ANNUAL REPORT
2016
July 1, 2015 - June 30, 2016

DOWNTOWN TUCSON PARTNERSHIP
ABOUT THE PARTNERSHIP
The Downtown Tucson Partnership is committed to making Downtown Tucson the most dynamic urban center in the Southwest. The Partnership is a non-profit, 501(c)(6) corporation that creates a more vibrant community for businesses, property owners, residents, employees, and visitors. Our programs have led to increased investment, growing numbers of businesses of all types, improved streetscapes, and improved quality of life.

The Partnership manages the Tucson Business Improvement District (BID). The Partnership provides enhanced maintenance and security services, along with marketing, public relations, advocacy, and economic development services to the 33-block area. Commercial property owners in the BID fund these services through an annual surcharge of .053 cents per $100 of assessed property value.

In this annual report you will find a review of the Partnership’s accomplishments for FY2016.
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Cranes, Cranes, and More Cranes!

In FY2016, public and private projects kept construction crews busy Downtown. Pictured here: A view of the shell of the AC Marriott, from Congress Street.
Wow! 2016 has been a year of transformation for Downtown Tucson and for the Partnership.

Downtown made the passage from years of sowing seeds of public and private investment to the season of bearing the amazing fruit of completed commercial, retail, housing, and public works projects. The list is impressive and includes renovations to the Tucson Convention Center, improvements at Mission Garden, and the adaptive re-use of the Manning House. The size and scale of investment has been unprecedented.

The Partnership started a major transition, conducting an international search for a new chief executive to build on all that the organization has accomplished. The board and key stakeholders were engaged in the process, giving thoughtful attention to what the organization—and Downtown—will need to be well-positioned for its next cycle of growth.

Through it all, the Partnership maintained a high profile on key issues, publicly promoting and championing policies and projects that advanced the viability and sustainability of Downtown.

We advocated for streetscape and residential infill projects. We promoted planning and funding for infrastructure investments, including the Infill Incentive District. Our staff and directors actively participated and contributed expertise on a variety of committees from the Yes ON County Bonds Committee to Community Supported Shelters (an advocacy group engaged in developing micro-shelters for the homeless), from Downtown Links Citizens’ Advisory Committee (a roadway project) to the Pima Association of Governments Bike Share Technical Advisory Committee.

The results: There is now more interest, more business transacted, and an increasing variety of things to do, places to go, and spaces to live Downtown. As we review the fiscal year, we return again and again to one word: Wow! As you read through this year’s annual report, we hope that you feel the same.

— Michael Keith, Former CEO, Downtown Tucson Partnership, 2010–2016
— Kathleen Eriksen, Current CEO, Downtown Tucson Partnership
Since the completion of the Sun Link Streetcar, Downtown Tucson has experienced an impressive revival. The streetcar continues to exceed ridership estimates, averaging 4,000 daily weekday trips and over a million riders per year. And Downtown has continued to see millions of dollars in private investment — new businesses, a new hotel, and multiple housing projects.

Through its work with the City, developers, existing merchants, and new businesses, the Partnership has been a part of the Downtown transformation.

Our economic development work is focused on four broad goals: (1) support start-ups, relocations, and expansions; (2) increase access to capital for Downtown businesses; (3) increase number of residents living Downtown by assisting in the development of housing; and (4) create jobs Downtown. In FY16, The Partnership provided support to small businesses, consulted with entrepreneurs in the development of vacant land and redevelopment of existing properties. We provided ongoing assistance to projects at various stages of development, including Caterpillar, City Park, One West Broadway, La Placita, and the AC Marriott.

The Partnership collected and analyzed data to support the information needs of businesses that were developing commercial, retail, housing, and hospitality concepts. We published a wide range of economic reports and studies to inform and assist the public, government officials, investors, developers, media, researchers, entrepreneurs, and anyone with an interest in Downtown Tucson. Key data collection and analysis projects for FY2016: Downtown Investment Study; State of Downtown; Downtown Development; Downtown Vacancy; Underdeveloped Lots; Downtown Security; Incentive Based Development: Modeling Available Incentives; and a directory of small business resources.

On pages 8 - 11, you will find some figures about Downtown—and the Partnership’s economic development work—that we collected this year.
PARTNERSHIP KEY PERFORMANCE INDICATORS

375
SMALL BUSINESS
CONSULTATIONS

125
GENERAL CONSULTS

200
INFO PACKETS

28
IN DEPTH CONSULTS

21
DATA PROJECTS

16
DATABASES

5
UNIQUE REPORTS

Downtown is beginning to see the integration of housing, retail, commercial, and open space in a way that is consistent with best practices around the country.

Articulating the vision of a vibrant urban center, helping businesses to see the opportunities within it, and providing data for quality decision making are—and will continue to be—top priorities for the Partnership.

Photo (this page): One West Broadway, nearing completion.
The Partnership staff provided ongoing assistance to projects at various stages of development.

Caterpillar, Inc

The Partnership worked with staff members of Sun Corridor and created a custom report that featured an interactive map on Google marking the locations of the current and proposed development projects Downtown. The report and map were sent to Caterpillar executives nationwide to provide insight to Downtown’s revival and continued growth.

City Park

City Park development at 40 and 60 E. Congress. The project includes adaptive re-use of the Indian Trading Post building and construction of a new 5-story building on the adjacent lot. DTP provided Bourn with information packets and custom reports on development and business activity for Downtown, as well as detailed demographic analysis of Tucson’s millennial population.

One West Broadway

This 6-story, mixed-use project will provide Downtown with 40 new market-rate apartments and 7,200 square feet of ground-level retail. The Partnership supplied the developers with custom reports on Downtown projects and proposed developments. In addition, DTP assisted the leasing agent in connecting with potential tenants.
Downtown Investment

In FY2016, there was approximately $232.2 million invested in private development projects either under construction or completed and an additional $10.5 million of public investment in Downtown and along the streetcar route.

Public investments included renovations to the TCC ($3.7M), 97 E. Congress ($2M), the purchase of the new Greyhound Station site ($2.5M), financial interest in the Mission District ($1.2M), and improvements at Mission Garden ($1.1M).

Business Activity

55 new businesses were established or relocated within Downtown in 2015.

Breaking the quantity down by category type, 37 of the businesses were new offices, 14 were new restaurants, 9 were new retail spaces, and 5 were new alcoholic beverage establishments.
New *Housing*

There were eight housing projects under construction during FY16. When completed, they will provide Downtown with an additional 258 homes. Additionally, three proposals for affordable housing developments were approved for Low Income Housing Tax Credits (LIHTC). West Point, West End Station, and the Marist will break ground in 2017 and contribute a total of 195 apartment homes for seniors and low-income residents.

**Commercial Space**

Downtown Tucson has more than one million square feet of total office space. Currently, the vacancy rate is 30.2% and the average asking lease rate is $20.36 per square foot per month (CBRE Tucson Office, Q2 2016 Market Report). There is nearly 250,000 square feet of available retail space with an average lease rate of $14.24 per square foot per month.

Downtown *Employment*

Based on Dunn and Bradstreet estimates, more than 30,000 people work Downtown. According to DTP research and surveys, there was a reported 235 new private-sector jobs created Downtown in FY2016. More than 300 construction jobs resulted from the major Downtown projects, and when completed, the AC Marriott Hotel will create 200 new jobs.

Further, the City of Tucson reached an agreement with Caterpillar Inc. to relocate their regional headquarters to Downtown, creating 650 new jobs.

**New Housing Development by Category**

- **Low Income**: 16%
- **Student**: 38%
- **Market Rate**: 32%
- **Senior/Veteran**: 14%

**30,000 workers DOWNTOWN**

*FY2016 ANNUAL REPORT – 11*
Who lets the public know about all of the great things to do Downtown? The Partnership.

Our Marketing and Communications staff increase awareness of Downtown throughout the community, to get more people to live, work, and play Downtown. In our coverage of businesses and events, we highlight the fresh faces and voices that are a part of the vibrant Downtown scene.

In FY2016, our staff provided extensive marketing support for events, merchants, artists, and Downtown organizations. We updated and streamlined DowntownTucson.org to better meet the needs of persons looking for information “on the go.” We directly pitched, were a source for, or inspired more than 200 local positive news stories including new restaurant openings, the Downtown Murals project, and Downtown revitalization.

We worked with merchants and the media on paid promotional campaigns and special projects—such as Summer in the City, Summer Kids Camps, and the Downtown Gift Card—that delivered potential customers to the doorsteps of businesses.
Marketing and Communications

(Photograph this page)
Primavera Cooks! Summer Dining Series returned to Downtown this year: In June, Downtown Kitchen and Cocktails was host. This event, and thousands of others, were in our calendar of events.

Social Media

You’ll find the Partnership on Facebook, Twitter, and Instagram, where we kept our followers up-to-date on all things Downtown in FY 2016—including the many events hosted by Hotel Congress. (Left) Three Hotel Congress staff members await the start of another event.

Web

DowntownTucsonan.org is the online place to get up-to-date information on Downtown, whether you are a visitor looking for something to do, a resident looking for info on living Downtown, or a business person looking for data. (Left) The Screamery was one of our featured new business stories in FY2016.

News Media

Positive news stories help to get more people Downtown. Our staff work to make sure that the good news Downtown gets covered. (Left) The July 2015 opening of Johnny Gibson’s Downtown Market received considerable attention for the media.

Advertising

We worked with merchants to market and promote Downtown businesses. In FY2016, we helped to launch the Downtown Gift card, which is accepted at 70 participating businesses, including A Perfect Pantry (pictured at left).
The Event Services staff also do their part to help people play Downtown.

The Partnership supports major events that attract visitors from across the region and around the world. In FY16, there were 83 major events in Downtown, including Tucson Meet Yourself, the All Souls Procession, and El Tour de Tucson. We sponsored or supported 71 of these events, which act as anchors for Downtown.

We also help to launch new events; this year, new happenings included the Jazz Festival, Little Christmas, Tin Cup Open, Coffee and A Cuddle, 1st Annual Veg Fest, Imago Dei Fall Festival, 10West, Halloween Block Party, Masquerade 2015, Santa on the Streetcar, and Arizona Bowl Game Block Party.

For the Christmas holiday season, we hosted a window decorating contest; coordinated the installation holiday decorations, lights, and decor festivities; and produced the 21st annual Parade of Lights.
Summer Kids Camp

We produced our 3rd Annual Downtown Summer Kids’ Camp brochure. The brochure included all Downtown organizations that provide summer camp options for children of all ages and was distributed to libraries, coffee shops, and other businesses and was also available online. (Opposite page) El Grupo is one non-profit organization with a summer camp.

Parade of Lights Festival

Staff coordinated the 21st Annual Downtown Parade of Lights and Festival, and the Mayor’s Tree Lighting that was attended by 20,000 Tucsonans and visitors. The event featured 85 entries and more than 1,800 participants that either walked or rode the one-mile parade route. This event is no longer a small-town parade; it has reached new heights and is now one of the largest events in Downtown Tucson.

Holiday Decorating

Our staff coordinated the 6th Annual Downtown Holiday Window Decorating Contest. Thirty businesses registered for the contest, resulting in beautifully decorated storefronts that conveyed a festive atmosphere Downtown. Winners were ForsShop, Park Tucson, and Crescent Tobacco Shop. Guest judges included KGUN 9’s Ken Carr and local artist Joe Pagac.

Special Events

AIDSWalk Arizona is one of the many Downtown special events that the Partnership provided marketing and event support to this year.
BE DOWNTOWN

Downtown is a great place to be. The Partnership Clean and Safe staff work to keep it that way.

Our Maintenance Ambassadors were responsible for providing sidewalk maintenance and customer assistance in the BID. Maintenance Ambassadors performed daily litter removal, trash pickup, monitors alleys, buildings, gutters, plazas, Ronstadt Transit Center exteriors, underpasses, parking lots, trash cans, and street furniture to ensure they were delittered and clean. They reported any sidewalk repair, street sign repair, broken lights, and other infrastructure issues to the City of Tucson.

Our Security Ambassadors were the eyes and ears of Downtown Tucson and the Tucson Police Department. Security Ambassadors, with their widely-recognized uniforms, blended professional security operations, customer service and an on-demand safety escort service. Safety is the number one goal for all Ambassadors. Security services gave Downtown patrons, along with the merchants, the level of personal security attention necessary to feel safe all day, every day.
Powerwashing

Regular power washing is a high priority for the Partnership. We keep the sidewalks sparkling by removing gum, spilled drinks, paint and other substances. Our maintenance crew power washes high traffic areas each night as well as outlying areas and tunnels on a rotating schedule. In FY16, DTP increased the number of power washing hours and revised its plan to follow-up after high traffic weekends that resulted in messier sidewalks. We also provided power washing services for the successful City of Tucson Mural Program.

Landscaping

Maintenance trims trees that obstruct sidewalks, and maintains more than 200 planters that are placed throughout Downtown, which contain an assortment of cacti and Southern Arizona native plants.

Security Patrols

We increased security patrols on Saturday and Sunday mornings. Our Security Ambassadors increased contact with merchants, focusing on high traffic areas including Congress Street, and with Downtown employees.
## FINANCIALS

### Statements of Activities

<table>
<thead>
<tr>
<th>Revenues</th>
<th>FY2015</th>
<th>FY2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>BID Fees</td>
<td>$437,244</td>
<td>$465,931</td>
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<tr>
<td>County BID</td>
<td>56,299</td>
<td>59,148</td>
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<tr>
<td>County Economic Development</td>
<td>20,000</td>
<td>20,001</td>
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<tr>
<td>COT - ESA</td>
<td>365,000</td>
<td>365,002</td>
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<tr>
<td>Other COT(^1)</td>
<td>24,500</td>
<td>25,697</td>
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<tr>
<td>Fee for Service</td>
<td>39,996</td>
<td>27,628</td>
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<td>Fundraising</td>
<td>75,000</td>
<td>125,722</td>
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<tr>
<td>Non-BID Member Contributions</td>
<td>20,000</td>
<td>15,000</td>
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<tr>
<td>Event Sponsorships</td>
<td>34,290</td>
<td>15,500</td>
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<tr>
<td>Other Event Income</td>
<td>0</td>
<td>14,015</td>
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<tr>
<td>ParkWise Mgmt. Consulting</td>
<td>85,880</td>
<td>132,564</td>
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<tr>
<td>ParkWise Maint. &amp; Security</td>
<td>843,961</td>
<td>670,720</td>
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<td>Other Income(^2)</td>
<td>38,272</td>
<td>17,070</td>
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<td><strong>Total Revenues</strong></td>
<td><strong>$2,040,442</strong></td>
<td><strong>$2,062,477</strong></td>
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<table>
<thead>
<tr>
<th>Expenses</th>
<th>FY2015</th>
<th>FY2016</th>
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<tbody>
<tr>
<td>Management Salaries</td>
<td>$225,393</td>
<td>$215,747</td>
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<tr>
<td>General &amp; Administration</td>
<td>114,649</td>
<td>185,116</td>
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<td>Community Development</td>
<td>153,034</td>
<td>111,328</td>
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<tr>
<td>Economic Development</td>
<td>13,745</td>
<td>31,038</td>
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<td>Maintenance and Security</td>
<td>726,829</td>
<td>683,625</td>
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<td>ParkWise Management</td>
<td>63,540</td>
<td>93,196</td>
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<tr>
<td>ParkWise Operations</td>
<td>666,356</td>
<td>620,386</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$1,964,546</strong></td>
<td><strong>$1,950,434</strong></td>
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<td>Net Surplus (Loss) Before Depreciation</td>
<td>75,896</td>
<td>112,043</td>
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<td>Depreciation</td>
<td>6,744</td>
<td>16,894</td>
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<tr>
<td><strong>Net Surplus (Loss) After Depreciation</strong></td>
<td><strong>$69,152</strong></td>
<td><strong>$95,149</strong></td>
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</tbody>
</table>

\(^1\)Other COT  
Includes an ESA from Part Tucson, and a grant from City of Tucson Economic and Workforce Development

\(^2\)Other Income  
Includes WHAT
## Statement of Financial Position

<table>
<thead>
<tr>
<th>Assets</th>
<th>As of June 30, 2015</th>
<th>As of June 30, 2016</th>
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</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$ 440,061</td>
<td>$ 512,138</td>
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<tr>
<td>Façade Program</td>
<td>0</td>
<td>24,148</td>
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<tr>
<td>Accounts Receivable</td>
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<tr>
<td>Property Based Assessments</td>
<td>218,361</td>
<td>219,303</td>
</tr>
<tr>
<td>Service Contracts, Project Fees, Memberships</td>
<td>88,147</td>
<td>33,431</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>15,405</td>
<td>16,195</td>
</tr>
<tr>
<td>Deposits</td>
<td>7,969</td>
<td>7,969</td>
</tr>
<tr>
<td>Total Current Assets</td>
<td>$ 796,535</td>
<td>$ 813,185</td>
</tr>
<tr>
<td><strong>Leasehold Improvements</strong></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Property and Equipment</td>
<td>153,933</td>
<td>228,408</td>
</tr>
<tr>
<td>Less Accumulated Depreciation</td>
<td>(141,933)</td>
<td>(164,119)</td>
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<tr>
<td></td>
<td>12,060</td>
<td>64,289</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$ 808,595</td>
<td>$ 877,474</td>
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</tbody>
</table>

**Liabilities**

| Liabilities                         |                       |                       |
|-------------------------------------|                       |                       |
| Current Liabilities                 |                       |                       |
| Accounts Payable                    | 17,257                | 11,614                |
| Accrued Expense                     | 76                    | 45,000                |
| Accrued Wages                       | 94,046                | 55,811                |
| Payroll Taxes Payable               | 15,508                | 18,175                |
| DDC Line of Credit                  | 3,608                 | 0                     |
| Line of Credit Chase and Wells Fargo| 0                     | 0                     |
| Payroll Funds Account               | 0                     | 0                     |
| Deferred Revenue                    | 4,079                 | 19,232                |
| Total Current Liabilities           | 120,672               | 149,832               |
| Retained Earnings                   | 578,248               | 608,345               |
| Temporarily Restricted Net Assets   | 26,621                | 24,148                |
| Net Income                          | 69,151                | 95,149                |
| Total Liabilities and Net Assets    | $ 808,595             | $ 877,474             |
BOARD OF DIRECTORS

Tucson Pima Arts Council
Bourn Companies
Armory Park Neighborhood Association
University of Arizona
Abby Office Centers
Carondolet Health Network
Mesch, Clark & Rothschild PC
Downtown Development Corporation
MOCA
Downtown Neighborhoods and Residents Council (DNaRC)
Start Up Tucson
Tucson Electric Power
Santa Theresa Tile Works
University of Arizona
Dunbar Spring Neighborhood Association
Hecker & Muehlebach
Administrator, Pima County
Maker House
Holualoa Companies
Safeguard Tucson
Cox Communications
Madden Media
Ben’s Bells
Center for Creative Photography
Rio Nuevo
City Manager, City of Tucson
HSL Asset Management
MEB Management
Home Style Galleries
Hotel Congress
A Perfect Pantry
Wells Fargo
Fourth Avenue Merchants Association
Tucson Young Professionals
Peach Properties
Fox Tucson Theatre
Vint & Associates Architects
Southwest Gas
JL Investments
The Gadsden Company

ADOT, Pima County Representative
Visit Tucson
City of Tucson, Park Tucson
Pima County Board of Supervisors, District 5
Tucson City Council, Ward 6
Regional Transportation Authority
Business Development Finance Corporation,
Industrial Development Authority, City of Tucson
Amado & Associates, CPA
Industrial Development Authority, City of Tucson
Tucson City Council, Ward
Southern Arizona Leadership Council
Tucson Metro Chamber

Ex-Officio Directors
Steven Christy
Brent DeRaad
Don Durband
Richard Elias
Steve Kozachik
Farad Moghimi
Gary Molenda

John O’Dowd
Marilyn Robinson
Regina Romero
Ron Shoopman
Mike Varney
CURRENT STAFF

KATHLEEN ERIKSEN  
Chief Executive Officer  
kathleeneriksen@  
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Downtown dreamer, doer, and  
aesthetic advisor.

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Manager  
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Provider of information  
& research related to  
business, job, real estate,  
and development activity  
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Leader of the Clean &  
Safe teams, keeping  
Downtown Tucson  
beautiful.

ALANA VARNER  
Administrative Assistant  
Alana@  
downtowntucson.org  
Excel magician and  
detail-minded helper  
extraordinaire.

BID Maintenance Crew  
Charles “Chuck” Atkinson  
Alvin Burkey  
Jose “Joe” Dominguez  
Jorge Felix  
Jaime Flores  
Joseph “Joe” Garcia  
Julie Leatherbury  
Colleen Lisciandrello  
Angel “Gemini” Lucio  
Arthur “AJ” Manzano  
Andrew Martin  
William Neufeld  
Sean Sanders  
Antoine Smith  
Angela “Angie” Stevens  
Richard Szilay  
Tom Vanata  
Eddie Vasquez  
Juan Zensen

BID Security Crew  
Aaron “Jose” Garcia  
Nathan “Nate” Guzman  
Harold Harris  
(.day supervisor)  
Antonio Herrera  
Robert Lee  
Dillon McCormick  
(night supervisor)  
Hassan Omar  
Brycen Potter  
Ryan Whitney
Cover
Hydra display window. Photo by Scott Greissel.

Pages 2-3
Photo by Scott Greissel.

Pages 4-5
AC Marriott construction. Photo by James Jeffries.
Michael Keith. Photo by Scott Greissel.
Kathleen Eriksen. Photo Scott Greissel.

Pages 6-7
Pueblo Vida. Photo by Scott Greissel.
Screamery. Photo by Scott Greissel.
Senae Thai. Photo by Scott Greissel.

Pages 8-9
One West Broadway. Photo by James Jeffries.
Caterpillar headquarters. Photo by David Mitchell.
Rendering of City Park. Courtesy of Bourn Companies.
Icons from the Noun Project:
- Information icon by Jamison Wieser.
- One O’clock by Romzicon.
- Server data by Deepz.

Pages 10-11
Stone Avenue housing project. Photo by James Jeffries.
The Hub. Photo by Scott Greissel.

Construction workers. Photo by James Jeffries.
Icons from the Noun Project:
- Earning report by ProSymbols.
- Office chair by Martin Vanco.
- Tag by Alexandre Aimbiré.
- Margarita by Scott Lewis.
- Dining set by Jonathan Li.
- Education by icon 54.
- Star by Arthur Shlain.
- Piggy Bank by Gregor Črešnar.
- Bar chart by Karthik Srinivas.

Pages 12-13
Dancing in the Streets. Photo by Scott Greissel.
Hotel Congress/ The Cup staff. Photo by Scott Greissel
The Screamery staff. Photo by Scott Greissel
Johnny Gibson’s market. Photo by Scott Greissel
A Perfect Pantry. Photo by Scott Greissel
Downtwon Kitchen + Cocktail. Photo by Scott Greissel

Pages 14-15
El Grupo Tucson. Photo by James Jeffries.
Parade of Lights. Photos by Scott Greissel.
AIDSwalk Arizona. Photo by Scott Greissel
Pages 16-17

Johnny Gibson’s Downtown Market. Photo by Scott Greissel.
Powerwashing. Photo by Kathleen Eriksen.
Landscaping. Photo by Kathleen Eriksen.
Security patrol. Photos by Kathleen Eriksen.

Icons from the Noun Project:
- Trash Bin by Curve.
- Spray Can by Arthur Shlain.

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Staff photos by Scott Griessel.