SPRINGFIELD LEADERSHIP SUMMIT

Hospitality, Safety & Development

Roundtable Discussion Summary Report

Hospitality Roundtable – October 26, 2005
Safety Roundtable – October 27, 2005
Development Roundtable – October 26, 2005
Community Roundtable – October 25, 2005
Leadership Summit – December 15, 2005

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Springfield, Missouri - Summary Report
Table of Contents

Notice

Executive Summary

Opportunities abound for establishing three distinct districts serving the needs of residents and visitors for arts, dining and entertainment. Fueled by a new baseball park and convention center, multiple higher education institutions, easy access to an airport and an expanding market for fine dining and entertainment, the city is emerging as a destination.

This report is a summary of information gathered from a community orientation held in June 2005 and a series of four Roundtables in October 2005. Individuals selected were identified as "influentials" in the city – those with a global perspective, history in the city, and access to resources and/or authority.

Responsible Hospitality Institute (RHI) staff included Jim Peters, president and Allison Harnden, services manager, co-facilitated the roundtable discussions, and Michelle Joseph, project coordinator from Chicago, was the recorder.

Each Roundtable asked four specific questions:

1. What are the trends?
2. What are the issues?
3. What are the gaps?
4. What are the resources now or needed in the future?

All discussion was directed specifically to dining and entertainment. The following major issues were identified by the participants –

■ Improving the practices of licensed beverage establishments to prevent underage drinking, driving under the influence and intoxication

■ Improving communication and cooperation among hospitality businesses, law enforcement and community organizations

■ Improving coordination among transportation to expand the current level of services (through the use of taxi stands and shuttle services) and enforcement to maximize traffic and pedestrian safety

■ Improving coordination among planning, development and business practices to anticipate demand on public services, market opportunities and quality of life for increased downtown owner-occupied residential housing and visitors

■ Identifying Best Practices for each stakeholder group

On December 15, 2005 individuals representing each of the four stakeholder groups – Hospitality, Safety, Development and Community – who participated in the Roundtables will meet for a Leadership Summit and finalize the actions steps and outline what needs to be done to achieve them. This report will be updated and submitted as a final document.

Looking ahead to the future -- the construction of new theatres at College Station and the Gillioz, the increased number of new loft residents, and the development plans for Commercial Street – requires a paradigm shift that galvanizes all stakeholders to the common vision of creating districts that provide safe and vibrant places to socialize. This is the market's desire. However, if alcohol restrictions are imposed without addressing the underlying need of young people desiring space to socialize, minors have demonstrated that they will find a way to create their own whether in private homes or on college campuses.

In order for districts to succeed, they must provide consumers with what they want, and these needs can differ by age, income and residential location. Hospitality businesses, often the pioneers in emerging districts, sometimes can't see consumer needs change as the district develops. They continue to provide the same experiences, products and services and miss opportunities to shift to meet demands of other markets.

As businesses and residents infill revitalized areas, public services need to adjust to increased numbers inhabiting or visiting the districts at different times of day. The ability to allocate appropriate city resources for management of the development of the district requires a demonstration of the economic, employment and social contributions made by the dining and entertainment businesses, and periodically adjust resources to properly manage the shifts.

Now is the time for all stakeholders to commit to defining the best practices of their perspective. Whether hospitality, safety, development or community, they all have a role to play in creating a safe and vibrant future for Springfield

Background

Ten years ago, vitality slowly blossomed and the unsafe perception was turned around. Today, optimism abounds as downtown Springfield evolves and the greater area is viewed as a favorable place to live, work and play.

Three districts (Downtown, Commercial Street, and Walnut Street) are currently centers for the city's revitalization, redevelopment of which UDA oversees. Commercial Street, a district in the emerging phase, is a six-block historic area featuring turn-of-the-century buildings. A railroad runs parallel to the street and is spanned by a historically registered footbridge which is one of only two left in the country. Slated as an entertainment area that will feature live music, arts and residential lofts, plans for Commercial Street development include an urban focus to appeal to an older crowd. District layout will place entertainment venues at each end of the 6 block strip and residential in the middle.

Walnut Street is a mixed use district featuring a row of historic homes. Once used as fraternity/sorority houses for MSU, it is now a mix of residential, small businesses, inns and restaurants.

The downtown area boasts many casual and fine dine restaurants, established businesses and large bars that cater to local college students and neighboring non-student town locals Young teenagers are also drawn by the vitality, but without venues that serve under 18 needs, they resort to skateboarding or hanging out in parks, on streets, and in parking lots.

Housing is largely affordable. Springfield is a safe place to raise children and for young adults to seek higher education. With nearly one fourth of its population college students Springfield, like many other college communities struggles with underage access to alcohol, places to socialize and integrating with the established community.

In step with national demographics which document the largest numbers of 15-23 year olds in history and a greater propensity for this cohort to socialize, this city is feeling the impact of sheer larger numbers of youth and the late night market it is driving. To complicate matters, Springfield's 150,000 population can expand by 15,000 each fall as students return to the colleges in the area, stressing city services that provide transportation and maintain safety.

Some middle age professionals and boomers, are beginning to feel edged out of living areas and entertainment venues by the impacts, threatening to narrow the broad user market envisioned by the planners of this renaissance.

Market often drives the types of businesses that develop. This seems to be holding true for Springfield. District users and the businesses that have responded to the users' desires are creating a split use district scenario where there is a before 10 pm market and an after 10 pm market that equal in user numbers. Without actions to address this phenomenon, police and other city services, including late night transportation continue to operate on a 9-5 basis or more standard schedule while a greater need exists for these services after 10 pm.

Perception of safety is paramount. Incidents of violence have evidenced an immediate downturn in business. Negative perceptions of downtown have an impact too, and threaten to have longer standing impacts if not addressed in a comprehensive and timely manner.

Action Steps

The following actions steps define short (those in italics are recommended for the first six months) term goals and other long term goals.

1. Build Trust and Improve Communication

To work on any of the identified issues requires an initial venting, listening and an ultimate realization that all parties have a common vision, though their paths may differ. Regular communication provides a foundation for pre-emptive strategies rather than reactive tactics. Concessions offered by separate parties facilitate communication. Compromise builds trust.

Recommendations:

- ***Establish a Hospitality Resource Panel (HRP) to create a regularly scheduled forum for ongoing communication with equal representation among safety, hospitality, community and development to set priorities and develop resources.***
- All four perspectives: Development, Hospitality, Safety and Community can draft their own best practices (standards for hospitality management and customer behavior, design standards for developers, entertainment policing strategies for law enforcement, center city living expectations for residents) for a safe and vibrant community development and give each the opportunity to add to the other three lists. Identify the top ten consensus items and work together on implementation.
- Offer media opportunities to positively partner in promoting vibrancy, safety and to assist in marketing the broader experience that exists in hospitality zones.

2. Enhance Safety and Public Awareness

The viability of the district depends upon maintaining a perception of safety as well as assuring real safety. Police and other resources have knowledge and expertise that can be shared with businesses to relieve burden on police. Despite good intentions, there are still a few hospitality business operators with high risk practices that necessitate a more stringent response. Police can develop more focused entertainment policing strategies and team more appropriate to late night crowd management and conflict resolution.

Recommendation:

- ***Organize regular Hospitality Roundtables with business owners, managers and staff to provide businesses the opportunity to get clarification, updates on rules and regulations and inspection procedures from all agencies that permit, inspect and regulate them, including food safety, alcohol beverage control, police, fire, code compliance, permits and licensing etc. Use some Roundtables to provide periodic opportunities for community representatives to raise issues and work collaboratively on solutions.***
- Facilitate access to technical services and resources to assist late night establishments in developing security plans to manage lines, occupancy and exiting, to reduce intoxication and underage drinking, and to more effectively manage safety at closing hours.
- Establish an Entertainment Policing Team in the police department with officers assigned more appropriate to address training and issues arising in late night entertainment areas.
- Partner with media to promote perception of safety, which may include relaying community expectations for patron civility, communicating role of police to keep district users safe and assisting with public service announcements that convey the responsibility of both the servers in establishments and the patrons they serve to drink responsibly, drive responsibility and respect the residents and businesses in the community.

3. Evaluate Effectiveness of Codes, Ordinance, Zoning and Policies

New uses for older areas create opportunities for new policy landscapes and an opportunity to evaluate the relevancy of policies as there are changes in demographics and development. Growth and change often outpace the ability of policy makers to maintain effective non-enforcement strategies, or policies developed in another era may impede both growth and public safety.

As the districts meld residential into commercial areas and commercial into residential, defining boundaries and expectations of activity in the different "zones" could establish more cooperation and more clearly defined standards, rights and responsibilities of businesses and residents in those zones.

Recommendations:

- ***Utilize the HRP to review all policies, ordinances and codes pertaining to:***
  - ***curfew***
  - ***outdoor seating***
  - ***drink promotions that may encourage high risk drinking***
  - ***special events, both public and private that impact public services***
  - ***underage drinking and creation of alternative venues***

- *public intoxication*
- *late night security and crowd management by establishments*
- *driving while intoxicated*
- *noise and sound level controls through building design and technology*
- *trash and delivery*
- *traffic and pedestrian safety*
- *other quality of life issues.*

- Review and update permits and licenses for dining and entertainment businesses to assure conformity with contemporary needs
- *Investigate the use of business licenses, alcoholic beverage licenses, zoning, etc. to set significant consequences for establishments and individuals whose practices or behaviors negatively impact the community.*
- Establish strategies for addressing nuisance businesses and patrons, including identifying standards that define a nuisance, review and amend penalties and explore mitigating procedures such as intervention and mentoring by the HRP's Early Assistance Team.
- Consider a split-use license with special conditions for businesses operating after 10 pm, with entertainment, or with mixed age venues serving those over and under 21 when alcoholic beverages are available.

4. Develop and Promote Hospitality Professionalism

Negative incidents, whether true or merely a perception, have been linked with licensed beverage establishments and their customers. As the city evolves and more opportunities emerge, hospitality businesses can unite and provide a positive response to the community's concerns. Commitment to host responsibility and heightened professionalism of establishments' policies and practices will communicate a positive image and partnership with the community's vision.

Recommendation:

- *Utilize the Urban Districts Alliance to facilitate regular meetings with hospitality businesses to promote an integrated, professional group. They may consider to organize cooperative staff training on customer service, food safety, responsible beverage service, security, etc., and/or hire an independent quality control company to secret shop their businesses.*
- Provide seminars to better understand market changes, outline responsible business practices and offer models for internal policy development that address over-intoxication and under age access to alcohol, and develop new niche marketing to attract a more responsible clientele.
- Develop a special program to orient new businesses to rules, regulations, community standards and local resources from business associations, schools and suppliers.
- Raise professionalism and collaboration of door security, provide door security training and consider background checks and licensing door security.
- Capitalize on the training program for hospitality workers at Missouri State University and in the Victory Mission restaurant on Commercial Street and add additional training centers for hospitality staff development, including a satellite facility for local college on hospitality and tourism management, community training center on responsible beverage service, customer service, security, marketing, etc.

- ***Conduct an economic impact assessment to evaluate sales by time of day, employment by time of day, occupancy and entertainment and establish a baseline for measurement of growth and change in the future.***
- Utilize existing survey data or develop a special survey to determine what students seek in dining and entertainment establishments and share with businesses so their products and services match the need.
- Organize focus groups with neighborhoods to determine expectations and needs for dining and entertainment options.

5. Transportation

As these districts develop, the need for expanding transportation options has emerged. Providing these services will address concerns regarding driving while intoxicated, limited parking, fossil fuel consumption, and ultimately, cost and convenience.

Recommendation:

- ***Facilitate conversations between City Utilities and Universities to create a late-night shuttle service from Downtown to Missouri State and Drury.***
- Enhance taxi services by establishing and promoting a taxi stand in Downtown.
- Coordinate and market transportation availability for major event weekends to link the districts (such as trolley service between Hammons Field, Walnut Street, and Downtown during Artsfest).

Summary of Roundtables:

On October 26, 27 and 28 at the invitation of the City of Springfield the Responsible Hospitality Institute (RHI) conducted a four part assessment for the purpose of devising an action plan for responding to, managing and planning for the impacts of dining and entertainment within a developing mixed use zone. Invitational focus groups divided into Hospitality, Safety, Development and Community perspectives and met separately and provided anecdotal information on trends, issues, gaps and resources relating to dining and entertainment within the Downtown, Commercial Street and Walnut Street districts. The following documents observations, opinions and perceptions of the participants expressed in those meetings.

TRENDS

By identifying trends, we can see the arc of a path to the future and have the opportunity to head off challenges and prevent risks to public health and safety.

City

- Positive growth in multiple areas of the city is increasing with sports venues, mixed use development, a new multiplex movie theatre and an exposition center. Springfield is now a destination and a good location for businesses to grow and people to live.
- Increasing real estate values. More residential moving in, with plans for more owner occupied housing. More issues and complaints are likely to follow.
- There is an increase in students at all colleges; about 15,000 students enter the city each fall.
- Plans for a new technology center at the university will attract more young professionals.

District

- More late night establishments, including coffee houses, stay open until 1:30 am.

- Downtown is often perceived as a college student destination, but there are other fine dining and entertainment venues there or planned that cater to a broader demographic.
- People are feeling safer, and more likely to walk from location to location.

Customer

- More customers from peripheral sources: pre-ballgame dinner crowd. Venues are getting multiple rushes per day.
- Many establishments' crowds start thinning out at 12:45 am.
- People of all ages are coming out and socialize necessitating venues for multiple age markets, including under 18 and boomers.
- People come out at 10 and stay out until 2 am.

Behaviors

- Teenagers and young adults have more disposable income, and utilize Park Central Square as a gathering place when they cannot get into the clubs
- The community emphasizes driving while intoxicated, but places less emphasis on addressing intoxication, often a contributing factor in late night disturbances and violence.
- Increased violence and increase of women involved in violence.

ISSUES

This section of the discussion focused on the challenges faced by each perspective (hospitality, safety, development and community). Many issues are complex and intermingled. Such codependent issues require a solution in one area to affect change to the other.

Entertainment Policing & Safety

- There is a misperception that Downtown is unsafe.
- Violence with crowds causes owners/managers concern for their staff's safety inside venues as well as in parking lots after closing.
- Patron/Student civility. After businesses close, patrons are noisy on the street, there is public urination and those waking home kick over flower pots, ring residents' doorbells etc.
- Businesses use drink specials to draw customers and to create a niche, but the result promotes the perception that businesses are irresponsible. All you can drink specials may violate state law to not serve to intoxicated individuals.
- At closing and when disturbances occur, all customers are exited from clubs with limited or no management or supervision causing threat to patrons' safety

Mixed Age Venues

- There is a need for organized strategies to control youth access to alcohol. Some promote policies that restrict 18-20 year olds from being integrated in licensed beverage venues.
- Underage college kids show up at bars already drunk and enter bars/nightclubs where they sometimes are served more drinks.
- With only one alcohol regulatory agency representative for the region, laws and codes are often violated with impunity. Penalties aren't consistent or strong enough to deter violation by businesses, patrons and adults providing alcohol to minors.
- Minor possession enforcement is time consuming and a low priority in the many issues that police must deal with.

Industry Economic Impact Assessment

- In last two years the new clubs' occupancies provide an additional 2,000 potential people dispersed at closing onto the street all at once.
- Public resources are not in pace with increased patron numbers and not in synch with users' schedules.
- Though parking is sufficient, available and affordable, public perception is that it is too far from venues and is too expensive. Additionally, downtown residents are challenged with parking at their residences.

Pedestrian and Traffic Safety

- Lack of public transportation available to college students to return them to the campus and for those who are impaired to drive and choose to use alternative transportation.

Events

- Pub crawl crowds are special event size (10k), but not managed like one. Pedestrian safety is at risk without street closure. People walk out of clubs with drinks like you might do at a street event

Communication

- Media serves as an intermediary to communicate dissatisfaction rather than parties directly communicating and working on solutions. Media perpetuates misperceptions.

GAPS

When exploring what's working and what's not, entities are sometimes stuck halfway between understanding the problem and resolving it. Identifying the missing elements help to point to solutions that can resolve the challenges.

Hospitality

- Though there are things for non-college students to do downtown, they could be publicized better. Integrating ages in environment may reduce alcohol abuse and deters other social misbehavior.
- Businesses are missing opportunities: there's a market of customers that is driven away by hoards of young people. There is more money and fewer problems gained by selling moderate amounts to many rather than a lot to a few.
- Many cities have an association for bar/restaurant owners. There is a need for collaboration and leadership amongst hospitality businesses to create peer pressure for responsible management and present a positive image of the industry. Though the DDEC has acted as a coordinating mechanism, its activities were limited to promoting and advertising pub crawls to a limited share of the total possible market.
- Hospitality industry has the opportunity to collaborate on a positive response to negative incidents downtown.
- Despite three hospitality training programs in the area, hospitality businesses struggle with turnover at graduation time and with roadhouse-type employees.
- There is an opportunity for increased professionalism amongst the bar/nightclub staff by undergoing door security, responsible beverage service and manager trainings to prevent overcrowding, over-intoxication, underage drinking and crowd management skills.
- There is a need for a education forum for business owners and managers on strategies for running a responsible and profitable food and beverage business, one that provides

clear details from all regulatory agencies about inspections, licensing, changes to regulations, penalties for violations and how to avoid them.

Development

- Residential developments are not in pace with consumer demand.
- There is a need for housing and venues that accommodate low to middle incomes.
- Parking requirement for development designs are too little or non-existent.
- Historic requirements can hinder noise mitigation contribution of developer/business owner.
- Developers should be aware of urban design for entertainment district, i.e. bedroom placement, double paned glass, noise mitigation for trash removal

Policy

- Occupancy efforts could be supported and enhanced with zoning strategies and self enforcement tactics.
- Bus transportation stops at midnight. Only two cab companies are allowed in the city and late night taxi service is stretched beyond limit. Those who choose to take a safe ride home, give up for waiting so long.
- There is no public intoxication ordinance.
- There is an opportunity to clarify rules for new café seating and other zoning issues
- Special events require permits and additional security personnel, yet a holiday promotion can generate just as large crowds and remain unmanaged or without revenue to cover the added security.
- There is need for a forum for new businesses that outlines rules and regulations from all the agencies that license, permit and inspect food and beverage businesses.

Safety

- Under 18 years olds have limited places to socialize and, without an enforced curfew, create added burden to police duties.
- Enforcement and penalties are not employed consistently. Penalties are too lax, and too slow to effect change in irresponsible behavior of businesses and patrons. Campus penalties are stronger than the state's, but kids are not hanging out on the campus.
- Police services are not in pace with increased student population and resultant places for them to socialize. The main bars have a combined occupancy of nearly 5,000.
- There are programs to assist businesses in preventing underage access through state liquor control, but budget cuts have reduced manpower to one staff person.
- Fire department occupancy checks are implemented after complaints or after incidents or police call. There is room for a more regular night detail to conduct occupancy checks.

Community

- Urban living expectations need to be defined. Suburbanites expect urban living to conform to the way of life they moved from.
- College campus efforts need to interface with campus security and city police. Officers feel frustration that students don't really understand their role: to make sure they get home safely without harming others or disturbing quality of life.
- There is an opportunity for all to learn how to best use the media to communicate positive efforts, i.e. how can media partner in promoting vibrancy, how can it assist in filling the need for non-student populations to know what exists for them to do in the districts.

All Perspectives

- There is a need for consistent, positive communication between club owners and police and neighbors rather than communicating in response to incidents.
- DUI checkpoints have served to catch offenders after the fact, however there is a need for more preventative measures including policy and regulatory reviews, host responsibility, and agreement on community standards.
- Though percentages are lower than some cities, diversity still needs acknowledgment.
- Concerns of liability create stalemates: City fears fights will erupt on buses if they run late night, so they don't and transportation remains a problem. Businesses worry if they monitor the sidewalk, they'll be held liable, so they don't and crowd management remains a concern, especially at closing hours.

RESOURCES

One of RHI's tenets is that, to the best of abilities, existing resources should be utilized in addressing challenges that districts face. Springfield is fortunate to have access to some valuable resources. Such resources may be defined as successful strategies, partnerships, practices, products and policies, as well as opportunities. Some of these could easily be adapted without reinventing the wheel and expending valuable time, expense and effort.

Hospitality –

- Alternative entertainment venues other than bars are staying open later.
- Hospitality is optimistic about Rusty Worley being available to facilitate all parties looking at issues.
- There is a desire to work together to raise standards of professionalism and a willingness to do a better job of self-policing.
- Two Universities have hospitality management programs. Victory Mission has a restaurant training facility.

Community –

- University is allocating more resources to keep students on campus and provide alternative entertainment to alcohol abstainers. Next year they plan to keep their dining hall open until midnight.
- Media is very involved and willing to report.

Safety –

- Field officers in Commercial district work well with business owners/managers/door security. Opportunity to transfer best practices here to other areas.
- Downtown police substation. 2-4 officers scheduled at closing hours.
- State of Missouri provides the Cheers program and Smart program.
- Liquor Controls' Badges and Business helps businesses with identifying fake id's.
- Sheriff and Police both do underage stings, many in parking lots.

Development –

- Commercial Street is planning to avoid impacts through designs that disallows residents over commercial and instead places entertainment venues at both ends of area.
- Exposition Center and Hammons Field have made Springfield a destination.

Perceptions

Without a mechanism for safety, residential, development and hospitality to interact, miscommunication and misperceptions continue and mistrust festers. In each of the four groups, the following perceptions were formed about each group.

About Community

- Some residents are moving out because they didn't expect the impacts and don't want to deal with them.
- Parents drop their high school aged kids downtown or are unaware of what they are doing.
- Community needs to provide something for kids to do. They hang out downtown because downtown is cool. There just needs to be some interesting things for them to do.
- Media propagates negativity and feeds misunderstandings and miscommunications.

About Hospitality

- Businesses are perceived as untrustworthy, as just wanting to make money and as not caring about their customers.
- Wrist banding and hand stamping is not enough of an effort to prevent underage access. Bouncers let under 18 girls in and allow under 21 girls to drink. They are said to knowingly accept fake ids
- Some believe that clubs are over occupancy limits.
- It is believed that some venues employ bouncers under 21 years old.

About Safety

- The City is perceived as adding to media's sensationalizing events by not getting all the facts before they release information to press.
- Many expressed that there aren't enough police downtown, especially at closing time.
- It is believed that DUI checkpoints have scared away the non-college customers that helped create social controls.
- Since the disbanding of the DUI taskforce, there is a perception that the police have stepped back, not provided enough officers to handle the crowds and are just not involved.
- Field officers have better understanding of needs. There is a perception that field officers and police administration don't communicate or are not on the same page.
- Enforcement is seen as reactive, not proactive.

About Development

- There isn't enough residential to support three districts. Businesses need more customers than college kids.
- Night life just happened. There's a need for more of a plan for what businesses and experiences we want, then go out and recruit them.
- It seems that artistic-type residents are being pushed out by people who can afford higher rents or mortgages.

Appendix: Participant and Expectations

Community Roundtable

1. Build trust and improve communication between safety and hospitality
2. Late night transportation, including public bus and more taxis
3. Improve management of businesses-drink specials, crowd dispersal at closing
4. Make sure fringe residents' needs and desires are included in plans
5. Marketing campaign – what exists for non-students to do downtown
6. Evaluate resources
7. Needs survey for different user groups: high school, 18-20, boomers, yuppies
8. Review of policies and controls to prevent youth access to alcohol

Attendees

- Gary Blankenship (Walnut Street)
- Ron Walker (Commercial Street)
- Gary Deaver (City Council)
- Jim Murrow (CID & resident)
- Clark Snyder (Victory Mission)
- Dr. Earle Doman (MSU)
- Sarah Trammell (SMS Student rep)
- Melissa Haddow (Community Partnership)
- Ed Derr (Drury & Underage Task Force)
- Kyle McClure (City Utilities)
- Dr. Jim Blaine (DWI Task Force)

Development Roundtable

1. Best practices, design guidelines for developers
2. Mitigation of existing and future noise complaints
3. Review codes to better manage late night crowd in districts
4. Best practices for all
5. New business orientation
6. Focus groups/survey to determine what residents/customer want. Share info Univ has on what students want.
7. Two way notice that notifies businesses and residents of each others' expectations

Attendees

- Mary Lilly Smith (Economic Development)
- Scott Tillman (Downtown Developer)
- Dan Scott (Architect and Downtown Developer)
- Travis Wilson (Jack Bell Architect)
- Ron Walker (Commerical Street)
- Jeff Schrag (Daily Events)
- Dr. Earle Doman (MSU)
- Allen Casey (Architect and Downtown Developer)

Hospitality Roundtable

1. Willing to work with the Urban District Alliance in organizing a hospitality committee.
2. Want to work with police and other resources to improve security and safety.
3. Late night transportation alternative – explore underwriting w/ Coca Cola.
4. Better disbursement at closing.
5. Inventory occupancy, employment and economic contribution.
6. Collaborate with other businesses to promote an integrated group.
7. Willing to self police, but need clear information about liability, especially managing crowd on sidewalk and parking lots.
8. Training for staff security, responsible beverage service.

Attendees

- Shannon Russell (Ernie Biggs)
- Doug Knight (Jordan Creek)
- Mark West (Commercial Street)
- Paul Sundy (Icon Nightclub)
- Ryan McDonald (Trolley's)
- Eric Zackrison (DSA)

- Regan Bealer (Walnut St Bankok Inn)
- Mark Coe (Jordon Creek)
- Chris Guest (Maria's)
- Mary Blades (CID)
- Marty Hurst (Beverage industry)
- Sean Kisner (Manager of Traffic)

Safety Roundtable

1. Would like student infractions to go on academic record
2. Late night transportation/safe ride home
3. Examine promotions and drink specials
4. License pub crawls as special events
5. Improve communication between security staff and police
6. Need more police downtown to keep it safe

Attendees

- Mark Webb (COP)
- Chief Lynn Rowe (Police)
- Major Hamilton (Police)
- Officer Hawkins (Downtown COP)
- Sheriff Merritt (Greene County)
- Dan Whisler (Fire Department)
- Kelly Finkbiner (Area Liquor Control)
- Ken McCroskey (Commercial St. COP)

- Debbie Suter (City Liquor Control)
- Buffy
- Jim Arnott (Greene County)
- Steve Licis (Downtown COP)
- Carol Cruise (CU)
- Steve Ijames(Crim. Investigations)
- Nick Heatherly (Bldg. Dev. Services)
- Tom Rykowski (City Law Dept.)

City Administration

1. Establish criteria for nuisance business.
2. Door security training.
3. Review definitions of restaurant, bar, nightclub etc.
4. Explore a split use license and add conditions for businesses operating after 10pm.
5. Ban or limit hours for underage. Create CUP for under 18 clubs and 18-21.
6. Create forum for regular communication between police, higher education and businesses regarding these issues.

Attendees

- Tom Finnie, City Manager
- Phil Broyles, Assistant Director of Public Works
- Ralph Rognstad, Planning Director

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Working together for safe and vibrant place to socialize

The **Responsible Hospitality Institute** (RHI) was founded in 1983 to promote legal and social awareness programs for the hospitality industry. Now in its third decade, RHI serves as a vital resource for information, training, and technical assistance to cities seeking to develop or expand dining and entertainment districts.

With the demand for places to socialize increasing, RHI and its partners continually look for new ways to facilitate cooperation and consensus-building to maximize economic and social benefits of hospitality.

Some of these include:

The development of an interactive online resource that provides business, government and community advocates with access to practical information, trends, strategies and tactics for better planning, managing and policing of dining and entertainment districts

The creation of national panels that develop policy recommendations, consult on federally-funded research projects and evaluate the effectiveness of responsible hospitality strategies

The recruitment of speakers and workshops for conferences and conventions

The development of articles for associations and organizations to use in their publications

The development of Hospitality Resource Panels (HRP) to create efficient strategies to plan, manage and police dining and entertainment districts.