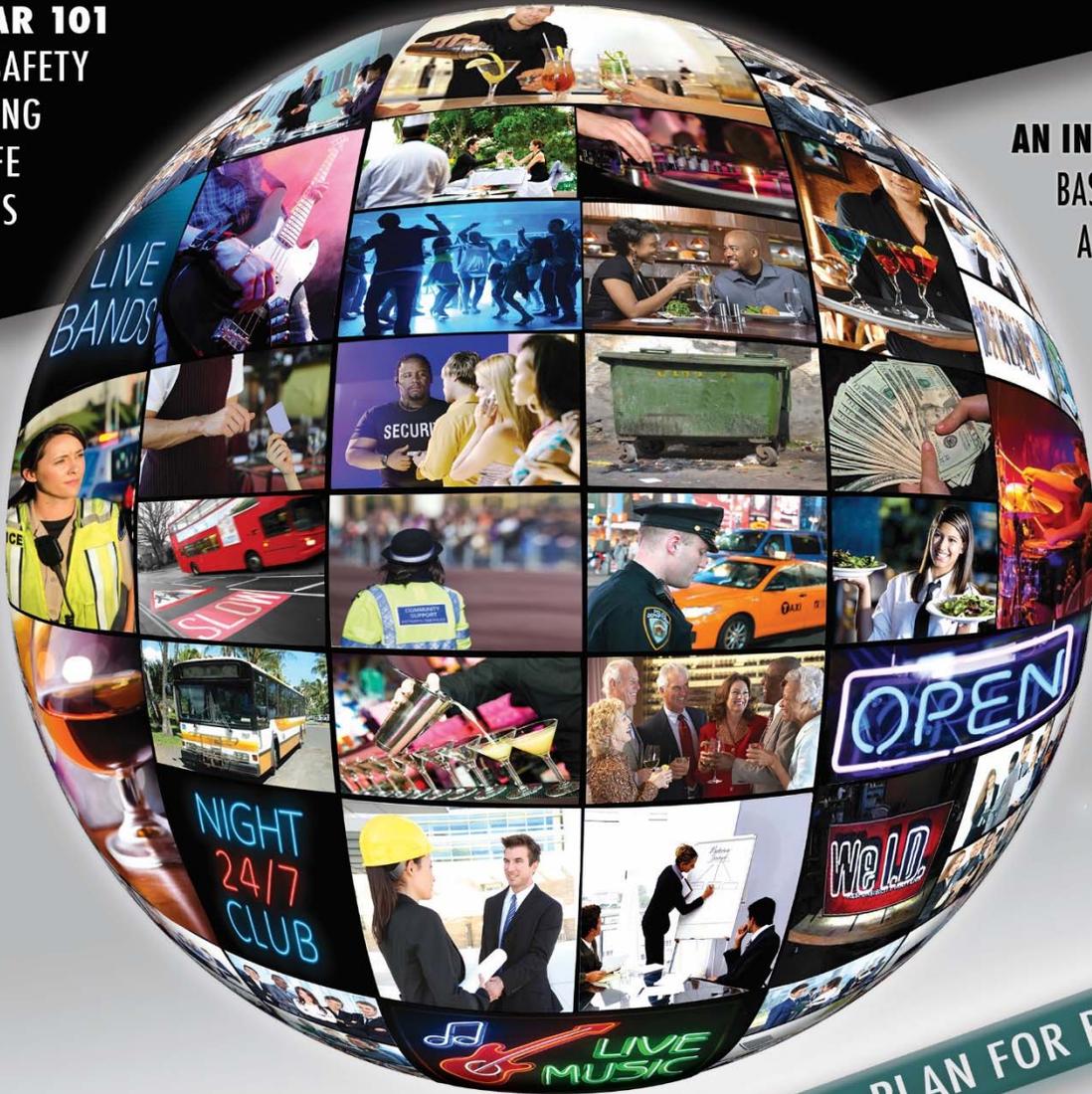


# THE SOCIABLE CITY PLAN

**SEMINAR 101**  
PUBLIC SAFETY  
& POLICING  
NIGHTLIFE  
DISTRICTS

**AN INTRODUCTION**  
BASIC PRINCIPLES  
AND STRUCTURE  
FOR A PUBLIC  
SAFETY PLAN



TRANSPORTATION | QUALITY OF LIFE  
ENTERTAINMENT | MULTI-USE SIDEWALK

PLAN FOR PEOPLE

ENHANCE VIBRANCY

PUBLIC SAFETY | VENUE SAFETY

ENSURE SAFETY



# Leadership SUMMIT

## INTRODUCTION AND SUMMARY

In February, 2015 in Los Angeles, California, the Responsible Hospitality Institute (RHI), in partnership with the Major Cities Chiefs Association and the Los Angeles Police Department, hosted a Leadership Summit entitled Public Safety and Policing Nightlife Districts. This two day program convened pioneers of nightlife safety best practices with innovators who are crafting new procedures, regulations and policies. This report provides a summary of key approaches pertaining to the selection, training, deployment and scheduling of officers assigned to work in dining and entertainment districts.

In addition, RHI has convened working groups in more than sixty North American cities over the past decade. In each city, a comprehensive facilitated process led to the development of an action plan. Three central foundational objectives were followed to create a sociable city plan: Plan for People, Enhance Vibrancy and Assure Safety.

An emerging trends in cities is development of a Public Safety Compliance Team. Some cities have a two tier approach. The first tier is often referred to as a “Hospitality Resource Panel” (HRP) and takes into account a global accounting of trends in hospitality, nightlife and development. Data driven decisions are incorporated to change policy or improve allocation of resources.

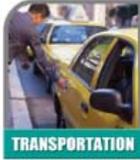
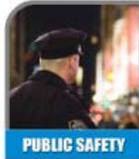
The second tier is a considered a street level function with an interagency team working together to compare data from inspections and calls for service and identify “at risk” businesses that require early assistance for training and compliance improvement.

Finally, another emerging global trend is the formation of local hospitality and nightlife alliances and associations. Working collaboratively with agencies and neighborhood organizations, these alliances develop “best practice” guides, organize education and training, and advocate for the importance of safe and vibrant hospitality and the nighttime economy.

This workbook was developed for a seminar presented at the **2016 Public Safety and Policing Nightlife Districts Leadership Summit** in Charleston, South Carolina in February, co-hosted by the **Major Cities Chiefs Association** and **Charleston Police Department**.

Thanks to contributions from Brian Simpson and Jacob Montgomery, Edmonton Police Services, Steve Georgas and Ralph Egan, Chicago Police Department, Paul Seres and Andrew Rigie, New York City Hospitality Alliance and John Thayer, Author, Entertainment Policing. Also thanks to Alicia Scholer for organizing and editing information from event proceedings, city assessments and independent research.

## THE HOSPITALITY ZONE



The terms “mixed-use district” or “multi-use district” traditionally describe the blend of residential, commercial and retail development within a particular location. A hospitality zone or social district, meanwhile, is an area of mixed or multiple uses that is distinguished by a cluster of dining and entertainment businesses, such as restaurants, pubs, taverns, cafes and nightclubs. A hospitality zone often has an active street life and may serve as a center for community fairs, festivals and events.

This convergence of places to socialize is described as a “**hospitality zone**” in an attempt to categorize a sub-section of a single district or an area that may overlap legal boundaries for multiple districts. Further, hospitality zones have varying intensities and impacts based upon their hours of operation, their types of daytime and nighttime uses and their patronage by different demographic groups. These factors often contribute to the development of a “Split-Use Economy” within a hospitality zone, where the daytime and nighttime economies differ in clientele and social offerings.

RHI’s research has shown effective hospitality zone development requires a focus on six core elements. Matching resources to a hospitality zone’s social capacity will achieve three foundational objectives: plan for people, enhance vibrancy and assure safety.

### Defining Your Hospitality Zone’s Social Occupancy

“**Social Occupancy Measure**” is a possible tool to describe a new zoning concept which can help determine the maximum number of visitors/patrons/residents that a district can support, or to anticipate potential impact of residential development, and thereby, facilitate an appropriate business mix for a district. Use this chart to calculate social occupancy – or if the total number of venues seats were filled and emptied out at the same time, how many people would be outside?

<b>Boundaries of the Hospitality Zone</b>							
<b>Number of Social Venues</b>							
Assembly Spaces	Cinema		Arena		Stadium		Total
Non-alcohol Venues	Café		Diner		Coffee		Total
Alcohol Venues – Limited Enter	Restaurant		Pub		Bar		Total
Alcohol Venues – Enter	DJ Club		Live Club		Theater		Total
						<b>Total Social Venues</b>	
<b>Seating Capacity of Social Venues</b>							
Assembly Spaces	Cinema		Arena		Stadium		Total
Non-alcohol Venues	Café		Diner		Coffee		Total
Alcohol Venues – Limited Enter	Restaurant		Pub		Bar		Total
Alcohol Venues – Enter	DJ Club		Live Club		Theater		Total
						<b>Total Social Occupancy</b>	
<b>Seating Capacity of Social Venues Open After 10 PM</b>							
Assembly Spaces	Cinema		Arena		Stadium		Total
Non-alcohol Venues	Café		Diner		Coffee		Total
Alcohol Venues – Limited Enter	Restaurant		Pub		Bar		Total
Alcohol Venues – Enter	DJ Club		Live Club		Theater		Total
						<b>Total Social Occupancy</b>	

# BUILDING ALLIANCES FOR CHANGE

## HOSPITALITY RESOURCE PANEL – POTENTIAL MEMBERS

City Council – Mayor’s Office Representative	
Business District(s) Management Representative	
Hospitality Association or Alliance Representative	
Planning and Economic Development Representative	
Public Safety Representative	
Community or Neighborhood Representative	

## PUBLIC SAFETY CODE COMPLIANCE TEAM – POTENTIAL MEMBERS

Police Department	
Fire Department	
Health Department	
City Attorney’s Office	
Code Compliance Agency (by-laws, zoning, buildings)	
Alcohol Regulatory Agency	
Transportation Department – Public Works	
Finance and Administrative Services (regulators)	
Planning and Economic Development Department	

## CANDIDATES FOR HOSPITALITY POLICING TEAM (add names)


## HOSPITALITY AND NIGHTLIFE ALLIANCE – POTENTIAL LEADERSHIP

Restaurant	
Pub - Bar	
Nightclub – Live Music	
Nightclub - DJ	
Promoter	
Conventions	
Supplier – Food, Beverage, Equipment	
Security Company	

## NIGHTTIME SPECIFIC CRIME INDICATORS

<p><b>Person Indicators</b></p> <ul style="list-style-type: none"> <li>Assault</li> <li>Sexual Assault</li> <li>Robbery</li> </ul> <p><b>Traffic indicators</b></p> <ul style="list-style-type: none"> <li>Traffic complaints general / towed vehicles</li> <li>Impaired Driving</li> <li>Traffic Offences / Careless / Dangerous driving</li> <li>Collisions</li> </ul>	<p><b>Disorder Indicators</b></p> <ul style="list-style-type: none"> <li>Trouble with person</li> <li>Disturbance / Noise / Bylaws</li> <li>Trouble with intoxicated persons</li> <li>Underage in possession</li> </ul> <p><b>Disturbances</b></p> <ul style="list-style-type: none"> <li>Trouble with person aggressive panhandler</li> <li>Mischief under \$5,000</li> <li>Weapons complaint</li> </ul>
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# PUBLIC SAFETY AND CODE COMPLIANCE TEAM

## OVERVIEW

Public safety in nightlife districts requires a continuum of connections and shared responsibility. From business licensing and code compliance to police and fire departments, each stakeholder, and many in between, have a role to play in facilitating high standards for public safety. Regular meetings and data sharing among a dedicated team comprised of city, county and state safety agencies leads to more proactive identification, provision of early assistance, and coordination of intervention with high risk businesses.

## GOALS

- **Centralize inspection and service call data** from multiple agencies to monitor trends, prioritize most common violations, and identify at-risk businesses for earlier assistance and intervention.
- **Educate new and existing businesses** on common violations and risk reduction.
- **Facilitate more effective intervention** with at-risk businesses by utilizing real data to make a stronger impact/case.
- **Provide cross-training and collaboration** opportunities for multiple agencies.
- **Develop recommendations** on policy and resource allocation.
- **Encourage coordination and cooperation** among city, county and state departments.
- **Address the complex issues** surrounding the nighttime economy and mixed use neighborhoods.
- **Collectively solve problems** before they become chronic issues.

## TACTICS

### ESTABLISH A HOSPITALITY RESOURCE PANEL

The Hospitality Resource Panel (HRP) is a central coordinating alliance among public, private and government interests to assure the understanding of rules, regulations and community standards. A The Hospitality Resource Panel can also help to guide the overall vision of the city or district's mix of social options. *Examples include San Francisco Entertainment Commission, Responsible Hospitality Edmonton, Springfield, MO and Providence, RI Hospitality Resource Panel.*

### OBJECTIVES

- Facilitate a community process for incoming and expanding hospitality businesses.
- Define a vision and set a planning framework to guide the district's growth and evolution.
- Preserve the vitality of the district to maintain a high quality of life.
- Educate business owners, residents, and key stakeholders on issues related to the nighttime economy.
- Foster good will, open communication and collaboration between residents, businesses, elected officials and government representatives.
- Establish metrics for the evaluation of the economic, employment and social value of hospitality businesses.

- Increase business retention and sustainability by orienting and educating new business applicants about high community standards and expectations.

## MEMBERS

- City Council – Mayor’s Office Representative
- Business District(s) Management Representative
- Hospitality Association or Alliance Representative
- Planning and Economic Development Representative
- Public Safety Representative (police or public safety director)
- Community or Neighborhood Representative

## ESTABLISH A PUBLIC SAFETY AND CODE COMPLIANCE TEAM

The Public Safety and Code Compliance Team (PSCCT) monitors trends, prioritizes common violations, and identifies at-risk businesses for early assistance and intervention.

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## OBJECTIVES

- Track nightlife related issues for monthly Team discussions.
- Track and ensure that actions taken by agencies within the Team are well managed.
- Coordinate Team patrol of nighttime street and venue activity.
- Collect and analyze place of last drink data to identify emerging trends.
- Provide regular reports to senior staff and administration to illustrate the quantitative and qualitative effectiveness of the Team.
- Prepare monthly alcohol license application and renewal reports.
- Organize inspection violations and service calls into a “top ten list” and develop appropriate educational materials and training for venue operators and staff.
- Conduct regular meetings with patrol officers assigned to nightlife districts to gather information and provide feedback related to at-risk establishments.
- Conduct regular orientations for new business operators and staff on the role of the Team as it relates to code compliance.

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## MEMBERS

Agencies that should be included in an public safety team include:

### PRIMARY MEMBERS

- Police Department
- Fire Department
- Health Department
- City Attorney’s Office
- Code Compliance Agency (by-laws, zoning, buildings)
- Alcohol Regulatory Agency (Alcohol Beverage Control, Liquor Control Board, etc.)

## **SECONDARY MEMBERS – ADDITIONAL RESOURCES**

- Transportation Department – Public Works
- Finance and Administrative Services (regulators)
- Planning and Economic Development Department

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## **STAFFING AND MANAGEMENT**

- The PSCCT Coordinator is responsible for supporting, staffing and implementing the directives of the Team.
- This position will serve at the direction of the PSCCT and report findings in a timely manner.
- While this position will act as the primary liaison between city departments and government agencies related to nightlife issues, it is not the role of this position to represent the city's policies or standards to the general public, unless specifically directed.
- The intent of this position is to coordinate nightlife business assistance and enforcement efforts among city, county and state agencies; and to support the Team as it oversees critical issues, takes necessary action and finds long range solutions to directly support the city's nighttime economy.

# CASE STUDY

## EDMONTON'S CODE COMPLIANCE TEAM (CCT)

### GAPS AND CHALLENGES THAT LED TO ESTABLISHMENT OF THE CCT

- **Minimal communication or data sharing** between safety agencies and departments, each with critical information about at-risk and nuisance businesses.
- **Joint inspections of licensed venues** occurred only on rare occasions.
- **Minimal engagement or communication** existed between safety agencies and the business community.
- **Limited awareness by the public about law enforcement efforts** to address at-risk businesses and curb negative impacts.

### STRATEGIES

- **Established a Code Compliance Team** comprised of police, fire, health, code compliance, city attorney, alcohol regulatory, joint enforcement for nuisance businesses.
- **Built partnerships with the community** including citizen groups, merchant associations, youth groups, and business owners.
- **Developed media relations** to relay information about law enforcement initiatives and positive outcomes.

### OUTCOMES

- **Increased efficiency by safety agencies**, more effective interventions and collaborative enforcement with nuisance businesses.
- **Development of an educational and proactive approach** geared to work directly with at-risk businesses and to foster positive peer-to-peer support.
- **Regularly scheduled joint inspections** of licensed venues.
- **Greater engagement** by officers and supervisors in business group meetings.
- **Increased participation in training programs** for business operators, servers, and security staff.
- **Increased public awareness** of the level of engagement of law enforcement.

## HOSPITALITY AND NIGHTLIFE ASSOCIATIONS AND ALLIANCES

Late-night businesses around the globe are organizing associations in response to increased legislative action seeking to restrict growth of and/or regulate impacts associated with the nighttime economy. The primary goal of these groups is to protect the social, economic and cultural contributions of nightlife. Associations comprised of nightlife businesses (i.e. music venues, bars, pubs, restaurants, taverns and clubs) and affiliate groups (i.e. taxi companies, coffee/tea/café venues, food, beverage, operation and service suppliers, street vendors, etc.) can serve various functions, including but not limited to community advocacy and peer-to-peer education.

Development of a formal organization provides the framework to efficiently mobilize business owners around new proposals threatening the livelihood of the nightlife industry. Yet as these associations evolve, they often move beyond a reactionary stance to become proactive liaisons with regulatory and enforcement agencies, elected officials, and civic and community leaders. Thus, hospitality and Nightlife Associations are fast becoming an emerging resource to maintain high standards for nighttime management that addresses the impact of public safety and the quality of life. Nevertheless, organizing this particular nightlife associations and alliances can be challenging.

This overview summarizes membership incentives, organizational functions and lessons learned by active hospitality and nightlife associations related to ensuring engagement and longevity.

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### COMMONLY CITED OUTCOMES OF A FORMALIZED ALLIANCE OR ASSOCIATION

- **Better working relationships and open communication** with city government and community stakeholders
- **Higher level of respect and credibility** as an industry
- **Success in reframing negative perceptions** surrounding nightlife to a more positive focus on social, cultural and economic contributions
- **Greater ability to self-police and self-regulate** the industry through peer-to-peer support and intervention
- **Quick and efficient framework to mobilize business owners** around an urgent concerns
- **Easier access to city council members** and other city agencies to discuss public policy proposals deemed unreasonable or restrictive
- **Set a new precedent for collaborating** with legislators to review and craft new public policy on nightlife prior to implementation, thereby helping to avert public backlash and potential derailment
- **Negotiating power to attain additional time** to prepare business owners to meet new legislative requirements

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### ESSENTIAL FUNCTIONS

The following functions are critical to a nightlife association's ability to identify and respond to new legislative proposals, engage in self-regulation and facilitate effective partnerships with city government

- **Legislative ‘Watchdog’ and Lobbying:** Identification of new legislative proposals on the horizon that will impact nightlife on the federal, state and/or municipal levels is a critical function of a nightlife association. New ordinances and regulations serve as the principal rallying point for business owners to mobilize. Lobbyists then advocate for derailment of or compromise to the public policy in question.
- **Information Exchange:** An efficient communication network is necessary to notify business owners about policy changes and coordinate meetings on urgent topics. Publicizing new rules and regulations ensures that business owners can take appropriate actions to stay in compliance. Associations have also found it beneficial to stay informed about local news coverage of their city’s entertainment district, especially if a particular business becomes the focus of negative media attention. This can trigger peer-to-peer intervention or identify an outdated policy that merits review (thus other businesses are not likely to also be penalized).
- **Communication Mediums:** Websites most commonly serve as the central clearinghouse for news updates and media articles, but social media, online groups, newsletters and online bulletins are also commonly utilized.
- **Liaison to City Government:** Active association members often participate in City Council or Community Council meetings to ensure that nightlife industry’s perspective is well represented when discussing new legislation that will potentially impact the nighttime economy. Establishing an open dialogue with city government has also led to association members serving in an advisory capacity on how the industry can address impacts without the need for new legislation. However, when new policies are unavoidable, most find it mutually beneficial for all affected stakeholders to collaborate and compromise.
- **Peer-to-Peer Support:** The at-risk practices and high-profile incidents associated with one business can jeopardize the perceptions of safety and vitality for an entire nightlife district. Member businesses can set a precedent for self-policing and self-regulation by stepping in as mentors to offer assistance to the business owner in question prior to intervention by enforcement agencies. This type of peer-to-peer support and intervention can help business owners comply. Conversely, it may identify an offensive and unresponsive business that the association may declare unredeemable they may detract from the mission and perceived positive reputation of the nightlife association.

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## VALUE-ADDED FUNCTIONS

Hospitality and Nightlife Associations can offer various benefits that incentivize membership. The following are among the possible value-added functions.

- **Insurance Programs:** A major draw for members can include discounts on health insurance, life insurance, business insurance, disability insurance and worker’s compensation for business managers and employees
- **Music Licensing Discounts:** Many associations can obtain discounts and savings on yearly fees for music licensing companies such as BMI, ASCAP and SESAC.
- **Certification Trainings:** Access to employee trainings and certifications is often a high priority for hospitality and nightlife associations. Fee schedules are generally posted on the association’s website and discounts are typically available for members. Among the most commonly used are Responsible Beverage Service programs such as Training for Intervention Procedures (TIPS), Techniques of Alcohol

Management (TAM), Responsible Alcohol Beverage Server (RABS), as well as specialized certifications for managers.

- **Educational Resources:** Several cities with hospitality and nightlife associations have already developed or are in the process of developing best practice manuals on nightlife including "tips of the trade" written by nightclub owners for other nightclub owners. These manuals are generally developed in partnership with local enforcement agencies.
- **Group Marketing:** Some associations have found they can maximize their advertising budget by collectively marketing nightlife venues as a cohesive district. This collective effort helps draw additional business to an emerging nightlife district, benefitting all businesses involved.
- **Consultation Services:** Some associations provide one-on-one consultation services for business owners seeking financial advice as well as suggestions on how to handle issues concerning employees, landlords and consumers. Assistance with working cooperatively with governmental regulating agencies such as Alcohol Beverage Control, Department of Health and enforcement agencies is a valued incentive.

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## OVERCOMING NEGATIVE PERCEPTIONS IN THE COMMUNITY

Many hospitality and nightlife associations have found it beneficial to become more involved in their communities, such that nighttime businesses will be considered a positive and essential 'part of the community'. Establishing positive relationships with residents in surrounding neighborhoods and actively participating in discussions about the impact of nightlife on daytime businesses helps to break down the 'us vs. them' perception and barriers.

### COMMUNITY INVOLVEMENT STRATEGIES

- Donate to charities
- Participate in fundraisers and district promotions
- Attend meetings by neighborhood groups so residents can meet face-to-face with business owners
- Community Mixers: Host a 'mixer' event or 'urban fair' with information booths related to different nighttime issues (e.g. late-night transport) where residents and city government representatives can meet business owners and discuss common issues and goals

## COMMON CHALLENGES AND FAQ

### HOW DO I GET PAST THE COMPETITION BETWEEN BUSINESSES TO GET THEM TO JOIN?

Emphasize that the nightlife industry as a whole is stronger when it is proactive and united. Businesses will have greater success in taking on new proposals if they work collaboratively

### HOW DO I GET NIGHTCLUB OWNERS TO JOIN PROACTIVELY INSTEAD OF JUST IN REACTION TO A NEW RESTRICTION?

Offering value-added functions such as financial discounts can be a significant incentive for new members to join

### HOW DO I PREVENT MEETINGS FROM TURNING INTO 'VENTING SESSIONS'?

Challenges and resulting frustration should be expected. Provide designated time for people to express their difficulties and work to reframe the conversation to facilitate positive action.

**WHAT IS THE BEST WAY TO MAINTAIN RELATIONSHIPS IN A HIGH-TURNOVER INDUSTRY?**

Stay actively informed about businesses that close or change hands. Recruiting new business owners soon after they open or take over a business can help to ensure that they meet the high management standards set by more established business owners. Understand and convey essential compliance issues and provide increased access to a network of peer support.

**OPTIONS FOR THE ASSOCIATION’S STRUCTURE**

**RESTAURANT ASSOCIATION CHAPTER OR PRIVATE NON-PROFIT**

Most associations become private non-profit trade associations. Others choose to establish under a local chapter of their state restaurant association or food and beverage association. The choice in structure for a nightlife association depends largely on what is best suited for individual communities.

RESTAURANT OR OTHER ASSOCIATION	PRIVATE NON-PROFIT TRADE ASSOCIATION
Already have the systems in place for value-added functions.	Must work to establish the systems to provide value-added functions to members.
<p>Can <b>mobilize a broader network</b>, with more political power from lobbyists advocating for both the restaurant and nightlife industries, as both share many legal, political and zoning issues in common.</p> <p>However, by name, they are aligned with restaurants or other non-hospitality/nightlife businesses, which typically do not focus on alcohol issues due in large part to the influence of chain and fast food businesses.</p> <p>So, more priority may be given to restaurants’ other business interests versus those of nightlife businesses.</p>	<p>Fully represents the views of the nightlife industry.</p> <p>May provide more specialized support regarding the different challenges that late-night businesses face, such as preventing intoxication in an environment with limited to no food service, nighttime crowd management, and collaborating with often estranged or adversarial stakeholders in the community and government.</p>
Politically beneficial for nightlife establishments to be associated with restaurants other businesses due to the positive perception surrounding the latter.	However, restaurants may oppose being associated with nightclubs, which often receive more negative than positive media.
More convenient start-up due to immediate availability of staffing resources.	Usually needs seed money or assistance with start-up funds, as well as a system for additional ongoing funding sources.
Sufficient staffing and resources for organizational management, resource production and maintaining communication forums.	Limited Staffing. More difficult for business owners in a leadership position to dedicate sufficient time to the organization’s management.

## SELECTION OF OFFICERS

Nightlife settings are high-intensity environments with complex dynamics and risk factors. Among the most common public safety challenges in nightlife districts are violence, sexual assault, robbery and theft, crowd management, vandalism, underage drinking, and impaired driving. A growing number of cities have found that strategic officer deployment and scheduling methods, specialized training, and particular personality traits in officers can help deescalate conflicts, better manage crowds and prevent crime.

Since police, rather than other law enforcement officials, still represent the front lines of public safety in nightlife districts (as the only city department typically staffed at night), it is essential that nightlife district officers be selected with prudence and precision while paying close attention to officer traits and temperament. In some cities, it is simply chance that determines whether model officers exhibiting the desired skill set are intentionally or arbitrarily assigned to nightlife districts. Still, there is an opportunity to make entertainment district officer selection and training more selective. Cities that are proactive about nightlife safety strategically pick officers with the experience, patience, motivation, diplomacy and communication skills suited for this environment.

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### FACTORS AND CHARACTERISTICS FOR AN IDEAL CANDIDATE INCLUDE

- Age, experience, and temperament (i.e. police academy recruits are not generally a good fit for this setting)
- Exceptional interpersonal skills
- Problem solving skills
- High degree of initiative
- Dedicated work ethic
- Community collaboration skills: Officers who enjoy community engagement and attendance at meetings with city council, community groups and hospitality business operators and staff.
- Cultural and behavioral competencies: ideally officers should reflect the demographics of the population they are serving. Specifically, female and minority officers should be considered assets for such teams.
- Customer service oriented approach is critical

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### OFFICER DEVELOPMENT AND SUPERVISION SHOULD INCLUDE

- Officers assigned to work in dining and entertainment districts should be hand-picked by supervisors
- Regular briefings and goal setting by supervisors
- Close field supervision and interaction with other officers

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## OFFICER SAFETY EQUIPMENT

- Officers should wear **fitted radio earpieces** that are custom molded. Nightlife venues are generally noisy which can make it can be difficult to hear; a custom earpiece can help block ambient noise
- Use of **body cameras** is becoming more prevalent by officers in various settings. Nightlife settings often require ongoing conflict resolution; wearing a body camera may help protect the officer from liability by providing evidence of officer conduct

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## TIPS AND CONSIDERATIONS

- It is critical that the officers who work in nightlife teams receive specialized training and are interested and enthusiastic about being assigned to entertainment districts
- Venue Checks: Officers should radio in their locations prior to entering premises to better coordinate and avoid duplicative inspections of the same venue
- Mantra for Officers' Approach (FIVE F's): Friendly — Fair — Firm — Flexible — Fun.
- Bar patrons are likely to record any inappropriate conduct by a police officer with mobile devices; choose officers wisely for this assignment, ones that will reflect positively on the department
- The process for officer selection can sometimes be complicated by union contracts and agreements. Whatever model is developed should also reflect the ramifications of such agreements
- Selection of officers for entertainment districts should be based on a 360 degree evaluation of character traits, experience level and capacity for seamless interactions with nightlife patrons, hospitality businesses, community members, and government agencies
- Offer incentives, special benefits and extra compensation to expand the pool of candidates to choose from. This can also help position nightlife assignments as a “special” assignment that is more valued and desirable, rather than the least wanted/most undesirable assignment

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## INCENTIVES FOR HIRING OFFICERS

*How do you encourage officers to apply for these positions when “working with drunks” is not perceived as a highly desirable position?*

- **Buy-in from within and without:** Establishing an effective entertainment district team must be a departmental goal. Both the business and residential community must also see the assigned officers as an asset to a safe and vibrant place to gather and socialize
- **Positive Press:** Assign several highly regarded officers to the team who enjoy working with people; word will spread that working in an entertainment district is a highly desirable position. Also engage local media – invite school principals and teachers to ride along with the teams so they can spread the word about perceived positive interactions
- **Pay Incentive for a Specialty Assignment:** Santa Barbara, California made an entertainment district position more attractive by providing qualified officers with a two-year specialty assignment and a seven percent pay increase

- **Training Opportunities:** In Washington, DC, entertainment district officers get first priority for motorcycle training, highly sought after by officers. In Santa Barbara, California, officers also receive specialized training in public speaking and opportunities for engagement with the community and elected officials. Working as part of an entertainment district team is also incorporated into field training

## TRAINING OF OFFICERS

Those officers that receive specialized training who are consistently assigned to nightlife districts have greater opportunities to build needed trust with community members and establish relationships with business owners, managers and their staff

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### KEY CURRICULUM TOPICS

- Alcohol Regulations
- Fire Safety Occupancy
- Noise
- Conflict Resolution
- Responsible Beverage Service
- Code Enforcement
- Fire Regulations
- Narcotics
- Vice
- Gang Identification
- Verbal Judo
- Self Defense
- Courtroom Testimony
- Crowd Management
- Crime Scene and Major Incident Scenarios
  - This type of training covers appropriate responses for a wide range of scenarios, from medical emergencies to acts of terrorism

## SCHEDULING AND DEPLOYMENT OF OFFICERS

Different variables may affect deployment decisions in nightlife settings. Find out how to make the best use of beat officers, motorized units, undercover/plain clothes officers, uniformed officers, as well as bike, horse and Segways.

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### SCHEDULING

- When resources are limited, overlap officer schedules so as not to take away resources from other shifts

- In Washington, DC, there is consideration that entertainment district officers should not work every weekend. They do need to have some weekends off; some want time on weekends to spend with their families. This is essential so that officers do not "burn out" and use more sick time and personal leave. In DC, officers are scheduled on a 4-10 schedule (where they work four (4) days at ten (10) hours each to meet the 40 hour/week requirement, then have three (3) days off). They also have every third or fourth weekend off; this way that they get a six day weekend

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## DEPLOYMENT STRATEGIES

- **Foot Patrol:** Basic foundation of entertainment district deployment
- **Bike Patrol:** Highly mobile w/exceptional response. Excellent for monitoring parking structures
- **Motorcycle Patrol:** Effective for traffic enforcement
- **Horses:** High visibility profile and crowd management. Can be expensive, but residents and visitors generally welcome officers on horseback
- **Gang Unit:** Deploy when conditions merit. Great opportunity for cross-training with entertainment district officers
- **Tactical Unit:** Use as a standby resource for crowd control or major incidents
- **Traffic Diversion:** Rerouting vehicles at key intersections disrupts traffic patterns and reduces cruising problems

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## DEPLOYMENT LESSONS LEARNED

- **DON'T:** Avoid assigning resources early in the night, then flood the area at closing time with large numbers of officers as a show of force (i.e. don't reveal all your assets at once)
- **DON'T:** Divert resources from other areas to the entertainment zone at closing time; this compromises coverage and response times (except in an emergency)
- **DON'T:** Hold over officers at the end of a shift. This is expensive, fatiguing, and promotes limited engagement. Officers are less likely to issue warnings or arrest troublemakers, which creates a party atmosphere
- **DON'T:** Treat your entertainment district as an undesirable ("the least wanted") assignment. Avoid assigning inexperienced or unsuitable personnel to this high profile duty.
- **DON'T:** Create a police spectacle. Discourage groups of officers from congregating in the same location (e.g. in front of particular bars), standing around in groups, and sitting on/in vehicles. Walk rather than run to incidents so as to not attract unnecessary attention.
- **DON'T:** Use pedestrian dispersal methods that require a show of force (e.g. shining spotlights, activating emergency sirens, using public address systems, forming skirmish lines). These are more likely to incite an incident than encourage timely dispersal. A calm, organized effort works best