

The Oregonian

Portland ratepayer lawsuit: City Council has broad authority, but should judge draw the line?

By Brad Schmidt

When it comes to spending water and sewer money, the Portland City Council has “very broad” authority and its decisions shouldn’t be second-guessed by a judge, a city attorney argued Wednesday in defending a high-profile lawsuit alleging improper city spending.

Only fraud or blatant abuse of discretion are legitimate grounds for a court to side with the ratepayers who are suing, the city contended during final arguments in the case.

After two years, hundreds of pages of legal briefs and some backtracking by the City Council on the most controversial project that contributed to the lawsuit, the arguments are over.

Now it’s up to Multnomah County Circuit Court Judge Stephen Bushong to decide: Did the city misspend water and sewer money building public restrooms, moving pipes to accommodate a light rail line, buying a tree-lined hillside and indirectly providing money to candidates running for elected office.

The judge’s decision won’t be released for at least a week. It is expected to have far-reaching impacts and become political ammunition for the May election, when voters will consider stripping water and sewer oversight from the City Council.

“This is a very important issue for all concerned and I’m going to do my very best to give a reasoned opinion as quickly as I can,” Bushong said Wednesday, following two hours of testimony and questioning.

Former city Commissioner Lloyd Anderson and others filed a lawsuit in December 2011 alleging that Portland misspent water and sewer money.

The City Council defended projects named in the lawsuit, although it later reversed course, tapping into general fund money to cover expenses for renovating the Rose Festival building. The lawsuit has now zeroed in on four projects.

At its core, the lawsuit is about whether the City Council’s spending decisions violated Portland’s governing document, the city charter.

But the legal arguments are more extensive: What does the charter allow? Does the primary purpose of a project have to support the water and sewer systems? And should a judge defer to the City Council’s choices, except in extreme cases of fraud or blatant abuse of discretion?

Terry Thatcher, a deputy city attorney, argued Wednesday that the City Council gets to decide how to spend money collected from water and sewer ratepayers. At the same time, he abandoned the city’s 1988 legal opinion that spending should be limited to projects whose “primary purpose” is to promote the objectives of the water and sewer systems.

“We have determined that that test was inappropriate, given this language,” Thatcher told the judge.

“Why was it appropriate in the first place and now is inappropriate?” Bushong questioned.

Because, Thatcher argued, the charter never set the bar that high. "It's completely inappropriate to read words into the charter," he said.

Reading the charter at its face, Thatcher argued, requires only a "vague standard" that expenditures be connected or related to the system. "It doesn't say primary purpose."

Even so, Thatcher defended the city's projects.

Taking the Portland Loo public restrooms as an example, he said: "That was the critical discretionary decision of the City Council. We think we should furnish water to the citizens with this device."

Buying 146 acres of forest owned by River View Cemetery in Southwest Portland with sewer funds "was a dual primary purpose," he argued, which helped stormwater management and added to the city's parks system.

And using money to pay for political campaigns, through the city's now defunct publicly financed campaign system? "There is nothing more connected to the operation of the sewer system than who sits on the City Council," he said.

Attorney John DiLorenzo, representing the plaintiffs, blasted the city for distancing itself from its decades-old legal opinion restricting spending.

DiLorenzo argued that letting the City Council alone decide what's appropriate would be to "trust the fox with the henhouse."

The judge, he said, must consider the underlying purpose of spending when determining if the City Council violated its charter.

"There could always be some minor purpose that someone could rationalize to do that," he said. "You have to draw a line somewhere."

Portland Timbers stadium naming rights amount confidential, built to stay that way

By Allan Brettman

When the Portland Timbers submit a copy of their stadium naming rights agreement to the city of Portland, one key piece of information will be redacted: the price Providence Health & Services is paying the Timbers over the course of the 15-year agreement.

The Timbers and Providence announced Monday the MLS soccer team's stadium would now be called Providence Park. Jeld-Wen Inc., which had paid for naming rights of Jeld-Wen Field since 2011, took on the reduced status as a Founding Sponsor of the club.

It's important for the privately held Timbers to keep sponsors' payments confidential, even though the team operates in a publicly owned stadium, said Mike Golub, Timbers chief operating officer. The Timbers also sell branded sponsorships to other features inside the stadium, such as for club suites.

The operating agreement between the city and the Timbers does not require the team to reveal the amounts of its sponsorship agreements, Golub said.

"It's our collective wish it remain a private piece of information," Golub said Tuesday, adding that city officials as well as sponsors would prefer the amounts remain confidential.

"It would inhibit our ability to do business if this was publicly known," Golub said.

"I think it behooves private business of any type for private information to remain private," Golub said. "Our fans are intensely interested about everything Timbers and that's great. Most supporters would say good community and business sponsorships with iconic companies like Providence ultimately translate to the resources we put onto the field, which is good for everybody."

Golub said team officials have seen social media commentary critical of a health organization becoming a stadium naming rights sponsor. Many OregonLive.com reader posts have asserted it's an inappropriate marketing expense for Providence.

"Everybody has a right to interpret the deal," Golub said. "What we feel is a much accurate representation of reaction are the calls and emails we've had.

"The overwhelming majority of Timbers fans think it's a great deal to be partnering with the largest private employer which has incredibly deep roots that has demonstrated time and time again its commitment to the community. It's a hugely positive thing for the franchise."

The amounts paid for naming rights at MLS stadiums is not entirely a mystery. HVS Convention, Sport & Entertainment Facilities Consulting compiled terms for six of the 19 teams in MLS:

LA Galaxy

The Home Depot Center, Los Angeles, \$70 million, 10 years

Toronto FC

BMO Field (Bank of Montreal), Toronto. Ontario, up to \$27 million, 10 years

Colorado Rapids

Dick's Sporting Goods Park, Commerce City, Colo.: \$40 million, 20 years

Real Salt Lake

Rio Tinto Stadium, Sandy, Utah: \$30 million, 15 years

FC Dallas

Pizza Hut Park, Frisco, Texas: \$25 million, 20 years

Chicago Fire

Toyota Park, Bridgeview, Ill.: \$7.5 million to \$10 million, 10 years

Portland Timbers had strict naming rights guidelines from Portland

By Allan Brettman

When the Portland Timbers went looking for a stadium naming-rights sponsor years ago, they had a do's and don'ts list from the city of Portland – which owns the stadium.

Granting stadium rights to a tribal casino or any kind of casino? No. To one of Oregon's craft beer brands? That would be a maybe.

The Portland Timbers and Providence Health & Services announced Monday the MLS soccer team's stadium would now be called Providence Park as part of a 15-year deal. Jeld-Wen Inc., which had paid for naming rights of Jeld-Wen Field since 2011, took on the reduced status as a Founding Sponsor of the club.

The "Naming Rights, Advertising" Section 9 of the 2010 operating agreement between the city and the Timbers lists these off-limits potential naming-rights partners:

The Stadium Naming Rights may be conveyed to a business (but not an individual or political entity), but may not be to a business associated with or that connotes: tobacco products, gun manufacturers or businesses whose primary business is selling guns, gambling, gambling facilities or sexual products. The Stadium Naming Rights may be conveyed to a business associated with or connoting alcohol products, but only with the prior approval of the City in its sole discretion.

The agreement also guards against any smart-aleck city plunking down enough cash and taking the naming rights for a Portland-owned building. Are you listening, Vancouver? On the other hand, tiny cities, pay attention:

The name may include the name of a state, but not the name of a city of more than 1,000 residents in Oregon or Washington, except for the name "Portland."

Also, the agreement says the naming rights partner must have a policy supporting diversity in its hiring, be an equal opportunity employer and "not have been convicted of, or plead guilty to, a felony charge involving discrimination, environmental damage, consumer fraud, bribery or a similar charge within the last five (5) years."

So, Merritt Paulson had his hands tied, to an extent, when he went searching for a partner to replace Jeld-Wen for the stadium naming rights.

Jeld-Wen, the Klamath Falls window and door manufacturer that was purchased in 2012 by Onex Corp., one of Canada's largest private equity firms, signaled last year that it was ready to relinquish its naming-rights.

As it turns out, Providence was ready to move into the advertising role with the Timbers that is second in prominence only to uniform sponsor Alaska Airlines. Providence is the uniform sponsor for the Portland Thorns, the defending National Women's Soccer League champions.

While the Timbers are prohibited from selling the stadium naming rights to multiple entities, the inside of the facility is a different matter. The team can sell naming rights "within the Stadium's perimeter walls, and in this instance, the name may connote alcohol products or gambling," the agreement says, though it allows for events sponsored by tobacco companies to be advertising on the stadium's exterior.

Portland Mayor Charlie Hales on South Africa, Right 2 Dream Too, Trader Joe's, potential teacher's strike, February storm

By Andrew Theen

Portland Mayor Charlie Hales returned to Portland on Tuesday after a whirlwind trip to South Africa for an international climate change summit.

A lot happened while Hales was in Johannesburg. Trader Joe's abruptly pulled out of an expected development in Northeast Portland, the Portland Association of Teachers union voted to authorize a strike at the state's largest school district, and a massive snow storm crippled the metro area.

"I was in touch," Hales said of his time in South Africa, "even though it might've been 2 a.m. when I was on the phone."

Hales said he's glad he invested some of his time looking at big picture ideas, part of the basis of the C40 Mayor's Summit. That being said, Hales acknowledged, the conference, "Could've been more conveniently located and conveniently timed."

Hales gave The Oregonian a call Tuesday evening to discuss what he learned on his trip, whether he considered coming home to Portland early due to the snow storm, and what he thinks of news events during the past week.

Why he attended the conference

"I've been pondering the question of how much extracurricular activity to be involved in. You need to be on the job as the mayor. I've concluded that a little bit is appropriate. After all, how many people on the city's payroll are supposed to be doing big picture thinking and leadership?" Hales said he and his fellow City Council members and the Auditor should be doing that type of big picture thinking.

What was the vibe in South Africa

Hales said it wasn't a competitive environment between cities. "Nobody needs to travel 10,000 miles to posture," Hales said. He was impressed by the prevalence of solar-powered hot water heaters in Johannesburg. Hales said despite the many differences between cities and issues facing them a lot of the issues are the same. "Can you get people to travel by means other than their car? Can you make it safe by bike? Can you make building more efficient?" Hales said. He said cities are also grappling with how to save existing farmland, regardless of locale.

What might benefit Portland

Hales called the conference "interesting and inspiring." He said London and Portland will partner to "develop some standardized performance measurements" to capture accurate carbon emissions. He touted an app created for the Mayor of Mexico City, which shows him hour-by-hour transit ridership figures and citywide electrical consumption. "It's not just a talk fest," Hales said. "It's actually making a difference."

What'd he do when he was on vacation

Hales said he and his wife, Nancy, toured one of the country's national parks last weekend.

Hales on whether he considered returning to Portland early to help with the storm

"I considered it, but the problem is it takes 23 hours to get back. It was better for me to be on the phone and on email and communicating with people there, than it was for me to be out of touch for 23 hours." Hales applauded Portland Bureau of Transportation Director Leah Treat and the city overall for doing "a great job" in responding to the storm.

Hales on Right 2 Dream Too's potential solution going before City Council Wednesday

Hales thanked policy director Josh Alpert for pushing hard to finish the deal. "Josh was literally up all night a couple nights for us," he said. Hales said the arrangement with Pearl District developers, which involves selling off city property and nixing an existing parking deal, is "helping a community of people that's doing some good." Hales said the proposal, which includes more than \$1 million from the developers is "a good deal for everybody."

Hales on Trader Joe's decision to pull out of Northeast Portland.

The mayor said he attempted to "step in and try to hold it together," but "I wasn't successful and nor was anyone else." Hales said he's disappointed. He also said the Majestic Realty Co. and Portland Development Commissioner proposal wasn't perfect. "Part of me would've liked to see some elements that weren't there," Hales said. The mayor recently said that he thought the location was a good fit for a mixed-use development.

What happens next on that deal?

Hales said he "thinks it needs to cool off for a while," but added that there are "all sorts of other proposals" that the city is "evaluating." He's also interested in trying to "put humpty dumpty back together again," meaning bringing Trader Joe's back, if that's possible. "Let's not have another decade of a vacant lot, please," he said.

Hales on PPS and PAT dispute

The mayor said that he's "continuing to keep the pressure on both sides, because a school strike will be very injurious to the citizens of Portland and to quality of life in this city." Hales said on Tuesday his most recent pressure was on Monday. "Do not go over the cliff," Hales said he told both sides.

DCTU vote: City of Portland's largest union rejects contract

By Brad Schmidt

The city of Portland's largest union, the District Council of Trade Unions, on Monday rejected a new contract that was supposed to reach the City Council on Wednesday for final approval.

The vote: 462 in favor, 635 opposed, according to numbers posted by the union.

The District Council of Trade Unions is the umbrella group that represents about 1,600 city employees in seven distinct unions – AFSCME Local 189 has about 800 employees, Laborers' Local 483 has about 700, and five other unions representing electrical workers, machinists, mechanics, operating engineers, plumbers and painters have about 100 employees.

City and union negotiators reached a tentative deal Jan. 13.

Rob Wheaton, chief negotiator for the unions, said the official position of the affiliates was support of the 4-year contract. But members of the laborers' union largely but not exclusively led opposition to the proposal.

"There was a lot of concern raised from the laborers," he said. "They're obviously not the only ones. They just don't have the votes to do it."

Wheaton said he plans to meet with union leadership on Thursday to discuss what prompted the rejection. He said he also plans to talk with the city about those concerns.

Calls to Portland's Human Resources director and assistant director were not immediately returned.

Votes were tallied Monday night between 5 p.m. and 7:30 p.m., Wheaton said. DCTU announced the vote on its Twitter feed and Willamette Week first reported the news Tuesday.

Wheaton said this marks the second time in a year that a Portland union rejected an offer recommended by the bargaining team. The 911 operators union did the same thing, he said, and DCTU also rejected an offer recommended by the bargaining team a decade ago.

"This is not nearly as rare as people think," he said. "It happens."

Options moving forward include returning to the negotiating table with the city or declaring a strike, Wheaton said.

On the AFSCME website, the union warned that "the City is not required to go back to the table and will possibly implement their last best offer since a strike authorization was not included in the vote."

Wheaton said it might take a week or more to figure out next steps.

"At some point we have to do something," he said. "We have to reach an agreement."

Portland Tribune

Portland's public toilets head to court in Water Bureau lawsuit

By Amelia Templeton

(Oregon Public Broadcasting) — The city of Portland's high-profile loos-- seven stainless-steel public restrooms that were a pet project of former Commissioner Randy Leonard -- finally had their moment in court on Wednesday.

The loos are one small part of a lawsuit filed against the city in 2011 that alleges Portland spent more than \$100 million collected from ratepayers on projects only tangentially related to public waterworks and sewers.

The litigation followed an audit that found the Bureau of Environmental Services and the Water Bureau had spent some money on non-utility related projects.

Attorneys representing the plaintiffs and the city agreed to limit their oral arguments in court Wednesday to four projects that will serve as test cases. These issues will help clarify how Multnomah County Circuit Court Judge Stephen Bushong will apply the law to the rest of the sprawling lawsuit.

The test cases involve \$6 million from a stormwater fund that the city used to help purchase the Riverview Natural Area, \$618,000 from the water fund for maintenance and marketing of the Portland loos, \$3.9 million given to TriMet to relocate pipes during a transit mall construction project, and about \$1 million spent on a public campaign financing program that ended in 2010.

Deputy City Attorney Terence Thatcher argued that the law gives City Council broad discretion over the use of ratepayer funds, and that all the projects in question met a standard of being loosely related to water or sewer services.

"We believe the city charter grants the council the discretion to define what the water system is," he said.

Thatcher characterized the largest expenditure in question — \$6 million that went toward the \$11.25 million purchase of land for the Riverside Natural Area — as an investment in green infrastructure that prevented the city from having to build new pipes.

"If you say the City Council can't do that, you're essentially saying to the City Council, it can't run its sewer system for environmental protection," he said.

Judge Bushong questioned that argument. "Looking at the materials related to that purchase, it seems pretty obvious the primary purpose was a park," he said.

The plaintiffs in the case include former City Commissioner Lloyd Anderson, and Paige Crawford, the sister of prominent water lobbyist Kent Crawford, a chief backer of a measure on the May 20 ballot that would transfer power from city water and sewer bureaus to an independent board. The plaintiffs have asked for a court-appointed auditor. They're also seeking an order requiring that the City reimburse the water and sewer funds for any improper expenditures.

Attorney John DiLorenzo represented the plaintiffs, and argued that Portland had a legal obligation to spend Water Bureau and Bureau of Environmental Services money only on projects narrowly related to their mission.

"There is no way that any reasonable person could view the land as a main, as an extension, a pipe, a duct, a lateral, a branch, a manhole, a lamp hole, a catch basin, a pumping station, a ditch, a canal, an aqueduct, a gate or any type of apparatus or device," he said. "It isn't."

Judge Bushong pressed both attorneys to explain the court's role in the case, questioning his authority over the City Council's spending decisions.

"Isn't the appropriate check on that the political process? You can vote them out of office," he said.

In a statement sent Tuesday, Portland Mayor Charlie Hales, who has acknowledged problems with the way the City Council spent ratepayer money in the past, attacked the lawsuit.

"The anti-environment funders behind this suit are also behind a ballot measure to create a new layer of government to run the environmental services and water utilities," Hales said. "If the facts aren't with you, and the law isn't with you, unlimited corporate money is a wonderful thing. It can be used to attack Portland's environmental investments again and again and again. If you don't like green programs, these are the best attacks money can buy."

DiLorenzo, the plaintiffs' attorney, disagreed, and said the suit reflected broad concern across Portland about rising rates and lack of accountability.

"Its a rare instance when most people in town know all about your lawsuit, and I think it has stimulated marvelous civic discourse and that is a good thing," DiLorenzo said.

The city says it expects Judge Bashon to issue a decision later in February or in March.

Willamette Week

Portland Timbers Will Now Play in Providence Park

By Nigel Jaquiss

The Portland Timbers and Thorns announced today that the name of the city-owned stadium in which they play is changing from Jeld-Wen Field to Providence Park.

Longtime Portlanders will remember that the venue was called Civic Stadium until 2000, when Portland Family Entertainment renovated it and changed the name to PGE Park, then home to the now-defunct Portland Beavers AAA baseball team.

Terms of the new naming-rights deal with Providence Health & Services, the non-profit medical conglomerate that operates a clinic at the newly-named Providence Park, were not released.

The deal, however, is further evidence of the dominant role the healthcare industry plays in Portland's economy. Last year, Moda Health, the formerly low-profile health insurer formerly known as ODS, stamped its new name on what used to be the Rose Garden.

1,600 City Employees Reject New Labor Contract

By Aaron Mesh

Members of the District Council of Trade Unions last night rejected a new contract with the City of Portland—repudiating a bargain reached by city officials and their own leadership after a year of negotiations.

"I have not quite wrapped my head around what happened here," says Rob Wheaton, the DCTU's chief negotiator.

The DCTU represents more than 1,600 city workers, ranging from janitorial employees to police staff. (It also includes most of the workers who cleared the city's roads of snow and ice last weekend.)

For much of last year, negotiators from the union coalition clashed with the city over contract language that would let the city contract out jobs the unions say should go to its members.

The union coalition reached a tentative agreement with the city in January, but the deal had to be approved by union members last night. That didn't happen.

DCTU members vote by a clear majority to reject City of Portland's tentative agreement. @LIUNA @iaff43 @IbewLocal48 @workconnectsOR

— LiUNA Local 483

UPDATE, 2:30 pm: AFSCME Local 189, one of seven unions represented by the coalition, has posted the vote count.

The votes have been tallied and the membership has rejected the proposed contract. The tally was 462 yes and 635 no. Unfortunately the City is not required to go back to the table and will possibly implement their last best offer since a strike authorization was not included in the vote.

Rob Wheaton, DCTU's chief negotiator, tells WW he'll meet Thursday with members of all seven unions to see why the deal failed to pass muster.

"The members said it wasn't good enough for them," Wheaton says. "We need to sit down with my bargaining team and see what's the sticking point here. I don't really have any good answers for you at this point."

Wheaton says he's committed to a negotiated settlement—but members could vote to strike.

"No one wants to strike," he says. "They want a decent contract. They'll strike if they have to."

Mayor Charlie Hales' spokesman Dana Haynes says the mayor's office was surprised by the vote, since Wheaton had praised the deal in January.

"Very interesting," Haynes says. "Very odd. We, while surprised and disappointed, are waiting to see what the next step is."

The Mercury

PBA: Water District Proposal Has Big Problems, But So Does Status Quo

By Dirk Vanderhart

Breaking its silence on a debate that's festered for months, the Portland Business Alliance today is releasing a critique of a proposed new board that would take control of the city's water and sewer utilities.

The "Portland Public Water District," the business lobby says, could imperil the city's interest rates for borrowed cash, and could lead to problems with Portland's wholesale water customers, who help foot the bill for maintenance.

But the PBA's no fan of the status quo the water campaign is challenging, either.

"I think the big takeaway is neither the initiative nor the existing management structure work very well," says Bernie Bottomly, the group's vice president for government affairs and economic development

For that reason, the business alliance's large board of directors has decided not to take an official position—or offer up valuable campaign cash—for or against the water district as a May 20 vote on the matter approaches. The group is, however, planning to release detailed findings after studying the matter for roughly two months (a power outage at the PBA, apparently, has prevented a copy from landing in my inbox).

"They didn't want to flat out oppose the initiative because they want to send a very clear message change is necessary," Bottomly tells the *Mercury*. Among those changes, the PBA says the entire city council—not just one commissioner—should run the Portland Water Bureau and Bureau of Environmental

Services. And the group thinks a supermajority vote of four commissioners should be required for city council to go against the rate recommendations of a citizen oversight committee.

This is wonky stuff, but important in light of the upcoming vote. After the jump, some of the PBA's key findings, as laid out by Bottomly:

- The PBA says the district could negatively affect the city's interest rates when issuing bonds, a possibility the *Mercury* explored back in October. The city's utilities—particularly the Water Bureau—have high credit ratings that can save millions when it comes time to borrow for big infrastructure projects. The PBA says an arrangement where a new board might be able to force the city to issue bonds could hurt jeopardize that. "One of the strong suits of the existing utilities is that they have low bond ratings," Bottomly says.

- The PBA agrees with others that problematic language in the measure will produce confusion if the initiative passes. In particular, the measure dictates board members will be elected from seven geographic districts "coextensive" with Portland Public Schools. But PPS doesn't cover the entire city. Supporters of the district have said the terminology is just a loose guideline, and that a more formal arrangement can be hammered out if it passes, but it's not clear that's the case.

The business alliance also thinks having members selected to represent different parts of the city could lead to squabbling and NIMBYism when it comes to decisions about improvements or changes to the systems.

- And the nearby systems that purchase water from the City of Portland may pull out of those agreements under a new district, according to the PBA. That, in turn, would decrease revenue to maintain the system, and increase rates. "Their relationship with the City of Portland is one that the city council and the mayor manage pretty well," Bottomly says. "Under this new board and elected group, we have no idea how that relationship would work."

- But the current system for managing utilities is flawed, too, Bottomly says. The business alliance found having a single commissioner in charge increases the chances of abuse. "They have the ability to shut down the flow of information and to, frankly, make decisions that it's hard for the rest of council to push back on," Bottomly says. Instead, he says a "municipal corporation" should be created, where all five city council members have equal say.

- The alliance also wants a citizen advisory group—a sort-of amalgamation of the Portland Utility Review Board and the utilities' budget advisory committees— that would have independent staff and more teeth. Under the proposal, it would take four votes—rather than a simple three-vote majority—for the city council to override rate recommendations from that committee.

"At this point we really feel like there needs to be this independent objective view," Bottomly says.

The arrangement the PBA is proposing is similar to one the city just reached with the Citizens' Utility Board of Oregon.

Worth noting: Portland Bottling Company, one of the water district campaign's chief backers, is a PBA member.

The Daily Journal of Commerce

Timbers' stadium gains new name: Providence Park

By Jeff McDonald

Jeld-Wen Field has become Providence Park.

The change was announced Monday by the Portland Timbers and Providence Health & Services, which agreed to a multiyear deal for naming rights to the stadium. It hosts the Timbers, Portland Thorns FC and a wide variety of sports, entertainment and community-related events.

The new partnership between the Timbers and Providence, Oregon's largest private employer, will capitalize on an existing relationship. Providence has operated a 12,000-square-foot sports care center at the southeast corner of the stadium since a \$31 million renovation wrapped up in 2011, according to the Timbers.

The partnership includes a number of health-related community initiatives, such as the revival of the Special Olympics Oregon Fall Games in 2014, outreach efforts through the Timbers' Stand Together platform, and partnering on youth soccer camps and field-related projects, according to the Timbers.

The partnership will provide Providence with exclusive exposure and signage inside and outside the park, including signage at the main entrances and at field level, and additional promotional elements throughout concourses.