

AGENDA

BOARD OF POLICE COMMISSIONERS

REGULAR MEETING

TUESDAY, MAY 15, 2007

9:30 A.M.

**PARKER CENTER, ROOM 146
150 NORTH LOS ANGELES STREET
LOS ANGELES, CA 90012**

Commissioners: John W. Mack, President
Alan J. Skobin, Vice President
Shelley Freeman
Andrea Sheridan Ordin
Anthony Pacheco

Members of the public are invited to address the Board of Police Commissioners on any item on the agenda prior to action by the Board on that specific item. Members of the public may also address the Board on any matter within the subject matter jurisdiction of the Board. The Board will entertain such comments during the Public Comment Period. Public comment will be limited to two (2) minutes per individual for each item addressed, unless there are more than ten (10) comment cards for each item, in which case the public comment will be limited to one (1) minute per individual. The aforementioned limitation may be waived by the President of the Board.

(NOTE: Pursuant to Government Code Section 54954.3(b) the legislative body of a local agency may adopt reasonable regulations, including, but not limited to, regulations limiting the total amount of time allocated for public testimony on particular issues and for each individual speaker.)

Members of the public who wish to address the Board are urged to complete a Speaker Card and submit it to the Board Secretary prior to commencement of the public meeting. The cards are available at the public counter, Room 150, Parker Center. However, should a member of the public feel the need to address a matter while the meeting is in progress, a card may be obtained from the Sergeant-At-Arms, who will submit the completed form to the Board Secretary prior to final consideration of the matter.

It is requested that individuals who require the services of a translator contact the Board Secretary no later than the day preceding the meeting. Whenever possible, a translator will be provided.

Sign language interpreters, assistive listening devices, or other auxiliary aids and/or services may be provided upon request. To ensure availability, you are advised to make your request at least 72 hours prior to the meeting you wish to attend.

SI REQUIERE SERVICIOS DE TRADUCCION, FAVOR DE NOTIFICAR LA OFICINA CON 24 HORAS POR ANTICIPADO.

NOTE: The meeting is tape-recorded and the tape is kept for 30 days.

1. COMMISSION BUSINESS

- Commission Business
- Consideration of Future Agenda Items/Pending Projects

2. REPORT OF THE CHIEF OF POLICE

- Status of Investigation into MacArthur Park incident, May 1, 2007
- Significant Incidents
- Crime Statistics
- Recruitment/Reinstatement/Reassignment of Officers

3. REPORT OF THE EXECUTIVE DIRECTOR

- Status of Future Agenda Items/Pending Projects
- Update on Routine Administrative Matters

4. REPORT OF THE INSPECTOR GENERAL

- Status of Investigation into MacArthur Park incident, May 1, 2007
- Status of Future Agenda Items/Pending Projects
- Significant Incidents
- Update on office reorganization and staffing issues

5. INFORMATION – FILED ITEMS

A. Special event permits on file, as submitted for the period ending May 11, 2007

- Sunday, April 29, 2007 4th Annual Panorama City Van Nuys Spring Parade
- Sunday, April 29, 2007 Youth March “Legalize My Parents”
- Tuesday, May 1, 2007 May 1st March – “Great American Boycott” 2007, Amended
- Saturday May 5, 2007 Million Marijuana March
- Saturday, May 5, 2007 Student Elections Rally
- Sunday, May 6, 2007 Tianguis

B. Noise variance requests on file, as submitted for the period ending May 11, 2007

- May 4, 2007 – July 20, 2007 G. Grosslight Construction, Incorporated
- May 6, 2007 – May 7, 2007 Right of Way, Incorporated
- May 28, 2007 – June 15, 2007 Southern California Gas Company

6. PRESENTATIONS

7. CONSENT AGENDA ITEMS

The remaining Consent Agenda items are considered to be routine and non-controversial upon which documentation provided to the Board is adequate to give sufficient information for approval without inquiry or discussion. It is designated to minimize the time required for the handling of routine matters in order to permit additional time to be spent on more significant

matters. The President will call for ayes and nays on the Consent Agenda as a whole and the vote will be treated as a separate vote on each item. These items may be moved to the Regular Agenda at the order of the President or at the request of the other members of the Board or if a member of the general public has submitted a request to speak on the subject.

- A. DEPARTMENT'S REPORT, dated May 3, 2007, relative to the Personal Expense Statement for the Chief of Police for expenses incurred on May 1, 2007 in the amount of \$225.00, as a penalty fee for the cancellation of a trip to El Salvador and Mexico, as set forth. [BPC #07-0181]

Recommendation(s) for Board action:

1. APPROVE the Department's report and Personal Expense Statement.

- B. DEPARTMENT'S REPORT, dated April 19, 2007, relative to a monetary donation from the Los Angeles Police Foundation in the amount of \$11,209.95 to be used by the Professional Standards Bureau, Force Investigation Division, as set forth. [BPC #07-0159]

Recommendation(s) for Board action:

1. APPROVE the Department's report and TRANSMIT to the Mayor and City Council for acceptance of donation.

- C. DEPARTMENT'S REPORT, dated April 19, 2007, relative to a monetary donation from the Los Angeles Police Foundation in the amount of \$11,517.39 which will be used to purchase guidon flags for Parker Center, as set forth. [BPC #07-0160]

Recommendation(s) for Board action:

1. APPROVE the Department's report and TRANSMIT to the Mayor and City Council for acceptance of donation.

- D. DEPARTMENT'S REPORT, dated April 19, 2007, relative to a monetary donation from the Los Angeles Police Foundation in the amount of \$14,000.00 to be used by South Bureau, Violent Crimes Task Force for the purchase of tactical vests, camcorders, and entry tool sets, as set forth. [BPC #07-0161]

Recommendation(s) for Board action:

1. APPROVE the Department's report and TRANSMIT to the Mayor and City Council for acceptance of donation.

- E. DEPARTMENT'S REPORT, dated April 19, 2007, relative to a monetary donation from the Los Angeles Police Foundation in the amount of \$21,456.96 to be used by Wilshire Area for the purchase of fitness equipment, as set forth. [BPC #07-0162]

Recommendation(s) for Board action:

1. APPROVE the Department's report and TRANSMIT to the Mayor and City Council for acceptance of donation.
- F. DEPARTMENT'S REPORT, dated April 19, 2007, relative to a monetary donation from the Los Angeles Police Foundation in the amount of \$35,250.00, to be used by Office of Operations and will be used for Ethics Training by the Josephson Institute, as set forth. [BPC #07-0163]

Recommendation(s) for Board action:

1. APPROVE the Department's report and TRANSMIT to the Mayor and City Council for acceptance of donation.
- G. DEPARTMENT'S REPORT, dated April 19, 2007, relative to a monetary donation from the Los Angeles Police Foundation in the amount of \$241.38, to be used by the Public Information Office for domain names for the Los Angeles Police Department, as set forth. [BPC #07-0170]

Recommendation(s) for Board action:

1. APPROVE the Department's report and accept the donation.
- H. DEPARTMENT'S REPORT, dated April 19, 2007, relative to a monetary donation from the Los Angeles Police Foundation in the amount of \$665.12, for Detective Bureau to provide refreshments for visiting dignitaries, as set forth. [BPC #07-0169]

Recommendation(s) for Board action:

1. APPROVE the Department's report and accept the donation.
- I. DEPARTMENT'S REPORT, dated April 19, 2007, relative to a monetary donation from the Los Angeles Police Foundation in the amount of \$1,248.63, for Counter Terrorism and Criminal Intelligence Bureau to attend the PERF High Level Suicide Bomber Response Summit, as set forth. [BPC #07-0165]

Recommendation(s) for Board action:

1. APPROVE the Department's report and accept the donation.
- J. DEPARTMENT'S REPORT, dated April 19, 2007, relative to a monetary donation from the Los Angeles Police Foundation in the amount of \$773.43, for the Office of the Chief of Police to purchase fitness equipment at Parker Center, as set forth. [BPC #07-0166]

Recommendation(s) for Board action:

1. APPROVE the Department's report and accept the donation.

- K. DEPARTMENT'S REPORT, dated April 19, 2007, relative to a monetary donation from the Los Angeles Police Foundation in the amount of \$349.00, to provide Force Investigation Division with Microsoft Access Computer Training, as set forth. [BPC #07-0167]

Recommendation(s) for Board action:

1. APPROVE the Department's report and accept the donation.

- L. DEPARTMENT'S REPORT, dated April 19, 2007, relative to a monetary donation from the Los Angeles Police Foundation in the amount of \$750.00, for Detective Bureau to provide refreshments for visiting dignitaries, as set forth. [BPC #07-0168]

Recommendation(s) for Board action:

1. APPROVE the Department's report and accept the donation.

- M. DEPARTMENT'S REPORT, dated April 19, 2007, relative to a monetary donation from the Los Angeles Police Foundation in the amount of \$4,861.00, to the Office of the Chief of Police to assist with the promotional ceremonies from March 2006 to February 2007, as set forth. [BPC #07-0172]

Recommendation(s) for Board action:

1. APPROVE the Department's report and accept the donation.

- N. DEPARTMENT'S REPORT, dated April 19, 2007, relative to a monetary donation from the Los Angeles Police Foundation in the amount of \$528.80, to the Office of the Chief of Staff to provide airfare to attend the California State Medal of Valor Ceremony, as set forth. [BPC #07-0171]

Recommendation(s) for Board action:

1. APPROVE the Department's report and accept the donation.

- O. EXECUTIVE DIRECTOR'S REPORTS, dated May 2, 2007, relative to approval of a Firearms/Ammunition Sales Police Permit for Eric Askew, as set forth. [BPC #07-0183]

Recommendation(s) for Board action:

1. APPROVE the Executive Director's reports and Firearms/Ammunition Sales Police Permit.

- P. EXECUTIVE DIRECTOR'S REPORTS, dated May 2, 2007, relative to approval of a Firearms/Ammunition Sales Police Permit for Daniel Abete, as set forth. [BPC #07-0184]

Recommendation(s) for Board action:

1. APPROVE the Executive Director's reports and Firearms/Ammunition Sales Police Permit.

Q. EXECUTIVE DIRECTOR'S REPORTS, dated May 2, 2007, relative to approval of a Firearms/Ammunition Sales Police Permit for Alen Bartrosouf, as set forth.

[BPC #07-0185]

Recommendation(s) for Board action:

1. APPROVE the Executive Director's reports and Firearms/Ammunition Sales Police Permit.

R. EXECUTIVE DIRECTOR'S REPORTS, dated May 2, 2007, relative to approval of a Firearms/Ammunition Sales Police Permit for Mario E. Bonilla, as set forth.

[BPC #07-0186]

Recommendation(s) for Board action:

1. APPROVE the Executive Director's reports and Firearms/Ammunition Sales Police Permit.

S. EXECUTIVE DIRECTOR'S REPORTS, dated May 2, 2007, relative to approval of a Firearms/Ammunition Sales Police Permit for Chace Cappello, as set forth.

[BPC #07-0187]

Recommendation(s) for Board action:

1. APPROVE the Executive Director's reports and Firearms/Ammunition Sales Police Permit.

T. EXECUTIVE DIRECTOR'S REPORTS, dated May 2, 2007, relative to approval of a Firearms/Ammunition Sales Police Permit for Kevin M. Catalano, as set forth.

[BPC #07-0188]

Recommendation(s) for Board action:

1. APPROVE the Executive Director's reports and Firearms/Ammunition Sales Police Permit.

U. EXECUTIVE DIRECTOR'S REPORTS, dated May 2, 2007, relative to approval of a Firearms/Ammunition Sales Police Permit for Joseph B. Cordero, as set forth.

[BPC #07-0189]

Recommendation(s) for Board action:

1. APPROVE the Executive Director's reports and Firearms/Ammunition Sales Police Permit.

- V. EXECUTIVE DIRECTOR'S REPORTS, dated May 2, 2007, relative to approval of a Firearms/Ammunition Sales Police Permit for John M. Dougherty, as set forth.
[BPC #07-0190]

Recommendation(s) for Board action:

1. APPROVE the Executive Director's reports and Firearms/Ammunition Sales Police Permit.

- W. EXECUTIVE DIRECTOR'S REPORTS, dated May 2, 2007, relative to approval of a Firearms/Ammunition Sales Police Permit for Erik Estrada as set forth.
[BPC #07-0191]

Recommendation(s) for Board action:

1. APPROVE the Executive Director's reports and Firearms/Ammunition Sales Police Permit.

- X. EXECUTIVE DIRECTOR'S REPORTS, dated May 2, 2007, relative to approval of a Firearms/Ammunition Sales Police Permit for Kevin S. Frazier, as set forth.
[BPC #07-0192]

Recommendation(s) for Board action:

1. APPROVE the Executive Director's reports and Firearms/Ammunition Sales Police Permit.

- Y. EXECUTIVE DIRECTOR'S REPORTS, dated May 2, 2007, relative to approval of a Firearms/Ammunition Sales Police Permit for Roger J. Gresham, as set forth.
[BPC #07-0193]

Recommendation(s) for Board action:

1. APPROVE the Executive Director's reports and Firearms/Ammunition Sales Police Permit.

- Z. EXECUTIVE DIRECTOR'S REPORTS, dated May 2, 2007, relative to approval of a Firearms/Ammunition Sales Police Permit for Andrew R. Harris, as set forth.
[BPC #07-0194]

Recommendation(s) for Board action:

1. APPROVE the Executive Director's reports and Firearms/Ammunition Sales Police Permit.

- AA. EXECUTIVE DIRECTOR'S REPORTS, dated May 2, 2007, relative to approval of a Firearms/Ammunition Sales Police Permit for Victor Nordenflycht-Darby, set forth.
[BPC #07-0195]

Recommendation(s) for Board action:

1. APPROVE the Executive Director's reports and Firearms/Ammunition Sales Police Permit.
- BB. EXECUTIVE DIRECTOR'S REPORTS, dated May 2, 2007, relative to approval of a Firearms/Ammunition Sales Police Permit for Oscar J. Rapalo, as set forth.
[BPC #07-0196]

Recommendation(s) for Board action:

1. APPROVE the Executive Director's reports and Firearms/Ammunition Sales Police Permit.
- CC. EXECUTIVE DIRECTOR'S REPORTS, dated May 2, 2007, relative to approval of a Firearms/Ammunition Sales Police Permit for Travis Strauss, as set forth.
[BPC #07-0197]

Recommendation(s) for Board action:

1. APPROVE the Executive Director's reports and Firearms/Ammunition Sales Police Permit.

8. REGULAR AGENDA ITEMS

- A. VERBAL UPDATE from the Department and DISCUSSION, relative to the new Police Headquarters Facility, new jail facility, and current health and safety issues relative to the Police Administration Building.
- B. DEPARTMENT'S REPORT, dated April 18, 2007, relative to Contract No. 70112360 authorizing the California Commission on Peace Officer Standards and Training (POST), to reimburse the Department for costs in conducting four presentations for the Robert Presley Institute of Criminal Investigation Core Course for the term beginning July 1, 2007 through June 30, 2008, as set forth.
[BPC #07-0173]

Recommendation(s) for Board action:

1. APPROVE the Department's report and contract, AUTHORIZE the Chief of Police to sign and execute said contract, and TRANSMIT to the Mayor.
- C. DEPARTMENT'S REPORT, dated April 6, 2007, relative to the Second Supplemental Agreement No. C-108071 between the Department and Robert J. Mundy for equine farrier services, as set forth.
[BPC #07-0178]

Recommendation(s) for Board action:

1. APPROVE the Department's report and contract, TRANSMIT to the Mayor, and AUTHORIZE the Chief of Police to execute the contract, upon Mayor's approval.

- D. DEPARTMENT'S REPORT, dated April 19, 2007, relative to training courses provided, for personnel assigned to Scientific Investigation Division, by the Narcotics Analysis Laboratory Trust Fund Expenditure Plan No. 13, as set forth. [BPC #07-0179]

Recommendation(s) for Board action:

1. APPROVE the Department's report and TRANSMIT to the Mayor for approval.

- E. DEPARTMENT'S REPORT, dated May 3, 2007, relative to a request for payment of a reward to community member for providing information instrumental in the apprehension of a Ten Most Wanted Gang Member, (Council File No. 07-0010-S3), as set forth. [BPC #07-0180]

Recommendation(s) for Board action:

1. APPROVE the Department's report and TRANSMIT to City Council.

- F. DEPARTMENT'S REPORT, dated April 20, 2007, relative to a proposed revision to City Council approved Records Retention Schedules for Original/Official Records for Commercial Crimes Division, Hollywood Division, Juvenile Division, Narcotics Division, Office of Support Services, Office of the Chief of Police, Personnel Division, and Scientific Investigation Division, as set forth. [BPC #07-0174]

Recommendation(s) for Board action:

1. APPROVE the Department's report and schedules, and TRANSMIT to the City Clerk's Office.

- G. DEPARTMENT'S REPORT, dated April 20, 2007, relative to a proposed addition to City Council approved Records Retention Schedule for Original/Official Records for Personnel Division, as set forth. [BPC #07-0154]

Recommendation(s) for Board action:

1. APPROVE the Department's report and schedules, and TRANSMIT to the City Clerk's Office.

- H. DEPARTMENT'S REPORT, dated April 23, 2007, relative to a request for authority to Destroy Obsolete Records for Original/Official Records for Central Area, Detective Support Division, Harbor Area, Hollenbeck Area, Hollywood Area, Jail Division, Narcotics Division, Northeast Division, Property Division, and Records and Identification Division, as set forth. [BPC #07-0164]

Recommendation(s) for Board action:

1. APPROVE the Department's report, and TRANSMIT to the City Clerk's Office.

- I. DEPARTMENT'S REPORT, dated April 23, 2007, relative to a request for authority to Destroy Obsolete Records for Original/Official Records for Central Traffic Division, Commission Investigation Division, Harbor Area, Hollenbeck Area, Hollywood Area, Professional Standards Bureau (Internal Affairs Group), Juvenile Division, Motor Transport Division, Office Of Operations, Personnel Group, Property Division, Records and Identification Division, Special Operations Support division, Training Division, and West Valley Area, as set forth. [BPC #07-0175]

Recommendation(s) for Board action:

1. APPROVE the Department's report, and TRANSMIT to the City Clerk's Office.

- J. DEPARTMENT'S REPORT, dated April 12, 2007, relative to a request for information: recapitulation of warrants authored and firearms seized by the Gang Impact Teams, First Quarter 2007, as set forth. [BPC #07-0182]

Recommendation(s) for Board action:

1. ACCEPT the Department's report.

- K. DEPARTMENT'S REPORT, dated April 18, 2007, relative to providing each Special Weapons and Tactics (SWAT) officer with a take home vehicle, due to call out response time, as set forth. [BPC #07-0157]

Recommendation(s) for Board action:

1. APPROVE the Department's report.

- L. DEPARTMENT'S REPORT, dated April 18, 2007, relative to taser camera test project, for TASER Model X-26 equipped with cameras (TASERCAM), as set forth. [BPC #07-0155]

Recommendation(s) for Board action:

1. ACCEPT the Department's report.

CONTINUED FROM MARCH 13, 2007

- M. EXECUTIVE DIRECTOR'S REPORT, dated March 8, 2007, and May 11, 2007, relative to a proposed fee structure for special services provided by the Los Angeles Police Department, as set forth. [BPC#07-0098]

Recommendation(s) for Board action:

1. APPROVE the Executive Director's reports, proposed Special Services Fee Schedule, and TRANSMIT entire matter to City Council.

CONTINUED FROM MARCH 20, 2007

- N. DEPARTMENT'S REPORTS, dated February 28, 2007, and April 20, 2007, in response to Board query, relative to approval of permits for large events and procedures

for cost recovery on events for which fees/costs are not waived by the City Council, as set forth. [BPC #07-0087 and BPC #07-0087A]

Recommendation(s) for Board action:

1. APPROVE the Department's reports.

CONTINUED FROM MAY 8, 2007

- O. DEPARTMENT'S REPORTS, dated April 4, 2007, and April 30, 2007, and EXECUTIVE DIRECTOR'S REPORT, dated May 11, 2007, in response to a Board request, relative to Professional Standards Bureau protocol on racial profiling investigations, as set forth. [BPC #07-0143 and BPC #07-0143A]

Recommendation(s) for the Board action:

1. APPROVE the Executive Director's report dated May 11, 2007, and RECEIVE AND FILE the Department's reports.

CONTINUED FROM MAY 8, 2007

- P. DEPARTMENT'S REPORT, dated February 13, 2007, and OFFICE OF THE INSPECTOR GENERAL'S REPORT, dated April 30, 2007, relative to the Discipline Report, Fourth Quarter 2006, in accordance with Paragraph 88 of the Consent Decree, as set forth. (Also Calendared as Item No. 10-C in Closed Session) [BPC #07-0085 and BPC #07-0085A]

Recommendation(s) for Board action:

1. APPROVE the Department's report and the Office of Inspector General's report.

CONTINUED FROM JANUARY 9, 2007

- Q. OFFICE OF THE INSPECTOR GENERAL'S REPORT, dated December 28, 2006, relative to the Complaint Investigations Audit for Fiscal Year 2006/2007, as set forth. [BPC #06-0446]

Recommendation(s) for Board action:

1. APPROVE the Office of the Inspector General's report.

CONTINUED FROM FEBRUARY 13, 2007

- R. DEPARTMENT'S REPORT, dated February 2, 2007, and OFFICE OF THE INSPECTOR GENERAL'S REPORT, dated May 8, 2007, relative to the Ethics Enforcement Section Quarterly Report, Fourth Quarter 2006, in accordance with the Annual Audit Plan, as set forth. (Also Calendared as Item No. 10-D in Closed Session) [BPC #07-0029 and BPC #07-0029A]

Recommendation(s) for Board action:

1. APPROVE the Department's report and the Office of Inspector General's report.

9. PUBLIC COMMENT PERIOD

10. CLOSED SESSION ITEMS

A. PUBLIC EMPLOYEE DISCIPLINE/DISMISSAL/RELEASE/PUBLIC EMPLOYEE PERFORMANCE EVALUATION. Review of Officer Involved Shootings (OIS), Law

Enforcement Related Injury-Head Strike (LERI-HS), and other personnel matters. Government Code Section 54957.

(Officer Involved Shooting – OIS)

1. OIS #049-06 Two Sergeants I
One Detective II
Seven Police Officers II

2. OIS #077-06 One Sergeant I

CONTINUED FROM MAY 8, 2007

(Law Enforcement Related Injury-Head Strike – LERI-HS)

3. LERI-HS #112-05 Three Sergeants I
One Detective II
One Detective I
One Police Officer III
Seven Police Officers II

CONTINUED FROM MAY 8, 2007

4. OIS #038-06 One Sergeant II
Three Police Officers II

CONTINUED FROM MAY 8, 2007

B. CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION. United States of America vs. City of Los Angeles, Case No. CV00-11769, pursuant to the Federal Consent Decree. Government Code Section 54956.9(a).

CONTINUED FROM MAY 8, 2007

C. PUBLIC EMPLOYEE DISCIPLINE/DISMISSAL/RELEASE/PUBLIC EMPLOYEE PERFORMANCE EVALUATION. Discussion and possible Board action regarding the Commission's assessment of the appropriateness of the Chief of Police's actions on the Department's Quarterly Discipline Report, Fourth Quarter 2006 and the Office of the Inspector General's analysis of this report. Government Code Section 54957. (Also Calendared as Item No. 8-P in Open Session) [BPC #07-0085 and BPC #07-0085A]

D. DEPARTMENT'S REPORT, dated February 2, 2007 and OFFICE OF THE INSPECTOR GENERAL'S REPORT, dated May 8, 2007, relative to the Ethics Enforcement Section Quarterly Report, Fourth Quarter 2006, in accordance with the Annual Audit Plan, as set forth. (Also Calendared as Item No. 8-R in Open Session)
[BPC #07-0029 and BPC #07-0029A]

CONTINUED FROM MAY 8, 2007

- E. PUBLIC EMPLOYEE DISCIPLINE/DISMISSAL/RELEASE/PUBLIC EMPLOYEE PERFORMANCE EVALUATION. Discussion and evaluation of performance of Chief of Police for purposes of re-appointment. Government Code Section 54957.

1. Chief of Police

The Board will reconvene in Open Session to announce its decisions, if any, regarding matters considered in Closed Session.

ADJOURNMENT

Support materials relative to Open Session agenda items are available for public inspection in Room 150, Parker Center. The Board may consider matters of an emergency nature not appearing on the published agenda. Information on supplemental agenda items may be obtained by calling the Office of the Secretary, Police Commission, at (213) 485-3531 (TDD 213/485-9818), after 9:30 a.m., Friday, May 11, 2007.

As a covered entity under Title II of the Americans with Disabilities Act, the City of Los Angeles does not discriminate on the basis of disability and, upon request, will provide reasonable accommodation to ensure equal access to its programs, services, and activities.