



EXECUTIVE DIRECTOR'S REPORT  
TO THE  
PORT OF PORTLAND COMMISSION  
FOR NOVEMBER 2017

**SAFETY REPORT**

Port of Portland October 2017 safety performance resulted in a lower frequency of incidents and lower claims frequency compared to October 2016. There were ten reported incidents in October 2017 and of those incidents, two resulted in a claim. One incident reported in October 2017 occurred in the month of September 2017. Only one of the ten reported incidents resulted in an OSHA recordable case.

**Monthly Report of Injury Incidents**

Aviation

One restricted duty recordable incident:

- Worker's back became tight and painful while removing Self Contained Breathing Apparatus after training.

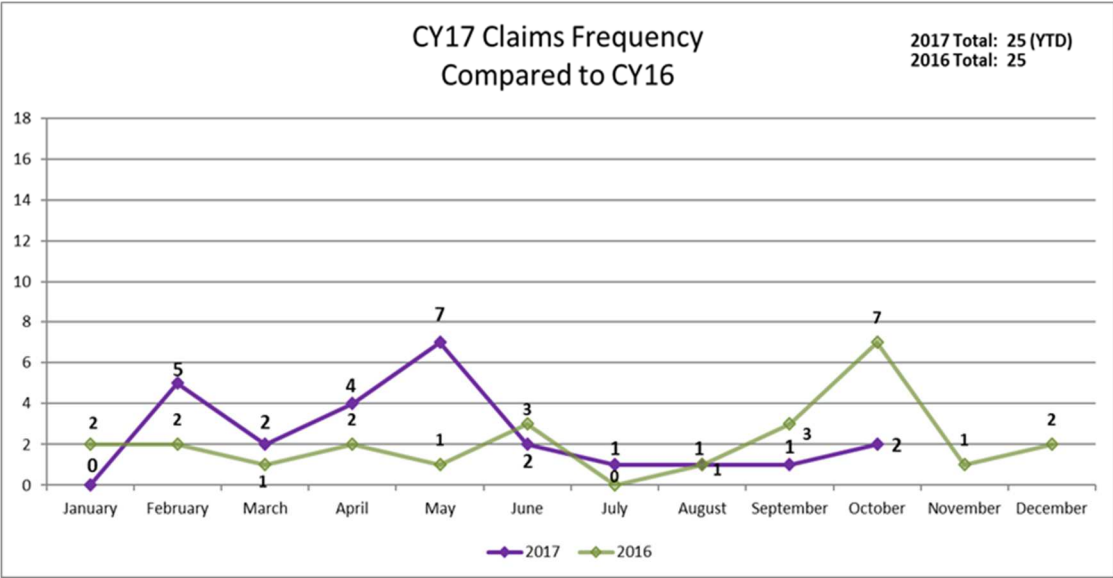
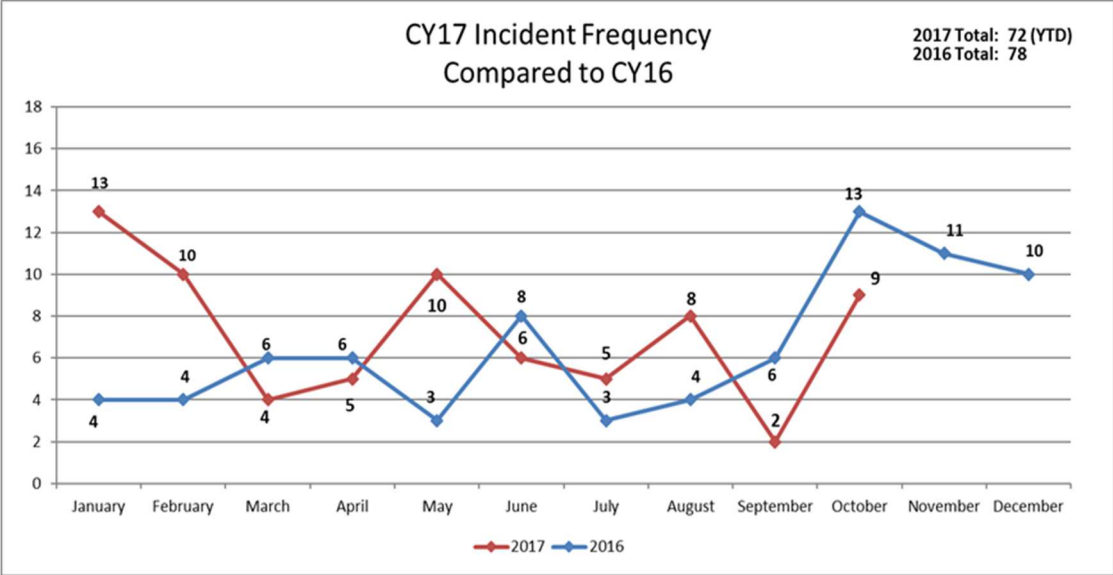
Seven non-recordable incidents:

- Worker tripped over a stack of chairs while cleaning, causing a fall and striking right hip on the floor. Reported in October but occurred in September.
- Five workers were providing care to a patient when a valve on an endotracheal tube released and sprayed blood onto the workers' faces.
- Worker strained lower back while arresting a combative and uncooperative subject.

Navigation

Two non-recordable incidents:

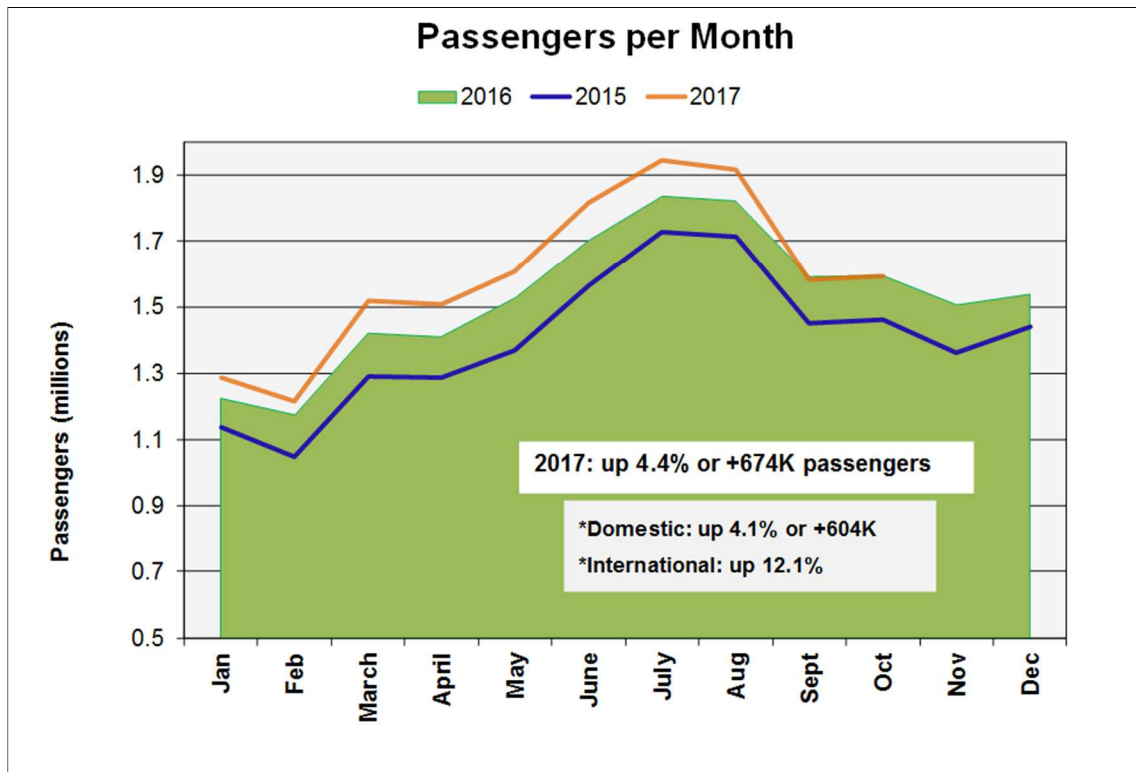
- Worker smashed a finger with a wrench while removing a wedge from a dredge pipe joint.
- Worker was splicing a wire cable and punctured an index finger.



## AVIATION REPORT

New and expanded services at PDX that have been announced in the past month include:

Start Date	Airline	Destination	Frequency
December 1, 2017	AeroMexico	Mexico City, MX	Daily nonstop



	Month/Month % change	FYTD % change
	October	July-October
Passengers	-0.2%	2.8%
Concessions Revenue	9.9%	6.6%
Rental Car Revenue	-3.5%	3.1%
Parking Revenue	-1.5%	-0.6%

### Passengers

October 2017 passenger volumes decreased 0.2 percent compared to October 2016. Seat capacity decreased 0.3 percent, with the load factor flat at 83.4.

The continued cancellations by Horizon Airlines resulted in a 43.0 percent decrease in their passenger volumes for the month. Six Horizon Airlines flights will be up-gauged to Alaska mainline in December to help with the pilot shortage issue.

### Concessions Revenue

Combined terminal concessions operations reported a 9.9 percent, or \$129,000, rent increase on the month, against a 0.2 percent passenger decrease. Similar to prior months' performances, the rent increase for October is due primarily to 55.9 percent growth in the quick-serve category of food and beverage operations.

### Rental Car Revenue

Rental car operations reflect a 3.1 percent, or \$279,000, rent increase year-to-date over last year, against a year-to-date enplanement increase of 2.8 percent through October. Much of this increase is due to the strong August performance reflective of rentals associated with solar eclipse traffic.

### Parking Revenue by Lot

Public parking revenue decreased 1.5 percent compared to October 2016, and declined 0.6 percent year-to-date. Transactions also declined 3.5 percent compared to October 2016, and declined 2.7 percent year-to-date.

Gold Key Valet continues to show positive growth month-over-month. The long-term garage revenue and transactions were positive, historically a peak parking revenue month, with a 0.2 percent and 4.9 percent increase, respectively, over October 2016.

<b>Product</b>	<b>Revenue</b>	<b>Variance</b>	<b>YTD Variance</b>
Short-Term	\$1,600,154	-5.3%	-2.3%
Long-Term	\$1,866,628	0.2%	-0.8%
Economy	\$2,078,840	-0.5%	0.2%
Valet	\$138,785	8.7%	14.5%
<b>Total</b>	<b>\$5,684,407</b>	<b>-1.5%</b>	<b>-0.6%</b>

### Ground Transportation

Overall ground transportation revenue increased 24.2 percent to \$468,153 in October 2017, compared to \$377,031 in October 2016. Fiscal year-to-date revenue is \$1,833,575.

Transportation Network Company (TNC) revenue for October 2017 was \$317,578, up 7.5 percent from September 2017. Uber holds top market share at 59.0 percent of all TNC activity.

	<b>Taxi Trips</b>	<b>TNC Pick-ups</b>	<b>Charter Bus</b>	<b>Reservation-Only Trips</b>	<b>Fixed Route</b>	<b>Courtesy</b>	<b>Total</b>	<b>Minus TNC</b>
<b>Oct 2016</b>	24,961	45,658	205	12,979	3,183	27,990	117,242	71,584
<b>Oct 2017</b>	20,577	71,746	106	8,866	2,019	27,329	130,643	58,897
	-17.6%	57.1%	-48.3%	-31.7%	-36.6%	-2.4%	11.4%	-17.7%

## **CAPITAL GRANTS**

### **Portland International Airport**

Staff submitted a reimbursement request to the Transportation Security Administration (TSA) for the Law Enforcement Officer program in the amount of \$12,000, covering the September 2017 work period (Agreement No. HSTS0213HSLR647).

Staff submitted a reimbursement request to TSA for the National Explosives Detection Canine Team program in the amount of \$43,169.16, covering the September 2017 work period (Agreement No. HSTS0216HNCP464).

Staff submitted a reimbursement request to the Federal Bureau of Investigation (FBI) for the PDX Regional Drug Organized Crime Task Force program in the amount of \$1,479, covering the September 2017 work period (Agreement No. 281C-PD-C2079840).

Staff submitted a reimbursement request to the FBI for the Joint Terrorism Task Force program in the amount of \$419.45, covering the September 2017 work period (Agreement No. 03-026).

Staff submitted a reimbursement request to the Oregon Department of Environmental Quality – PDX Durable Dishes and To-Go Box Pilot Program in the amount of \$1,257.08 (Agreement No. 016-17). This is the final payment request under this agreement.

Staff submitted a reimbursement request to the Federal Aviation Administration (FAA) for the Airport Improvement Program (AIP) – Taxiway B Center and Exits Rehabilitation project in the amount of \$2,732,810.79 (Agreement No. 03-41-0048-077).

Staff submitted a reimbursement request to the FAA for the AIP – Squitter Equipment Purchase project in the amount of \$375 (Agreement No. 03-41-0048-078).

Staff submitted a reimbursement request to the FAA for the AIP – South Airfield Storm Drainage Improvements project in the amount of \$949,296.17 (Agreement No. 03-41-0048-079).

### **Hillsboro Airport**

Staff submitted a reimbursement request to the FAA for the AIP – Hillsboro Airport Master Plan Improvement project in the amount of \$300,757.93 (Agreement No. 03-41-0025-026).

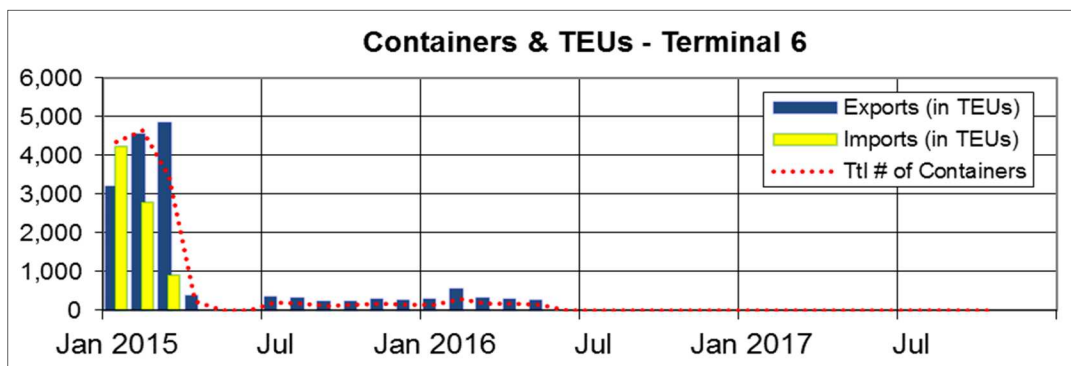
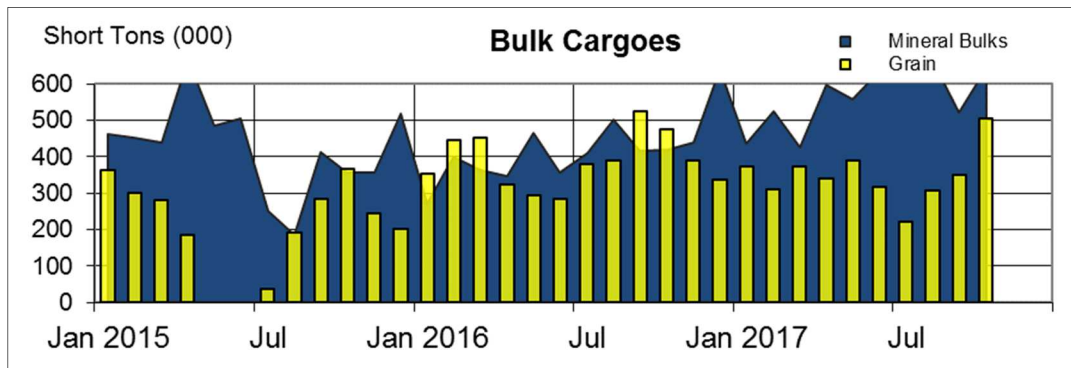
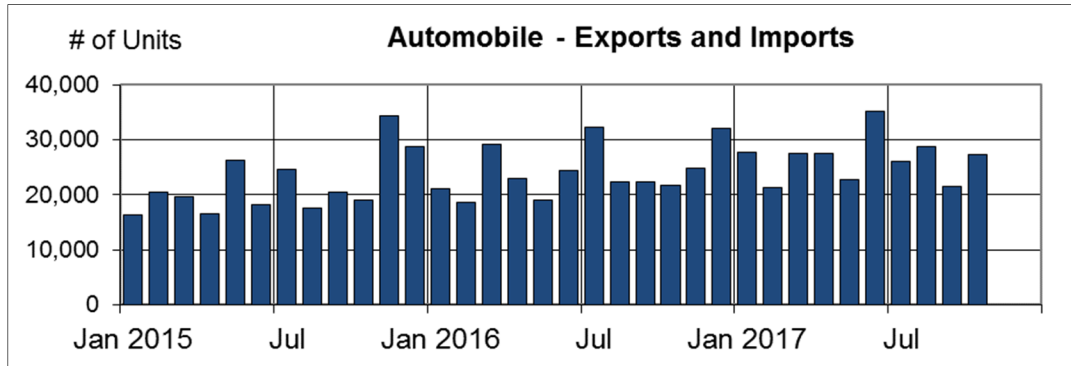
### **Troutdale Airport**

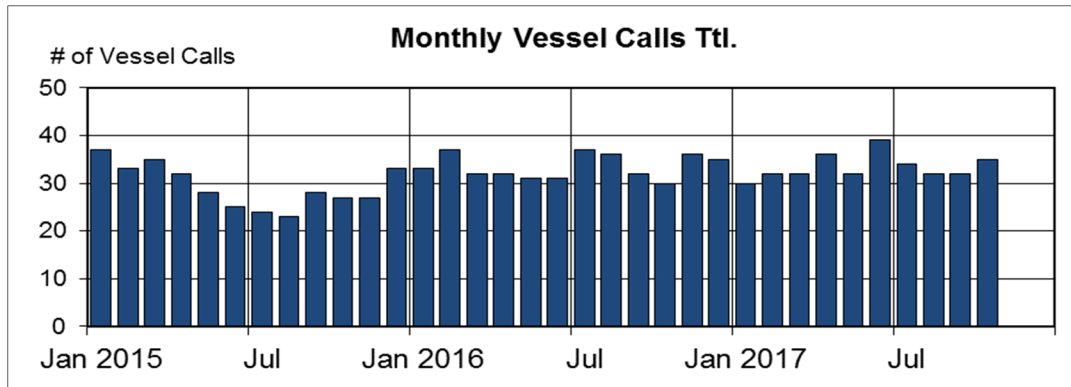
Staff submitted a reimbursement request to the Oregon Department of Transportation for the Graham/Swigert Road Jobs and Transportation Act Project in the amount of \$42,061.45, for the August 2017 and September 2017 work period (Agreement No. 28368).

## MARINE & INDUSTRIAL DEVELOPMENT REPORT

The figures in the table below show change relative to the prior year.

	<u>October 2017</u>	<u>Fiscal Year-to-Date</u>
Total Tonnage	27.1%	10.9%
Containers (TEU)	--	-100.0%
Import Full Containers	--	--
Export Full Containers	--	--
Breakbulk	--	--
Autos	25.2%	5.2%
Mineral Bulk	53.7%	44.5%
Grain	6.0%	-21.9%





**PROJECT COMPLETION REPORT**

The following construction contract, previously awarded by the Commission, has been completed:

**Cargo Center Exterior Building Rehabilitation – PDX**

Approved by Port Commission	August 12, 2015
Contract Award Amount	\$1,799,158.00
Authorized Contract Amendments	\$145,942.45
Final Contract Amount	\$1,945,100.45

**REAL ESTATE TRANSACTIONS EXECUTED PURSUANT TO DELEGATED AUTHORITY**

**The Boeing Company – First Amendment to Ramp Management Agreement**

Location: PDX  
 Term: Effective September 27, 2017  
 Use: Consent for fueling operations and mobile storage tank facilities as a permitted use.

**USA-DOT-FAA – Ninth Amendment to Lease of Improved Space**

Location: PDX  
 Term: Effective October 01, 2017  
 Use: This amendment extends the lease term until September 30, 2018.

**USA-DOT-FAA – Tenth Amendment to Lease of Improved Space**

Location: PDX  
 Term: Effective October 01, 2017  
 Use: This supplemental lease agreement adjusts rent pursuant to CPI.

**Storage Management Systems Inc. – Second Amendment to Ground Lease**

Location: Hillsboro Airport (HIO)  
 Term: Effective October 23, 2017  
 Use: This amendment extends the term for 18 months.

USA-DOT-FAA – Supplemental Lease Agreement No. 004 to Lease of Improved Space, Certificate of Assistant Secretary, ABAAS Compliance Report, FAA Safety and Environmental Certification Checklist

Location: PDX

Term: Effective October 01, 2017

Use: Agreement changes the square footage of the premises and adjusts rent accordingly.

Lyons Properties, LLC – First Amendment to Storage Tank Use Agreement

Location: HIO

Term: Effective October 04, 2017

Use: This amendment extends the term for five years.

Lyons Properties, LLC – Second Amendment to Ground Lease

Location: HIO

Term: Effective October 04, 2017

Use: This amendment extends the term for five years.

Boutique Air, Inc. – First Amendment to Month to Month Facility Lease

Location: PDX

Term: Effective August 01, 2017

Use: This amendment changes certain provisions to accommodate other tenants on the premises.

CRG Acquisition, LLC – First Amendment to Sale Agreement and Receipt for Earnest Money

Location: PacifiCorp property adjacent to Troutdale Reynolds Industrial Park (TRIP)

Term: Effective October 20, 2017

Use: This amendment extends the due diligence period from 90 to 100 days.

CRG Acquisition, LLC – Second Amendment to Sale Agreement and Receipt for Earnest Money

Location: PacifiCorp property adjacent to TRIP

Term: Effective October 02, 2017

Use: This amendment extends the due diligence period from 100 to 110 days.

CRG Acquisition, LLC – Third Amendment to Sale Agreement and Receipt for Earnest Money

Location: PacifiCorp property adjacent to TRIP

Term: Effective October 11, 2017

Use: This amendment extends the due diligence period to December 20, 2017 and the closing date to January 31, 2018.

Clean Water Services – First Amendment to Permit and Right of Entry

Location: HIO

Term: Effective September 27, 2017

Use: This amendment changes the permitted uses to allow controlling, planting and monitoring of vegetation.



Aero Mag 2000 PDX LLC – PDX Cargo Center Facility Lease

Location: PDX

Term: October 01, 2017 to September 30, 2020

Use: Lease for the purpose of maintenance and storage in support of Aero Mag 2000 PDX LLC's business at the airport.

Columbia Brands USA, LLC – Retail Merchandise Unit (RMU) Lease

Location: PDX

Term: Effective October 06, 2017

Use: Lease for one RMU for the sale of Columbia branded merchandise.

Portland General Electric Company – Permit and Right of Entry

Location: Rivergate Industrial District

Term: September 29, 2017 to October 31, 2017

Use: This permit allows PGE to conduct soil testing adjacent to Time Oil Road.

City of Troutdale – Intergovernmental Agreement

Location: TRIP and Troutdale Airport (TTD)

Term: Effective October 04, 2017

Use: The Port and the City of Troutdale agree to work together to market TTD and TRIP to prospective users and purchasers.

City of Portland (Assumed Business Name) Prosper Portland – Intergovernmental Agreement

Location: Portland International Center

Term: Effective October 23, 2017

Use: Agreement establishing provision and cost for an environmental assessment pursuant to the National Environmental Policy Act that the Port and the City will develop together.

Alaska Airlines, Inc. – PDX Cargo Center Facility Lease

Location: PDX

Term: Effective October 31, 2017

Use: Lease for maintenance and repair of ground services equipment, cargo operations and flight kitchen operations.

## Contracts Over \$50,000 Pursuant to Delegated Authority

**APPROVAL LIMITS** (Administrative Policy 7.2.3)

**BUDGET APPROVAL**

*All expenditures require management approval:*

Approval by Directors	Up to \$ 50,000
Approval by Chief Officers	Up to \$250,000
Approval by Executive Director & Deputy Executive Director	Unlimited

**CONTRACTING APPROVAL**

*Contracting authority is limited to the following:*

Chief Officers	Up to \$ 10,000
Buyers	Up to \$ 50,000
Manager of Contracts & Procurement	Up to \$ 250,000*
Executive Director & Deputy Executive Director	Up to \$ 500,000*

\*And any amount approved by Commission

### Monthly Report for November 2017 (October Activity)

#### New Purchases

Title	Requestor Department	Vendor Name			P.O. Amount		
Purchase an electromagnetic flow meter for the Dredge <i>Oregon</i> .	Navigation	Hagler Systems			\$58,108		
Obtain software licensing and support for the PDX baggage handling system.	Information Technology	SHI International Corp.			\$78,386		
Obtain continued technical support for JD Edwards software.	Information Technology	Oracle America, Inc.			\$82,407		
Purchase piping equipment for dredge operations.	Engineering Design Services	Omega Industries, Inc.			\$136,115		
Obtain consulting services for development of a PDX mobile app.	Information Technology	AKQA, Inc.			\$190,000		
Obtain permits for the Terminal Balancing Project.	Engineering Project Development	City of Portland			\$895,149		
Obtain construction services for post-security concessions storefronts on Concourses D and C west.	Engineering Project Development	Todd Hess Building Company			\$2,138,495		

**Change Orders and Amendments to Project-Specific Contracts**

Contracts in this category are initially awarded with a specific work scope and an identified not-to-exceed project total.

Title	Requestor Department	Vendor Name	Original Amount	Previous Changes to Contract	Current Change to Contract	New Contract Total	
Change orders #13-19 to obtain additional construction services for the Concourse B and D Loading Bridge Replacement Project.	Engineering Project Development	On Electric Group, Inc.	\$410,046	\$71,651	\$54,725	\$536,421	
Change orders #1-3 for construction services for the Communication and Electrical Room Air Conditioning Replacement Project.	Engineering Project Development	Hydro-Temp Mechanical, Inc.	\$294,700		\$60,597	\$355,297	
Administrative action to obtain continued risk management software services and support.	Risk Management	Marsh ClearSight LLC	\$350,000	\$369,252	\$62,658	\$781,910	
Administrative action to obtain continued flight information software licensing and support.	Information Technology	Com-Net Software	\$42,000	\$261,320	\$79,320	\$382,640	
Change orders #1-6 to obtain additional grading construction services for the Troutdale Reynolds Industrial Park (TRIP).	Engineering Project Development	Westech Construction, Inc.	\$1,250,517		\$81,985	\$1,332,502	
Administrative action to obtain additional interior plant maintenance services.	Airport Operations	Foliage Service By Concepts In Green	\$101,462	\$100,750	\$89,762	\$291,974	
Administrative action to obtain ongoing hardware and software support for common-use kiosks.	Airport Operations	ARINC Incorporated	\$502,608	\$428,760	\$324,096	\$1,255,464	

**New Task Orders and Changes to Task Orders Against Non-Project Specific Contracts**

Items in this category are issued against contracts that were initially awarded with no specific work scope or product quantity identified (e.g., "requirements" or "on-call" contracts). These contracts establish pricing or rates for products or work that may be needed over a stated term. Estimated quantities may be identified, but no guarantee of actual contract compensation or work is made. Contract durations may be short-term or for multiple years with optional renewal/extension terms.

Title	Requestor Department	Vendor Name	Original Task Order Amount	Previous Changes to Task Order	Current Change to Task Order	New Task Order Total	Total Contract Activity - All Task Orders
Task order against contract #1004 to obtain repair services for the groundwater treatment system at TRIP.	Environmental	Apex Companies LLC	\$57,643			\$57,643	\$876,349

Task order against contract #928 to obtain recommendations for development plans for the AirTrans Center area.	Planning & Development	LeighFisher, Inc.	\$65,000			\$65,000	\$891,667
Task order against contract #1076 to obtain construction inspection services.	Engineering Project Development	Mott MacDonald LLC	\$101,896			\$101,896	\$1,306,145
Task order against contract #1127 to purchase low-sulfur diesel fuel for the Dredge Oregon.	Navigation	Rainier Petroleum Corporation	\$156,067			\$156,067	\$460,964
Task order against contract #1077 to obtain engineering project management services.	Engineering Project Development	inici group, Inc.	\$163,494			\$163,494	\$531,236
Task order against contract #1077 to obtain construction inspection services.	Engineering Project Development	inici group, Inc.	\$217,742			\$217,742	\$531,236
Task order against contract #968 to obtain capital improvements to elevators and escalators.	Airport Operations	Schindler Elevator Corporation	\$249,000			\$249,000	\$4,270,230
Task order against contract #300 to obtain janitorial services for PDX food court areas.	Airport Properties	Relay Resources	\$296,920			\$296,920	\$371,864

**New Task Orders and Changes to Task Orders Against Supplemental Workforce Contracts**

Items in this category are issued against contracts for contracted workforce services (e.g., worker leasing contracts and temporary staffing contracts). At the outset, these contracts typically specify an initial cost or hourly rate and an estimate of total required hours to fulfill the Port's needs, but they may not provide for the immediate deployment of personnel.

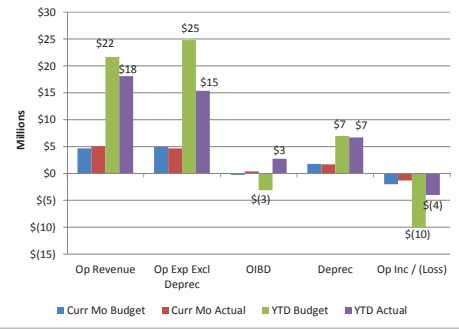
Title	Requestor Department	Vendor Name	Original Task Order Amount	Previous Changes to Task Order	Current Change to Task Order	New Task Order Total	Total Contract Activity - All Task Orders
Task order against contract #750 for temporary copywriter services.	Corporate Marketing & Media Relations	Brooks Staffing	\$80,066			\$80,066	\$2,991,234

**General Fund**

The General Fund includes the following operating divisions: Marine, Industrial Development, Navigation, General Aviation, and Environmental. It also includes the following support services departments: Administration & Equity (Equity, Human Resources, IT and Purchasing & Administrative Services); Executive; Financial, Audit & Risk Services; Legal; Project Delivery and Safety (Engineering, Project Portfolio Office and Safety); and Public Affairs.

Operating revenues through October are \$3.6M less than the Adopted Budget due to timing of land sales. Excluding land sales, operating revenues are \$1.6M higher than the Adopted Budget of \$16.4M. Operating expenses before depreciation are \$9.4M less than the Adopted Budget (\$5.8M less than budget excluding land sales). Details of operating financial results are discussed below.

**General Fund**



**Marine**

**Marine Volumes:**

**Autos** – Auto volumes are almost 5% lower than forecast; however, Toyota imports and AWC Ford exports continue to see growth (15% > budget / 10% > FY17 and 12% > budget / 63% > FY17, respectively). YTD volumes are about 5% higher than last year.

**Breakbulk** – T-2 breakbulk activity is not expected until the fourth quarter.

**Grain Bulk** – YTD grain tonnage is almost 19% better than forecast.

**Mineral Bulk** – Tonnage is up 61% from the forecast due to higher potash and soda ash volumes (almost 45% higher than last year).

Marine Volumes*	Current Year-to-Date			Annual Adopted Budget
	Adopted Budget	Actual Amounts	Variance	
Autos (Units)	108,998	103,913	(4.7%)	327,000
Breakbulk	5,454	-	(100.0%)	40,000
Containers (TEUs)	-	-	-	-
Grain Bulk	1,166,667	1,383,952	18.6%	3,500,000
Mineral Bulk	1,587,911	2,547,011	60.4%	4,554,000

\* Volumes in short tons unless otherwise noted.

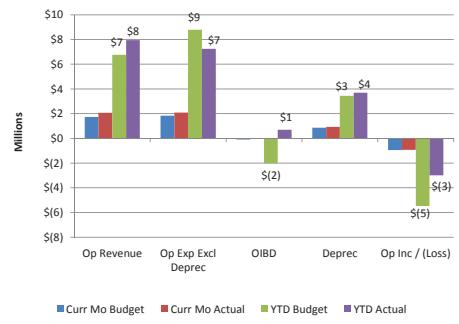
**Marine Operating Results:**

YTD operating revenues are \$1.2M greater than the Adopted Budget due to revenues associated with higher auto volumes (\$68K > budget), mineral bulk volumes (\$886K > budget), and South Rivergate rail access fees (\$269K > budget).

YTD operating expenses before depreciation are \$1.5M less than budget, with the largest variances listed below:

- Contract, Professional, and Consulting Services are \$1.3M < budget due to timing of Berth 410/411 maintenance dredging (\$607K < budget), T-4 rail repair (\$125K < budget), and Marine environmental expenses (\$315K < budget).
- Travel and management expenses are \$214K < budget due to the timing of billing for several domestic and international trips, including the Governor's Asia Trade Mission.
- Longshore labor, which was significantly under budget through September, is now only \$18K < budget YTD due to increased activity to prepare the container terminal for the Swire ship call and other operations at T-6.

**Marine**



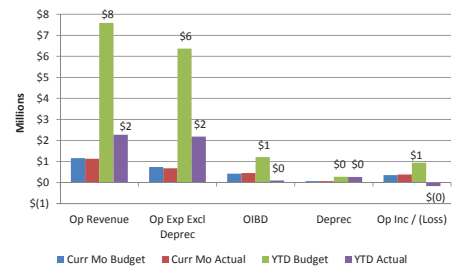
**Industrial Development**

Excluding land sales, YTD operating revenues are only \$57K / 2.5% lower than the Adopted Budget. The sale of TRIP Lot 10 (\$5.3M) initially scheduled for September is now expected to close in January.

Excluding land sales, YTD operating expenses before depreciation are \$532K lower than the Adopted Budget, with the largest variances listed below:

- Contract, Professional, and Consulting Services are \$464K < budget largely due to timing of land use development consulting (\$126K < budget), acquisition support related to TRIP Lot 10 (\$98K < budget), eco-industrial development and LEED incentives for Gresham Vista Lots 1, 2, and 3 (\$60K < budget), and wetland mitigation site maintenance (\$50K < budget).
- Travel & Management expenses related to conferences are \$103K < budget.

**Industrial Development**



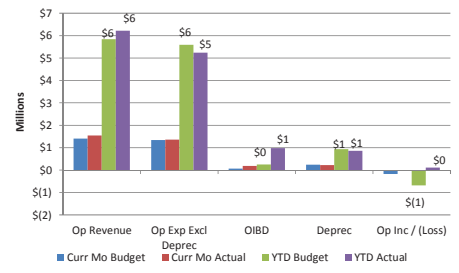
**Navigation**

YTD Operating revenues are \$371K higher than budget due to reimbursement of capital projects / depreciation from the U.S. Army Corps of Engineers.

YTD operating expenses before depreciation are \$355K lower than the Adopted Budget as a result of fewer dredging days and timing of Caterpillar repairs (\$175K < budget). Operating labor is \$606K > budget due to overtime budget spread evenly over all 12 months when it should have been concentrated during the dredging season (Jul - Oct).

Dredging Volumes	Current Year-to-Date			Annual Adopted Budget
	Budgeted Amounts	Actual Amounts	Variance	
Dredging Days	96	82	(14.6%)	121
Cubic Yards Dredged		1,800,376		

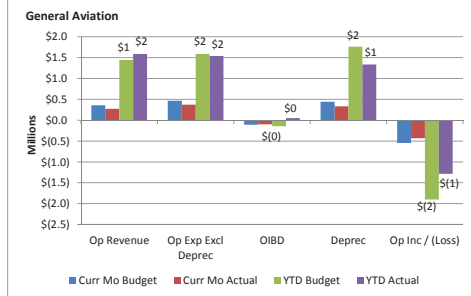
**Navigation**



**General Aviation**

YTD operating revenues are \$142K higher than the Adopted Budget primarily due to timing of the receipt of grant revenues for the HIO master plan.

YTD operating expenses before depreciation are \$52K lower than the Adopted Budget primarily due to timing of consulting expenses for the HIO master plan.

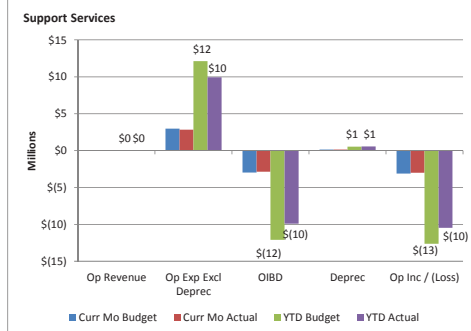


**Support Services**

Support Services is comprised of Administration & Equity (Equity, Human Resources, IT and Purchasing & Administrative Services); Executive; Financial, Audit & Risk Services; Legal; Project Delivery and Safety (Engineering, Project Portfolio Office and Safety); and Public Affairs. Costs for these areas are allocated to the operating areas.

YTD operating expenses (excluding depreciation) are \$2.2M under budget, with the largest variances listed below:

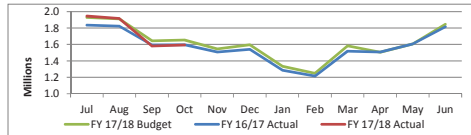
- Contract, Professional, and Consulting Services are \$1.2K < budget due to timing of Administration & Equity expenses related to employee performance coaching and diversity, equity and inclusion initiatives (\$316 < budget); Public Affairs expenses related to the levee re-certification (\$226K < budget); Financial, Audit & Risk Services expenses related to the annual audit and disparity study (\$199K < budget); and Project Delivery and Safety expenses related to ProMIS (\$117K < budget).
- Other expenses are \$434K < budget due mostly to IT software (\$362K < budget).
- Personnel services are \$205K < budget due to position vacancies.
- Travel and management expenses are \$160K < budget.



**Portland International Airport**

**Total Passengers**

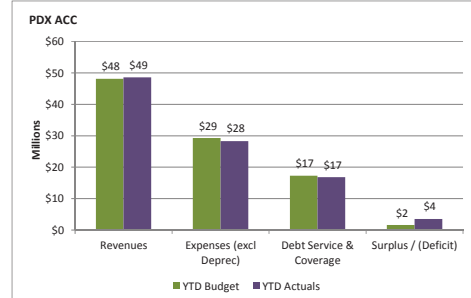
Passengers traveling through PDX are a key driver of revenues and expenses for the Airport. YTD, PDX has served more than 7 million total passengers. While this is slightly less than projected, it exceeds prior year totals by almost 3%. Passenger levels are lower than forecast due to Horizon's regional pilot shortage and the cancellation of several flights. Higher passenger levels over the prior year are a result of continued economic growth and new flights serving PDX. Strong demand for air travel results in air carriers increasing seat capacity and adding flights.



**PDX Airline Cost Center (ACC)**

Total ACC Revenues are \$454K higher than budget due to higher than expected common use rentals (\$303K) and terminal rents (\$251K). These are partially offset by lower than budgeted food and beverage revenues as a result of delayed location openings and the exit lane rerouting passengers away from the Clocktower Plaza (down \$80K).

YTD ACC expenses are \$959K less than the Adopted Budget. Materials and services are \$1.1M less than budget, primarily due to timing of outside services related to terminal studies (down \$109K), and concessions marketing support (down \$54K). Other indirect costs related to this variance include on-call and other consulting for Aviation Long Range Planning and Properties (down \$219K), adjusted workers' compensation claims for Fire (down \$199K), and replacement supplies for Police (down \$47K).



**PDX Port Cost Center (PCC)**

YTD PCC revenues are \$1.0M greater than budget as a result of higher than expected transportation network company volumes (e.g. Uber, Lyft; up \$444K) and rental car activity (up \$264K). Also higher than budget are revenues associated with SW Development, Air Trans Center, PDX GA, and PIC land lease and rent revenues (up \$235K), as well as North Cargo overflow ramp parking (up \$64K).

PCC expenses are \$1.6M less than budget. Personnel services are \$151K less than budget due to position vacancies. Materials and services are \$1.3M less than budget primarily due to timing of environmental expenses (down \$177K), outside services expenses (down \$195K), airside properties and roadway management fees (down \$122K), and stormwater expenses (down \$54K). Other indirect costs related to this variance include on-call and other consulting for Aviation Long Range Planning and Properties (down \$146K) and replacement supplies for Police (down \$17K).

