



ENTERTAINMENT



PUBLIC SAFETY



MULTI-USE SIDEWALK



VENUE SAFETY



TRANSPORTATION



QUALITY OF LIFE

HOSPITALITY ZONE ASSESSMENT *of* RHI's SIX CORE ELEMENTS

RESPONSIBLE HOSPITALITY INSTITUTE: Assisting Businesses and Communities to Create Safe and Vibrant Places to Socialize

Overview of Responsible Hospitality Institute

Updated August 2011



RHI RELEVANT EXPERIENCE AND QUALIFICATIONS

Company Profile

The Responsible Hospitality Institute (RHI) is a private, non-profit organization founded in 1983 and is the leading source for events, resources and consultation services on nightlife. RHI assists communities to plan and manage hospitality zones to create safe, vibrant and economically prosperous places to socialize. RHI utilizes an inclusive approach to unite diverse practitioners and city leaders through a common vision and collaborative partnerships.

RHI's approach utilizes a conceptual framework of **Six Core Elements for Hospitality Zone Development** to comprehensively assess a hospitality zone. In addition, RHI seeks a broad and inclusive network of stakeholders by their unique perspectives. This includes Community, Hospitality, Development, and Safety.

RHI published a compilation of tactics and promising practices that address a full range of nightlife district challenges. *Planning, Managing and Policing Hospitality Zones: A Practical Guide* showcases innovative approaches, strategies, model policies and case studies from cities throughout North America.

Utilizing insights and model practices gathered from dozens of cities and countries throughout the world, RHI is in a unique position to identify potential areas of improvement and recognize accomplishments. RHI's expertise has helped numerous communities to facilitate a collaborative process among diverse interest groups toward a common goal of creating safe and vibrant places to socialize, and enhancing economic and employment potential of a vital local economy.

Three Decades of Experience

In the mid 1990's, RHI expanded its focus from pioneering responsible beverage service training in licensed establishments to a broader business district approach. Working with Business Improvement Districts and Main Street programs proved to be a more effective mechanism for addressing public safety and enhancing quality of life in communities. More than a decade of pilot programs in communities with dining and entertainment districts were conducted to gather trends and best practices through facilitated focus groups. Networking Conferences and Leadership Summits apply the same principles of information exchange, which have led to worldwide recognition of RHI's ability to establish formalized, collaborative alliances at the local, county, state and national level.

In 2006, a refined Hospitality Zone Assessment process was launched. This fee-for-service program has been conducted in more than three dozen communities representing cities of all sizes and districts at all stages of development – from emerging and developing to maturing and declining. The process has been coordinated through various organizations, including Business Improvement Districts, Main Street Programs, planning departments, economic development departments, city councils and police departments.

Primary Staff - Biographies

STAFF	BACKGROUND AND ROLE
	<p>Jim Peters is the founder and president of RHI. He is the change agent and visionary who monitors trends and determines how to adapt the organization to keep pace with new challenges. Jim oversees development of all of RHI's program areas to provide a conceptual framework and standards for implementation. Jim is a frequent speaker for conferences and events to orient audiences to RHI's mission.</p> <p>Primary Role: Management of project, group facilitation and development of strategic recommendations from the group process. Administer contract requirements and reporting.</p>
	<p>Allison Harnden began her 16 year tenure with the Responsible Hospitality Institute as project coordinator for a partnership contract with San Diego's Economic Development Office. As liaison to 10 of San Diego's entertainment-oriented Business Improvement Districts, Ms. Harnden developed and piloted innovative programs relating to nightlife and land-use, regulatory compliance, business and workforce development and public policy. Since 2003, she has consulted with and evaluated dozens of dining and entertainment districts in the U.S. and Canada.</p> <p>Primary Role: Outreach and project development, including steering group establishment and project facilitation.</p>
	<p>Alicia Lakomski joined RHI in 2006 and serves as the Project Manager, overseeing and coordinating special projects. Alicia oversees resource development in the form of webinars and publications. She develops marketing materials and directs outreach to recruit new clients and event attendees. She has served as on-site recorder and report writer for thirteen Hospitality Zone Assessments and seminar services throughout North America.</p> <p>Primary Role: Project coordination, on-site recorder and report development and editing.</p>



Hospitality Zone Assessment

Primary Services







RHI services guide and empower communities to see beyond barriers to harness the powerful potential of nightlife and the sociable economy. RHI has created several delivery programs to tap the economic and social benefits of hospitality zones and minimize their impacts on government resources, other businesses and residents' quality of life.

Services	Purpose
The Sociable City 101 Seminar	This online seminar series orients stakeholders to "night vision" through an overview of national trends and common challenges, and an introduction to six core elements of hospitality zone development.
The Sociable City Webinar Series	This online presentation and discussion series showcases city strategies and group panel discussions on current and emerging issues in the nighttime economy. Held since 2007, archives provide members of the Sociable City Network with access to a rich source of information, strategies and tactics.
The Mobilize Stakeholders Seminar	This one day, on-site consultation engages interactive working groups in discussion to orient and mobilize key community leaders toward a common vision for their hospitality zone.
The Hospitality Zone Assessment	Drilling deep into identified strengths and challenges, the comprehensive Hospitality Zone Assessment features extensive consultation. A written report provides detailed analysis and recommendations for a six month action plan and concludes with a presentation to city council and other key leaders.

RHI's Conceptual Framework: Six Core Elements

A **hospitality zone** is a cluster of dining and entertainment businesses in a mixed-use area containing residential and commercial uses. Properly planned and managed, hospitality zones can be a prosperous investment, centralizing both attractions and services. Unplanned hospitality zones can be costly and lead to conflicts.

RHI's utilizes Six Core Elements for **Hospitality Zone Development**® as a framework for research, best practices and services. In Hospitality Zone Assessments, subject matter experts from the host city are mobilized into six study groups that contribute technical knowledge for a comprehensive assessment of issues and recommended strategies.

Roundtable Focus Groups on the Six Core Elements:					
 <p>ENTERTAINMENT</p> <ul style="list-style-type: none"> Dining Venue Social Venue Performance Venue Events Demographic Talent Retention Marketing Economic Impact 	 <p>PUBLIC SAFETY</p> <ul style="list-style-type: none"> Crime Prevention Closing Time Crowds Police Units Ambassadors Business Support Business Permits Safety Alliances 	 <p>MULTI-USE SIDEWALK</p> <ul style="list-style-type: none"> Outdoor Dining Street Performers Vendors/Kiosks Public Markets Pedestrian Safety ADA Compliance Lighting Panhandling 	 <p>VENUE SAFETY</p> <ul style="list-style-type: none"> Server Training Security Training Customer Service Safety Plan Nightlife Networks Patron Behavior Age Identification Extended Hours 	 <p>TRANSPORTATION</p> <ul style="list-style-type: none"> Night Service Traffic Safety Safe Rides Taxi Stands Shared Rides Valet Parking Parking Lot Safety DUI Prevention 	 <p>QUALITY OF LIFE</p> <ul style="list-style-type: none"> Noise Control Soundproofing Trash Pick-up Cigarette Litter Public Urination Vandalism Resident Forums Public Standards

HOSPITALITY ZONE ASSESSMENT

Assessing Opportunities in Nightlife and Sociability

The Responsible Hospitality Institute (RHI) conducts assessments of hospitality zone and entertainment district(s) that utilize an inclusive approach to unite diverse practitioners and city leaders through a common vision and collaborative partnerships.

Since 2005, RHI has conducted more than three dozen Hospitality Zone Assessments, which have included first-hand observation and tours of nightlife districts, as well as facilitated focus groups to determine trends, issues, resources and gaps. RHI has shared and showcased best practices through regular conferences, leadership summits, regional forums, and online webinars. The unique expertise of RHI has guided hundreds of communities worldwide.

Achievements by RHI's Clients

RHI has helped numerous communities achieve positive changes in their nighttime economies. As a result of RHI's Hospitality Zone Assessment and access to best practices, communities have reported reductions in crime, better management of police budgets, streamlined licensing processes, increased vitality downtown and greater civility among bar patrons.

One of the most critical accomplishments RHI has helped facilitate is an overall improvement in working relationships and collaborative partnerships. Key to a successful nighttime economy is mechanisms for problem-solving and open communication among residents, nightlife venues, enforcement and regulatory agencies. In 2008, the US Conference of Mayors presented former Providence Mayor David N. Cicilline with the Outstanding Achievement Award for Public/Private Partnerships in recognition of his leadership with the Hospitality Resource Partnership (HRP), an RHI-created model for a broad base of stakeholders to address nightlife challenges.

Objectives and Outcomes of the Hospitality Zone Assessment Process

The HZA process works to achieve the following outcomes:

1. **Establish productive dialogue** within and among key stakeholder groups invested in or impacted by nightlife from each of a city's entertainment district(s) with a current or emerging nighttime economy.
2. **Build alliances** with leaders from key stakeholder groups, including government agencies, business districts, hospitality businesses, neighborhood organizations and academic institutions.
3. **Identify and document current trends, emerging issues and gaps** in research, policy, compliance, education and marketing in the nighttime economy.
4. **Evaluate current policies and regulations** to determine relevance, updates required, or new policies necessary to assure a balance of business opportunity, public safety and quality of life.
5. **Identify priorities and consensus:** RHI's facilitation process is designed to identify priorities and consensus areas among a diverse group of stakeholders to achieve greater buy-in for next steps.
6. **Define a process to improve public safety and quality of life** through streamlined permitting and licensing, increased compliance with requirements, and regulatory and licensing reforms.
7. **Establish a working group** representative of the stakeholders to oversee implementation of recommendations and provide on-going advisory support for compliance.



Hospitality Zone Assessment

Process & Methodology

The Hospitality Zone Assessment is comprised of five phases, with three on-site visits by RHI staff.

Phase 1: Engage Project Leadership

- ◆ The Hospitality Zone Assessment begins by engaging leadership and a broad, inclusive network of stakeholders in the process representing Hospitality, Safety, Development and Community.
- ◆ Online webinars orient leaders as a Transformation Team.
- ◆ Key stakeholders are identified and recruited to be represented in six Roundtable focus groups.

Phase 2: Orientation and Information Gathering

- ◆ This phase orients all individuals invited to participate in the Roundtable Focus Groups to the HZA process. Online seminars are available to provide an overview of content to prepare participants.
- ◆ On-site assembly with all participants in small group discussions begins the process of developing working relationships, identification of priorities, and recruitment of additional stakeholders.
- ◆ RHI facilitator and recorder attend.

Phase 3: Assessment and Roundtable Focus Groups

- ◆ The objective of this phase is to identify trends, issues, gaps and resources in the primary entertainment district(s) to develop a comprehensive plan for nightlife and sociability.
- ◆ Roundtables are organized around Six Core Elements for Hospitality Zone Development.
- ◆ RHI facilitator and recorder attend.

Phase 4: Summary Report Development

- ◆ This phase entails the development of a report summarizing key findings and an action plan based on the Roundtable Focus Groups.
- ◆ By combining the insights and expertise of the primary stakeholder groups and focusing on the six core elements of hospitality zone development, the action plan includes the following content:
 - **Research:** Information that is currently available and information needed to better plan and allocate resources for economic development and public safety management.
 - **Policy:** Public and business policies that need to be improved or added to more efficiently enable businesses to operate while meeting the legal responsibilities and social standards of the city.
 - **Education:** Gaps that exist and resources required to provide better education and training of all sectors, including hospitality business owners, management and staff, government agency staff, community representatives and the general public who patronize nightlife venues.
 - **Compliance:** Processes that are needed or that can be enhanced to increase compliance, maintain public order and sustain responsible business practices.
 - **Incentives:** Standards that can be developed for leadership to be recognized and success to be measured.
- ◆ A summary report is reviewed and revised by members of the steering group.

Phase 5: Presentation of Recommendations

- ◆ This final phase involves a presentation of key recommendations and formation of an Implementation Team to carry out actions identified.
- ◆ RHI facilitator attends.

RHI Base of Operations

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Santa Cruz, CA 95060

Phone: 831.469.3396 Fax: 831.469.3916

Website: www.RHIweb.org

CLIENT TESTIMONIALS AND REFERENCES

Client List

RHI has conducted assessments in and worked with organizations in over 30 cities, including but not limited to:

Client	Primary Contact Information
Albuquerque, NM Downtown Action Team	Brian Morris, Executive Director, Downtown Action Team (505) 243-2230, bmorris@DowntownABQ.com
Austin, TX Sixth Street Austin Association	Josh Allen, Executive Director, Sixth Street Austin Association (512) 203-7280, info@6thstreetaustin.com
Calgary, AB, Canada Centre City Implementation	Lorna Wallace, Project Manager, Centre City Implementation / Clean to the Core, City of Calgary (403) 268-5309, Lorna.Wallace@calgary.ca
Edmonton, AB, Canada Old Strathcona Business Association	Shirley Lowe, Executive Director, Old Strathcona Business Association (780) 437-4182, info@osba.ab.ca
Lexington, KY Stoll Keenon Ogden PLLC	Vitale Buford, Director of Marketing, Stoll Keenon Ogden PLLC (859) 233000, vitaler.buford@skofirm.com
Lexington, KY Business Lexington	Tom Martin, Editor in Chief, Business Lexington (859) 266-6537, tom@bizlex.com
Livermore, CA Downtown Inc.	Rachael Snedecor, Executive Director, Livermore Downtown, Inc. (925) 373-1795, rachael@livermoredowntown.com
Madison, WI Downtown Madison, Inc.	Susan Schmitz, President, Downtown Madison Inc. (608) 225-1008, sschmitz@downtownmadison.org
Milwaukee, WI Milwaukee BID 21	Elizabeth A. Nicols, Executive Director, Milwaukee Downtown Business Improvement District (414) 220-4700, bethn@milwaukee downtown.com
Morgantown, WV Main Street Morgantown	Terri R. Cutright, Executive Director, Main Street Morgantown (304) 292-0168, exdirector@downtownmorgantown.com
New Orleans, LA French Quarter-Marigny Historic Area Management District	Kimberly Rosenberg, Commissioner, French Quarter- Marigny Historic Area Management District (504) 593-9600, rosenberg802897@bellsouth.net
Rock Island, IL City of Rock Island	Alan Carmen, Planning & Redevelopment Administrator, City of Rock Island (309) 732-2900
Rock Island, IL Renaissance Rock Island	Jennifer Fowler, Marketing Director, Renaissance Rock Island (309) 788-6311, jennifer@teamrockisland.com
Sacramento, CA Midtown Business Association	Rob Kerth, Executive Director, Midtown Business Association- Sacramento (415) 442-1500, rob@mbasac.com
San Jose, CA San Jose Redevelopment Agency	Edith Ramirez, Senior Development Officer, San Jose Redevelopment Agency (408) 795-1816, edith.ramirez@sanjoseca.gov
San Jose, CA San Jose Downtown Association	Blage Zelaich, Deputy Director, San Jose Downtown Association (408) 279-1775, bzelaich@sjdowntown.com
Santa Rosa, CA City of Santa Rosa	Raissa de la Rosa, Program Specialist, City of Santa Rosa (707) 543-4338, rdelarosa@srcity.org
State College, PA Downtown State College Improvement District	Joseph Alessandrine, Executive Director, Downtown State College Improvement District (814) 238-7004, jalessandrine@downtownstatecollege.com
Stockton, CA City of Stockton	Kathy Miller, Vice Mayor, City of Stockton (209) 937-8377
Washington, DC Restaurant Association Metropolitan Washington	Lynne Breaux, President, Restaurant Association Metropolitan Washington (202) 335990, lynne@ramw.org

References for particular stakeholder perspectives (e.g. hospitality, safety, development, community) available upon request.



Hospitality Zone Assessment

Client Testimonials

Note: For a full list of testimonials, please visit www.RHIweb.org



COMMUNITY

Tom Martin, Editor in Chief, Business Lexington, Lexington, Kentucky:

Critical relationships between citizens, our police force, and representatives of each city division, department and agency were forged as a direct result of RHI leadership. RHI was pivotal in helping us make a lot of progress that wouldn't have been made without outside assistance.

Brian Israel, President, River North Residents Association, Chicago, IL:

There is a place at the table for residents as advocates for engagement, balance, incentives, diversity and to assure development decisions are made locally rather than imposed by outsiders. The bottom line is that RHI's approach deters crime, protects property values and improves quality of life.



DEVELOPMENT

Raymond "Rusty" Worley, Executive Director, Urban Districts Alliance, Springfield, MO: *Through RHI's expertise, we established exceptional relationships with police, and expectations of being a good neighbor which are reinforced by peer support from bar and restaurant owners.*

Frank LaTorre, Director of Public Space, Providence Downtown Improvement District, Providence, RI: *RHI enlightens with tangible, effective strategies. They have made a profound difference in controlling the robust nightlife situation we have downtown, with all the problems that comes with it. They are on the cutting edge of "managing the nighttime economy" in cities and towns.*



HOSPITALITY

Steve A. Zolezzi, Executive Vice President, Food & Beverage Association of San Diego County, San Diego, CA: *The RHI model creates the right working environment for government, businesses and the community to come together and accomplish mutual goals for success. I have witnessed much greater communication among the various agencies my members have to interact with.*

Rob Bookman, Counsel to New York Nightlife Association:

RHI plays a leading role nationally in countering that negative image of nightlife and liquor serving establishments. With keen insight, considerable experience and academic approach, RHI has single handedly changed the tone of the debate and created a positive dialogue in city after city.



SAFETY

Joseph H. Lumpkin, Sr., Chief of Police, Athens-Clarke County Police Department, Athens, GA: *Through RHI's programs and events, I realized the importance in developing a new approach to policing entertainment districts to manage public safety. During the past 10 years, our community's perspective of hospitality changed drastically from one of fear and uncertainty of alcohol licenses to one of economic development and enhancement of a higher quality of life.*

Kathie Durbin, CPP, Community Outreach Manager, Montgomery County, MD Department of Liquor Control: *Our involvement with RHI has enabled us to keep our finger on the pulse of hospitality and community concerns, issues and most importantly - solutions. Our safety and business alliances conduct business risk assessments as well as a new business orientation. We have been able to incorporate programs without "recreating the wheel."*

Client References: Project Briefs

Client #1: Providence, RI	
Name of Client	Providence Downtown Improvement District
Primary contact	Frank LaTorre, Director of Public Space
Telephone number	(401) 421-4450
	Email address: flatorre@providencedowntown.com
Outcomes	<ul style="list-style-type: none"> ◆ In 2008, the US Conference of Mayors presented Former Mayor David N. Cicilline with the Outstanding Achievement Award for Public/Private Partnerships in recognition of his leadership with the Hospitality Resource Partnership (HRP). An RHI-based partnership model, the HRP is a coalition of residents, restaurants, nightclub establishments, law enforcement and security officials committed to making the city cleaner, safer, more welcoming and vibrant. ◆ Designed and funded a pilot program for more police on the street at closing time. The pilot was so successful that the funding for the "Roving Patrol" has now become part of the regular City police budget. ◆ Passed legislation at the State House to allow nightclubs to stay open an "extended hour" without alcohol service to alleviate congestion/violence problems of all clubs letting out at once. ◆ Passed a local ordinance requiring registration and industry specific training for bouncers, as part of the process for owners to obtain a liquor license. ◆ Obtained state permission for the Providence Deputy Fire Marshalls to issue citations for capacity violations. ◆ Passed a local ordinance on fines for public drinking.

Client #2: Calgary, Alberta, Canada	
Name of Client	City of Calgary - Centre City Implementation Team
Primary contact	Lorna Wallace, Project Manager
Telephone number	(403) 268-5309
	Email address: Lorna.Wallace@calgary.ca
Services provided	RHI provided a modified Hospitality Zone Assessment with specific focus on select core elements and economic assessment.
Outcomes	<ul style="list-style-type: none"> ◆ The license application process was updated to incorporate CPTED for evaluating both the venue interior and the impact on surrounding public space use. ◆ A strategic promotional campaign was created for "Ride Home Centres," which adapted daytime transit stops for taxi stands and designated queuing areas for taxis.

Client #3: San Jose, California	
Name of Client	San Jose Downtown Association
	San Jose Redevelopment Agency
Primary contact	Blage Zelalich, Deputy Director
	Edith Ramirez, Senior Development Officer
Telephone number	(408) 279-1775
	(408) 795-1815
Email address	bzelalich@sjdowntown.com
	edith.ramirez@sanjoseca.gov
Services provided	RHI provided a full Hospitality Zone Assessment co-funded by the City of San Jose, San Jose Redevelopment Agency and San Jose Downtown Association. The purpose of the HZA was to determine trends and emerging issues relating to Downtown's nighttime economy and formulate recommendations and an action plan.
Outcomes	<ul style="list-style-type: none"> ◆ San Jose reoriented its entertainment zone policing model to alleviate past safety budgets surpassing \$1 million and introduced more visitor-friendly policing tactics. ◆ The full-time position of a Downtown Coordinator was established within the city manager's office to serve as a liaison to city government, hospitality businesses, the downtown organization and residents. ◆ Reduction in policing costs, assaults, and gang presence, as well as greater civility amongst patrons. ◆ Downtown businesses piloted a soft closing process to reduce large closing time crowds and facilitate more gradual egress of the district.