when the melancholy fit shall fall. . . Then glut thy sorrow on a morning rose. - John Keats.

From: <u>Steven Choi</u>

To: Chan, Connie (BOS); Stefani, Catherine (BOS); Peskin, Aaron (BOS); Mar, Gordon (BOS); Preston, Dean (BOS);

Haney, Matt (BOS); Melgar, Myrna (BOS); MelgarStaff (BOS); Mandelman, Rafael (BOS); Ronen, Hillary; Walton, Shamann (BOS); Safai, Ahsha (BOS); Board of Supervisors, (BOS); Board of Supervisors, (BOS); Breed, Mayor

London (MYR)

Subject: Lifelong SF resident - Feedback

Date: Wednesday, December 22, 2021 12:09:59 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

#### Dear Supervisors...

I am a resident of SOMA and Civic Center area, in the epicenter of the tremendous issues going on in the TL area.

It is about time to take action NOW. I am part of the still, vibrant, tech community in SF and every year there are more and more stories and experiences that I am encountering with folks on the streets that need tremendous attention and help.

I understand that this cannot be accomplished overnight but these issues have lingered for decades and it's only getting worse in the past 7 years... if we're going to be an attractive metro city in the U.S. we cannot keep going down this route. Other resources in the city unfortunately may have to be sacrificed to try and alleviate this issue and we are at the point where these tradeoffs must happen now. I am excluding so many details of these issues but you all are already aware of the multitude of concerns circulating our streets so I'm intentionally excluding this from my note. Instead, this note is a deep plea to our leaders.

My company is thinking of moving out of SF completely. We already moved our HQ last year and more and more of my colleagues in the tech industry are planning these contingencies now. The migration has already happened 5 years ago but it's moving at a staggering rate in the past 3 years.

Please help our community, please notice what is happening and please help. **We need you right now.** 

Steven Choi

--

#### Steven L Choi

Revenue & Strategic Partnerships Revel Systems office 510 672 2554 steven.choi@revelsystems.com From: Lee Heidhues

To: Chan, Connie (BOS); Ronen, Hillary; Walton, Shamann (BOS); Preston, Dean (BOS); Melgar, Myrna (BOS); Mar,

Gordon (BOS); Peskin, Aaron (BOS); Mandelman, Rafael (BOS); Stefani, Catherine (BOS)

Cc: Board of Supervisors, (BOS); Lynch, Andy (MYR); Ms. Lizzie Ann Heidhues

**Subject:** The Mayor and The Tenderloin

Date: Wednesday, December 22, 2021 7:13:12 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources

This will be a true test for Board "Progressives" whose strategy is too often to cave in when the going gets tough.

It is depressing to read that "Progressive" Hillary Ronen plans to vote for the Emergency Powers resolution.

Supervisor Connie Chan, another self proclaimed "Progressive" is waffling.

The Board must take a stand that criminalizing drug users is wrong and inhumane.

The Board can vote this through as a Public Health measure and make it clear the SFPD does NOT have carte blanche to "lock 'em all up" as Mayor Breed vowed in her presser last week.

--

In Solidarity, Lee Heidhues D1 Resident From: <u>Kate Pfaff</u>

To: Board of Supervisors, (BOS)

Cc: Alonzo King; Robert Rosenwasser; Jill Lounibos

Subject: Note on Mayor"s Emergency Declaration from Alonzo King LINES Ballet

**Date:** Thursday, December 23, 2021 10:48:35 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the San Francisco Board of Supervisors at-large

Attn: Hon. Matt Haney, Supervisor

Supervisors:

Alonzo King LINES Ballet has been located at 26 7th Street for more than two decades. Each day, approximately 200 students, professional dancers, teachers, and staff come through our doors. On July 5th, we reopened the LINES Dance Center also located on 7th and Market after a 16-month closure, as the only business on our block. The conditions at this location have been grim; public drug-dealing, blatant drug-use, and blocked walkways and building entrances. Our community members do not feel safe coming to LINES.

Since August, the presence of Urban Alchemy practitioners on our street from 7AM to 7PM has transformed the experience for our community members. We have been impressed by their support of folks on the street-- and we feel safer. We are writing to advocate for extended community-based support on our streets. Extended hours until 10PM and increased practitioner presence will allow us to maintain the LINES Dance Center as a vibrant hub for dance in San Francisco.

Thank you for your support of Alonzo King LINES Ballet and all that you do for San Francisco.

Sincerely,

Alonzo King

Artistic Director & Co-Founder

Robert Rosenwasser

#### Creative Director & Co-Founder

**Executive Director** 

--

Kate Pfaff (she/ her/ hers)
Director of Education

### Alonzo King LINES Ballet | Education

26 Seventh Street, San Francisco, CA 94103

Office: 415-863-3040 x 283



#### LINES RETURNS TO TOURING

Click Here for Upcoming Events

CONFIDENTIAL COMMUNICATION: This email message and any attachment may contain privileged and confidential information intended only for the use of the individual or entity to which the email is addressed. If the reader of this message is not the intended recipient or the employee or agent responsible to deliver it to the intended recipient, that person is hereby notified that any dissemination, distribution or copying of this communication is prohibited. If you have received this communication in error, please notify us as soon as possible by emailing the intended recipient. Thank you for your cooperation and assistance.

From: Matt Tom

To: <u>Board of Supervisors, (BOS)</u>; <u>BOS-Supervisors</u>; <u>BOS-Legislative Aides</u>

Subject: Tenderloin

**Date:** Thursday, December 23, 2021 12:09:20 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

I am uncomfortable with the plan in place. If there's no housing or care workers in place then it just adds funding or justification for funding for programs that have historically not resolved issues here. At a bare minimum a continuance should be requested until there's clear programs tagged for the work suggested.

I am a resident of D4.

Matt Tom

District 4

Matt Tom

iarejuno@gmail.com

San Francisco, California 94116

From: Betty Traynor

To: Chan, Connie (BOS); Stefani, Catherine (BOS); Peskin, Aaron (BOS); Mar, Gordon (BOS); Preston, Dean (BOS);

Haney, Matt (BOS); Melgar, Myrna (BOS); MelgarStaff (BOS); Mandelman, Rafael (BOS); Ronen, Hillary; Walton,

Shamann (BOS); Safai, Ahsha (BOS); Board of Supervisors, (BOS); Calvillo, Angela (BOS)

**Subject:** Hearing on Mayor"s TL Emergency Plan - a Town Hall?

**Date:** Thursday, December 23, 2021 12:41:51 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Members of the Board of Supervisors,

I know there will be many people contacting you today with many ways to deal with the situation in the Tenderloin. We know police enforcing the "sit and lie" ordinance or any removal and incarceration of unhoused people and those addicted to drugs is not a solution. But there is a need for people of the TL to come together, discuss the issues and come to solutions they can agree on.

I am suggesting an **Emergency Town Hall Meeting of residents of the TL**: families, seniors and people with disabilities, unhoused people, those addicted to drugs, people living in the SROs and apartments; a meeting called by the TL Supervisor Haney and/or Board President Walton. Let each other hear all sides of the situation and come to solutions together. People from the Mayor's office, pertinent City agencies (HSH, DPH, DEM, DAS, police and sheriff departments, etc.) can be present to listen, and provide information as needed, but the meeting would be led by TL residents and groups with the goal of reaching consensus on a just, equitable and caring solution.

Thank you for reading,

Betty Traynor
Friends of Boeddeker Park
Resident of the Western Addition/District 5

From: <u>Jennifer Mullane</u>

To: <u>Board of Supervisors, (BOS)</u>
Subject: 5170 receiving center

Date: Thursday, December 23, 2021 6:03:09 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

I'm wondering if SF has considered a 5170 receiving center for the TL targeted population. Per statute, it would give the city the option of placing 72 hour holds on people who are actively using substances and in crisis, similar to the 5150 statute for people in MH crisis.

From: Colleen Rivecca

Chan, Connie (BOS); Stefani, Catherine (BOS); Peskin, Aaron (BOS); Mar, Gordon (BOS); Preston, Dean (BOS); To:

Haney, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Ronen, Hillary; Walton, Shamann (BOS);

Safai, Ahsha (BOS); Calvillo, Angela (BOS)

Cc: maurilio leon; Meg Heisler; Breed, London (MYR)

Subject: File Number 211320 - Proclamation of Local Emergency - Drug Overdoses in the Tenderloin

Date: Thursday, December 23, 2021 1:13:43 PM

Attachments: image001.png

image002.png image003.png image004.png image005.png image008.png

TNDC Letter TL emergency declaration.pdf

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Tenderloin Neighborhood Development Corporation submits the attached letter as comment for File Number 211320.

Thank you,

Colleen

#### Colleen Rivecca

Director of Community Organizing, Policy, & Planning pronouns: she/her

#### crivecca@tndc.org

c 616.402.1823

Tenderloin Neighborhood Development Corporation 210 Golden Gate Ave. San Francisco, CA,94102







At TNDC, we believe that everyone deserves to thrive. We support tenants and community members in building transformative communities through Homes, Health, and Voice. Together, we can build a future with economic and racial equity. Join us at tndc.org!



December 22, 2021

Honorable Members of the San Francisco Board of Supervisors Angela Cavallo, Clerk of the San Francisco Board of Supervisors cc: The Honorable Mayor London Breed

## Re: File Number 211320 – Proclamation of Local Emergency – Drug Overdoses in the Tenderloin.

Dear Supervisors,

Tenderloin Neighborhood Development Corporation (TNDC) is writing to seek more information about File Number 211320, Proclamation of Local Emergency – Drug Overdoses in the Tenderloin.

TNDC develops community and provides affordable housing and services for people with low incomes in the Tenderloin and throughout San Francisco; we help people with low incomes thrive by building deeply affordable homes and supportive communities. We provide more than 4,000 homes to over 6,000 households, 80% of which provide housing for households earning less than \$15,000 per year.

TNDC appreciates the leadership of Mayor Breed in responding to San Francisco's overdose crisis by sponsoring the Safe Injection Services taskforce in 2017 as President of the Board of Supervisors. We also appreciate the Mayor's leadership in expanding behavioral health treatment beds, working with the Board of Supervisors to create Mental Health SF to improve access to behavioral health services for all San Franciscans, and in moving to acquire a site at 822 Geary and 629 Hyde Streets for a Crisis Diversion Unit and Safe Consumption/Overdose Prevention Site.

The Tenderloin is experiencing emergency conditions of poverty, homelessness, trauma, and overdose deaths. These are systemic problems that affect all residents of the Tenderloin, and those residents deserve real solutions that address the root causes of those problems.

TNDC has worked collaboratively with Tenderloin residents, community based organizations, the Department of Public Health, the Board of Supervisors, and the Mayor's office to respond to the crises of public drug use and overdose deaths in the Tenderloin with evidence-based public health solutions that center the needs of the people experiencing behavioral health challenges exacerbated by poverty and trauma.





We understand that in the Tenderloin, issues of poverty, homelessness, trauma, lack of connection to culturally-appropriate health supports are intertwined and make it more difficult to respond successfully to substance use and mental health challenges. We believe that any effort to successfully respond to these issues must be grounded in the lived experiences of the people who are directly affected and must not be coercive or tied to criminalization of the people in need of behavioral health support.

We look forward to working with the Mayor's Office, Board of Supervisors, community partners, and people with lived experience to implement and strengthen the following solutions:

- Ensuring that people who need behavioral health services are offered a range of potential interventions (overdose prevention, street crisis intervention, medication management, medically assisted detox, syringe access, crisis diversion, access to treatment including outpatient services and inpatient treatment beds)
- Ensuring that San Francisco can achieve treatment on demand: anyone who needs help will be connected with available services and support that is culturally appropriate and offered in the language that they speak.
- Re-imagining and strengthening our homeless shelter system so that no unhoused person is ever left behind on the streets due to lack of access to shelter.
- Working as quickly as possible to connect homeless people to housing by filling the large number of vacancies currently in the City's permanent supportive housing portfolio.
- Implement CART (Compassionate Alternative Response Teams), a peer-based response to street homelessness that can respond to overflow SCRT Street Crisis Response Team behavioral health calls as well as provide a non-police response to C-priority 911 calls about homeless encampments, trespassing, sit/lie violations, well-being checks, and aggressive panhandling.

In order for TNDC to support the current version of the Emergency Proclamation, we would need more information about the proposed services that would be provided through the emergency operations established by the proclamation. Among the factors contributing to the success of the Department of Emergency Management's work in the Tenderloin during last year's emergency response was broad-based collaboration and communication with Tenderloin community partners as well as the availability of a resource for unhoused people in the Tenderloin that is no longer available today: Shelter in Place hotel rooms.





We look forward to partnering with the City in efforts to link homeless people and people who need behavioral health care with stable shelter, treatment beds, and other health supports.

Thank you for your consideration of our views. If you have any questions about this letter, or would like to discuss the matter further, please contact me at crivecca@tndc.org

Respectfully,

Colleen Rivecca

Director of Community Organizing, Policy, & Planning Tenderloin Neighborhood Development Corporation

CC:

maurilio león, Chief Executive Officer, TNDC Meg Heisler, Policy and Planning Manager, TNDC



**Print Form** 

## **Introduction Form**

By a Member of the Board of Supervisors or Mayor

Time stamp or meeting date

I hereby submit the following item for introduction	on (select only one):	<del></del>				
1. For reference to Committee. (An Ordinance, Resolution, Motion or Charter Amendment).						
2. Request for next printed agenda Without Reference to Committee.						
<ul> <li>✓ 3. Request for hearing on a subject matter at Committee.</li> </ul>						
4. Request for letter beginning: "Supervisor		inquiries"				
5. City Attorney Request.		_				
6. Call File No.	from Committee.					
7. Budget Analyst request (attached written motion).						
8. Substitute Legislation File No.						
9. Reactivate File No.						
10. Topic submitted for Mayoral Appearance	before the BOS on					
		<u></u>				
Please check the appropriate boxes. The propos	sed legislation should be forwarded to the following	g:				
Small Business Commission	Youth Commission Ethics Commis	ssion				
Planning Commission	Building Inspection Commission					
Note: For the Imperative Agenda (a resolution not on the printed agenda), use the Imperative Form.						
Sponsor(s):		.,				
Clerk of the Board						
Subject:						
Hearing - Committee of the Whole - Proclamation of Local Emergency - Drug Overdoses in the Tenderloin - January 4, 2022, at 3:00 p.m						
The text is listed:						
Hearing of the Board of Supervisors convening as a Committee of the Whole on January 4, 2022, at 3:00 p.m., to hold a public hearing on the Mayor's December 17, 2021 Proclamation of a Local Emergency Relating to Drug Overdoses in the Tenderloin; to be scheduled pending approval of the Motion in File No. 211322.						
Signature of Sponsoring Supervisor:						

For Clerk's Use Only