

4. **Resource Directory:** Document a brief history, constituencies represented, mission, accomplishments and on-going programs and resources of each organization.
 - a. Create a complete directory of contacts for all organizations, including tenant associations and rental agents, and best method of contact (phone, email, paper).
 - b. Organize the information about each organization into a resource directory and into web pages that can be linked from all organizations.
 - c. Create a print version to be made available as a resource at the public library and through MP Connection representatives.
 - d. Create a speaker program so members of each organization can present at other organization meetings to develop better communication and collaboration.
 - e. Identify at least one joint project for all organizations to participate in to highlight resources and collective accomplishments.
5. **Dining and Entertainment in Mount Pleasant:** To develop a common vision of dining and entertainment in Mount Pleasant, it is first necessary to document what currently exists, and potential sites to supplement gaps in variety of dining and entertainment businesses.
 - a. Conduct an inventory of current dining and entertainment options, including number of businesses, seating occupancy, clientele, menu price points, beverages available, type of cuisine, hours, staff, entertainment offered, hours open, years in business, ownership/management.
 - b. Determine total number of businesses, total occupancy of the zone, number of staff and peak hours of operation.
 - c. Determine if there is a gap between what is needed and what is provided.
 - d. Utilize the market study planned for September and begin matching market, current options, and identified need.
 - e. If more places are sought, identify vacant spaces conducive to dining and/or entertainment, areas that are not suitable and what opportunities exist for current businesses to upgrade or expand their operations.
 - f. Identify businesses within the city or region as high priority candidates to recruit and develop a plan for recruitment.
 - g. Work with property owners interested in recruitment and collaborate on outreach.

II. Mount Pleasant Commercial Corridor Standards (MPCCS)

Utilize Mount Pleasant Street as a pilot of innovation for planning and managing day, evening and late-night activity by developing universal standards for all businesses, commercial property owner, residents and patrons within the zone that are culturally aware, as well as to define the role of all stakeholders for increased compliance.

Hospitality Zone Core Elements										
Music-Entertainment	Public Safety	Security-Service	X	Multi-use Sidewalks	X	Transportation	X	Quality of Life		
Implementation Tools										
X	Research	X	Policy	X	Education	X	Compliance	Marketing	X	Economic

1. **Guiding Principle:** People and businesses act irresponsibly because either they don't know; they know, but don't know how; or they know how and don't care. The first can be corrected with education, the second, training and skill development, the third, enforcement and extreme social and legal pressure.
2. **Priority Task:** The Implementation Team will identify one consensus task that is achievable within three months utilizing existing resources. This could include a project identified at the Leadership Summit – developing standards on outdoor seating for restaurants, cafes and public space.
3. **Commercial Corridor Standards:** The ability to attract new businesses to Mount Pleasant and to maintain and support the economic well being of existing businesses requires an improved set of standards for expediting the permit, license and renewal process. The improvements made by the Department of Consumer and Regulatory Affairs and the Alcoholic Beverage Regulation Administration have begun this

process on a city level. The local process can be improved without sacrificing the rights of residents to assure a business meets the needs and standards of the community.

Three templates exist for a voluntary agreement in Mount Pleasant with proven strategies for education and compliance. These can be merged and developed as one common document that can be used to level the playing field for existing business, orient new businesses and non-compliant businesses regarding current rules and regulations, along with generally accepted community standards that address the following:

- a. **Time of Day:** A set of standards can be developed for businesses that would address four periods of use. Daytime (5 am to 6 pm), Evening (6 pm to 10 pm), Late-night (10 pm to 3 am) and 24 hour.
 - b. **Type of Business:** Business types can be distinguished by four types of operation: With or without food; with or without alcoholic beverage service; with or without entertainment; and with or without outdoor dining.
 - c. **All Businesses:** The Mount Pleasant Commercial Corridor Standards for all businesses operating in the zone could include but not be limited to:
 - i. **Deliveries:** When, where and frequency of deliveries. Designated unloading areas, etc.
 - ii. **Trash:** Storage, pick-up schedule, maintenance of storage equipment and area in immediate proximity, rodent and pest control.
 - iii. **Lighting:** Proper maintenance of lighting in and around facilities and property, including requirements for vacant property or storefronts and lighting during off hours to provide for a more pedestrian friendly environment.
 - d. **Businesses That Sell Alcohol**
 - e. **Policies: Bilingual** written policies for staff on procedures for age identification, intoxication, intervention, crowd management, noise and sound, conflict resolution and community relations.
 - i. **Training:** Documentation of training for all management, key service and safety staff.
 - ii. **Incident Report:** Documentation of incidents and interventions.
 - iii. **Management Contact:** Identification of owners and managers on duty for all shifts with cell phone numbers available to the police for immediate response to incident reports.
 - f. **Businesses That Offer Entertainment**
 - i. **Policies: Bilingual** written policies on procedures for managing music and entertainment and how to address impacts on residents and neighboring businesses.
 - ii. **Sound Management:** Documentation of a sound management assessment by a qualified expert for controlling impacts on residents from sound in and around the establishment.
 - iii. **Promotion:** Documentation of procedures for promotions and use of promoters.
 - iv. **Conflict Resolution:** Bilingual procedures for documentation of incidents and resolution of conflicts.
 - g. **Property Owners**
 - i. **Lease Agreements:** Integration of the Commercial Corridor Standards into lease agreements with dining and entertainment businesses.
 - h. **Residents**
 - i. **Unified Messaging System:** Establish a centralized clearinghouse to document incidents and follow-up resolution.
4. **Mentors:** Establish a team from members of the MP Connection and its networks of "mentors" and bilingual associates willing to assist with regular monitoring of businesses and street activity, provide education and training, and serve as an idea incubator for businesses wanting to strengthen existing markets, tap into new markets, aid businesses wanting to locate to Mount Pleasant, and assist creative talent to start a business venture.
 5. **Compliance:** Monitoring compliance and motivating improvements becomes the responsibility of the MP Connection representatives, through awareness, education and voluntary compliance checks.
 - a. **Education:** The Mount Pleasant Business Association and Mount Pleasant Main Street can be the catalyst for bilingual education through 1-on-1 support and regular meetings with guest speakers from key agencies (ABRA, Police, Fire, Health, etc.) and quarterly assessments presented by the MP Connection.

Comment [SBB1]: Something got messed up here, I think.

- b. **Early Assistance:** New businesses opening in the district can meet with the MP Connection to be briefed on resources available, guiding principles and expectations for their business in meeting the needs of the community.
- c. **Compliance:** Non-compliant businesses can receive incremental incentives for improvement, including bi-lingual Mentor consultation, Fix-it Team inspection and penalties up to and including loss of privileges, license to operate and lease of property.

III. Mount Pleasant Street as a Venue

Utilize the Mount Pleasant Connection to capitalize on the success of the Saturday Market, the history of street life and entertainment, the richness of its diversity, streetscape improvements, and talent and resources within Mount Pleasant to create a safe and vibrant destination for residents and visitors. Incorporate results from a market and business development plan, impact management plan, transportation and parking plan, and code compliance plan that supports dining and entertainment. *Allowing undesirable behaviors to continue unchecked reinforces them as social norms and perpetuates low community standards. Sanctioned street vitality such as buskers and vendors, taxi stands and clean streets indicate that the community cares while enforcement demonstrates that the community is in control.*

Comment [SBB2]: I think "illegal" should remain in. There is a big difference between illegal and undesirable, and both should be included.

Hospitality Zone Core Elements										
X	Music-Entertainment	X	Public Safety	Security-Service	X	Multi-use Sidewalks	X	Transportation	X	Quality of Life
Implementation Tools										
X	Research	X	Policy	Education	X	Compliance	X	Marketing	X	Economic

1. **Guiding Principle:** A neighborhood shopping area is the living room of a community. It is where people gather to meet, make plans, socialize, and showcase their art, music, culture and other interests. It is where people begin their journey to dining and entertainment venues.
2. **Mount Pleasant Art, Culture and Entertainment:** Mount Pleasant is home to a diverse group of artists, authors and musicians, and many organizations and discussion groups working on promoting these talents. A working group of talent, event planners, venue managers and historians can be a guiding force in planning and promotion and define a vision of how to showcase local talent through community events, recruitment of businesses, and commercial venues. Establish a process to integrate street performers (buskers) and vendors into peak periods of activity and at key locations to remove current barriers from vacant locations and dead zones.
3. **Common Calendar:** Organizations can coordinate events and activities to avoid conflicts or duplication, integrate promotions (store promotion themes tied to community events) and enhance the brand for Mount Pleasant with a greater focus art, music and cultural center.
4. **Streetscape:** Continue to work with DC Department of Transportation in defining a vision for upgrading the corridor with more public space, efficiency of traffic, expanded use of sidewalks for outdoor dining, improved lighting for both vehicular and pedestrian traffic, integration of bicycles and public transit, and improved taxi and shuttle service.
5. **Transportation:** Establish transportation and parking task force to coordinate better systems for Mount Pleasant business employees and patrons to relieve impacts on residential parking availability and increase safety for evening and late-night pedestrians.
 - a. **Improve Taxi Service :** Develop strategies to improve taxi service, especiall late at night .
 - b. **Public or Private Valet Alternative:** Outreach to Metro or other services to integrate smaller bus vehicles as shuttles to area parking garages and Metro stops to the Mount Pleasant corridor.
 - c. **Signage:** Improved signage for public parking, mass transit, taxi/bus stands, bicycles share the road and safe pedestrian crossings

d. Cycling???

6. **Lighting:** Advocate adding pedestrian oriented lighting and encouraging property owners and businesses to light storefronts, store interiors and parking areas during off-hours of operation. As activity on the street increases, retail businesses can use their storefronts as marketing tools, and lighting creates a unified pedestrian path, with opportunities to window shop while traveling from place to place.
7. **Sound and Trash Management and Public Facilities:** As activity increases so do impacts from trash and need for public facilities. Establish a quality of life task force to analyze trends and prepare a plan for trash management, pick-up schedule, and additional receptacles during peak periods, and accommodations for rest rooms (public facilities) during peak periods.
8. **Business Retention & Development:** Following the vision of the street as a venue, the opportunity to capitalize on the current configuration of storefronts, the cultural diversity of Mount Pleasant and the talent living in or near the district could be a catalyst for defining the district.
 - a. **Second Floor Space:** A couple of stores utilize the second floor for retail. Though current zoning is not oriented to this use, it might be an innovation to pilot an integrated multi-level district with artist studios and galleries, specialty book stores, unique clothing and jewelry stores as second floor shopping areas, with first floor social space for dining and entertainment. Property owners could maximize revenue for first floor space, while offering discounted rates for professional services or creative ventures. If possible, create business-to-business connectivity to avoid having to enter and reenter businesses.
 - b. **Branding:** Develop a process to create a unifying brand of Mount Pleasant that captures the “cohesion created by diversity” and opportunity for businesses seeking a venue that taps into potential.
 - c. **Education & Consulting:** Provide marketing and business support to existing businesses through seminars, workshops and one-on-one services. Allow DC neighborhoods such as Mount Pleasant and non-profit support groups to provide education and business mentoring services targeted to the diverse cultural and economic needs of the neighborhood and which are realistic to most local business owners.

IV. Mount Pleasant Fix-it Team

Enhance the focus and force of the Mayor’s Office on Community Relations in Mount Pleasant and invite them to assist in an inventory of current and potential impacts on safety and quality of life. Utilize the Code of Conduct as a benchmark to measure current status (i.e. lighting, traffic, parking, sidewalk repair, building maintenance, licensed establishment practices on age identification and safety management, sound, trash, etc.) and what resources exist or are needed to upgrade to contemporary standards.

Hospitality Zone Core Elements								
Music-Entertainment	X	Public Safety	Security-Service	X	Multi-use Sidewalks	Transportation	X	Quality of Life
Implementation Tools								
X	Research	Policy	X	Education	X	Compliance	Marketing	Economic

1. **Guiding Principle:** Create and maintain an environment which is inviting, usable, clean and safe.
2. **Polishing the Lens on the Street:** The Green Team and the Mayor’s Office on Community Relations Fix-it Team are two resources to work with neighborhood and business organizations in identifying short and long term needs for making the district a safer and more vibrant place to visit and patronize. Information gathered from their weekly activities can be consolidated.

3. **Street Improvement Inventory:** Schedule a day and night tour of the district with representatives of the MP Connection to walk from one end to the other documenting safety and quality of life impacts, including damaged sidewalks, dead zones, gaps of activity, lights out, litter or trash, sound from venues, and areas where sidewalks do not safely accommodate large crowds.
 - a. **Baseline:** Document results of the inventory and categorize as short-term or long-term issues, resources required to address the issue, and who would be the primary contact to remedy the situation - the property owner, business, or city.
 - b. **Monitoring:** Set a timeline for periodic review of improvements, identification of new issues and gaps yet to be fixed.
4. **Venue Inventory:** Schedule a day and night tour of the district’s dining and entertainment venues to document internal operations that might impact safety and quality of life, providing specific feedback on steps to take for corrective action.
 - a. **Baseline:** Document results of the inventory and categorize situation as low, medium or high risk with recommendations for improvement.
 - b. **Monitoring:** Set a timeline for periodic review of improvements, identification of new issues and gaps yet to be fixed.
5. **Public Recognition:** Schedule periodic recognition of businesses, property owners, government agencies most responsive to improvement and sustaining best practices, either as a press release or a special event.

V. DC Dining and Entertainment Connection:

Invite the District of Columbia through relevant liaisons to convene a working group of DC regulatory and enforcement agencies, hospitality and nightlife associations, representatives of districts with high and low concentration of dining and entertainment activity, ANCs, civic associations, and other interest groups to evaluate the current system for developing and managing hospitality zones in commercial districts, music and entertainment venues, and how the Mount Pleasant Innovation Zone and other neighborhoods with new creative programs can serve as a model for other areas after its success is proven.

Hospitality Zone Core Elements										
X	Music-Entertainment	X	Public Safety	X	Security-Service	Multi-use Sidewalks	Transportation	X	Quality of Life	
Implementation Tools										
X	Research	X	Policy	X	Education	X	Compliance	Marketing	X	Economic

1. **Guiding Principle:** As a center of government, tourism, conventions and regional business enterprises, the District of Columbia depends upon a safe and vibrant nighttime economy, and dedicate resources to match the need and impact on the neighborhoods where there is nightlife activity.
2. **Task Force:** Recruit representatives of key agencies, associations and neighborhood representatives including but not limited to:
 - a. Alcoholic Beverage Regulation Administration
 - b. Business Improvement Districts - Representatives
 - c. DC Nightlife Association
 - d. Department of Consumer and Regulatory Affairs
 - e. Department of Transportation
 - f. Main Street Programs
 - g. Metropolitan Police Department
 - h. Mayor’s Office on Community Relations in Mount Pleasant
 - i. Office of Advisory Neighborhood Commissions – ANC Representatives

- j. Planning and Economic Development
 - k. Latino Federation of Greater Washington
 - l. DC and Latino Chamber of Commerce
 - m. Restaurant Association of Metropolitan Washington
 - n. Others for special projects, i.e. trash haulers, vendors, sound engineers, etc.
3. **Purpose:** Establish a mission and process for improving communication and collaboration to better serve the interests of neighborhoods and districts challenged by growth and development of nightlife and related issues

SIX ELEMENTS FOR A SUCCESSFUL HOSPITALITY ZONE



Dining and Entertainment

Singles, Mingles (Young adult friends and couples), Families and Jingles (Retirees and business travelers with disposable income) demand lifestyle appropriate venues, as well as a variety of music, entertainment, food and beverage choices.

Dining and Entertainment in Mount Pleasant

Current Status

- ◆ **Vision:** There are differing visions regarding how much dining and entertainment the commercial corridor can support. However, there is a shared vision that supports the neighborhoods cultural diversity and diverse business needs. Widespread consensus also lies on a vision of Mt. Pleasant that supports and celebrates its cultural diversity and offers places to share music, food and art. Consensus does lie in a preference for independent businesses over chains, with more menu options, , better quality food and beverage choices. Further, businesses and streets with more energy, but not so dense that it discourages a feeling of belonging, were stated as goals. Interesting, hip, artistic businesses, including retail open at night with second floor artist live/work spaces are also desired.
- ◆ **Music in Voluntary Agreements (VAs):** Two to three years ago when VAs came up for renewal, some businesses asked that the board terminate their current agreements limiting live music so that they could sign new ones that allowed live entertainment but that also addressed community concerns around trash, safety and noise. Two establishments won the ability to offer live entertainment with some time constraints. Another establishment was allowed to offer live music but only if it was “roaming mariachis.” Some directives regarding entertainment are more specific than licensing and permitting and can prescribe hours and type of entertainment, i.e. designating roaming Mariachi music only. Some business owners would like to be able to offer patrons music later than the VA currently allows. Some residents prefer limits to protect their quality of life.
- ◆ **Venue for Music:** After the music ban, La Casa, a building on Mount Pleasant Street owned by Community of Christ, was the only local place where live music was permitted because they didn’t serve alcohol. They opened their space to the community to provide a variety of music types. Nationally recognized acts performed in the space and it incubated the now successful Transformer Gallery, a non profit arts organization located in Logan Circle. After winning the right to offer live entertainment, Haydee Vanega has opened her restaurant to a wide array of musical genres including New Orleans and Latin Jazz, zydeco, mariachi, and open mike nights. Her restaurant has attracted new customers who come to dine and enjoy the lively entertainment in a unique environment. Other live music is available in nearby districts such as Adams Morgan and Columbia Heights..
- ◆ **Business Climate:** There is concern that Mount Pleasant has gained a reputation as a difficult place to do business, and that this perception is causing entrepreneurs to choose other areas of

Comment [SBB3]: This statement is true, however you can decide whether it should stay in the document.

D.C. to open their business. There is an opportunity to identify those practices that are real obstacles to economic development and to develop and promote incentives to encourage existing business to invest in their businesses and make improvement and to attract new business development.

- **Marketing:** Destination DC and Cultural Tourism DC are resources that help market the neighborhood and its businesses. Cultural Tourism DC has already hosted three walking tours of Mount Pleasant focused on the neighborhood's rich cultural and musical heritage.
- **Image:** Mount Pleasant Business Association's marketing committee is working to improve area's image to current residents and visitors and to communicate a friendly business climate to new businesses.
- **Adaptation:** Some participants expressed that existing businesses need to adapt to consumer trends and that new businesses need to adapt to the neighborhood.
- **Community-minded:** Businesses host community fundraisers, providing 30% of the night's income to local schools and non-profits.
- **Competition:** Retail shopping can be a form of entertainment. DC USA, Giant and the proximity of the transport center has caused new competition for Mount Pleasant businesses and, in concert with the troubled national economy, may be responsible for increased retail vacancies.
- **Destination:** Unlike a district that users target as a destination then decide which venues to patronize, customers come to Mount Pleasant with a particular business as their destination.
- **Displaced Customers:** The Deuville fire displaced more than 200 residents that used to shop and patronize Mount Pleasant. Another apartment building has also emptied.
- **Property Owners:** The majority of businesses are not owner occupied. Participants expressed that property owner more than tenants are critical to changing the face of Mount Pleasant. There is a need to educate and involve property owners in the community.
- **Gaps**

There is a lack of continuous retail vitality in the area. One restaurant closes as early as 2:30pm, while others don't open until 4:00pm.

"There's not a lot to do at night."

A few restaurants' atmospheres are not conducive to welcoming families with children.

Limited size of retail spaces was identified as a barrier to some but as an asset to others who see that small, funky independent retailers tend to want smaller spaces.

More variety of food types, experiences and price points are desired: different ethnic foods not represented here yet, American food, vegetarian and health options, a well-lit moderately priced venue like a diner and a nice place to go out for special nights.

- **Common Ground:** Though there is a perception that residents east and west of 17th street don't patronize the same places, the Saturday Farmers' Market represents a common event that both residents from east and west of 17th Street enjoy.
- **High rents:** Merchants from other areas comment that though they'd like to relocate or expand to Mount Pleasant, the rents are too high. Some participants commented this was due to property owners/investors banking on market forces changing the mix, or waiting to see how other plans materialize.
- **Vacancies:** There are currently seven retail vacancies, two of which were large markets. Participants thought it might be suitable for a gallery or a café like Kramer Books or Busboys and Poets.
- **Economic Study:** A Market study is going to be done in 6 months which will include who lives and spends money in Mount Pleasant. Information from this study can help existing business

owners know how to improve and can inform a business recruitment strategy, and can form the basis for decision making on how to plan any new development or growth in dining and entertainment businesses.

- **Markets**

East of 17th Street: The primarily low income, working class residents of Mount Pleasant and the western edge of Columbia Heights are primarily comprised of Latinos, who DO shop locally in Mount Pleasant.

West of 17th Street: TSIngle family homes, group houses and shared living space represent less of the total population of the area, but the vast majority of potential spending. They represent the professional and public sector class. Many don't shop or dine in Mount Pleasant.

High density condos located near DC USA have a potential customer base for dining and entertainment business located in Mount Pleasant.

People populating the area work on different schedules and, therefore, have different social schedules.

Lunchtime crowd is busy.

Walking traffic in the evening from Adams Morgan.

There is a creative class that might be interested in leasing retail space on upper floors. Many of the artists who live in the area are being priced out and are either moving or renting homes as a group.

City investment in improving Park Road that comes to Mount Pleasant could open up foot traffic market from Columbia Heights.



Community Policing in Hospitality Zones

Community policing in hospitality zones is a collaborative partnership among police, enforcement agencies, businesses, community organizations and residents, each with something to offer and something to take. The purpose is to reduce risk to public safety and impacts on quality of life through traditional law enforcement, prevention, problem-solving and community engagement.

Community Policing in Mount Pleasant

Current Status

- ◆ **Police Presence:** Participants felt that Mount Pleasant has good police presence at all times of day. The police also enjoy the area's food. Medians allow them easy access to park temporarily while they obtain carryout food.
- ◆ **Police Detail:** Reimbursable details can be requested by businesses for police officers to work outside, but not inside venues. In some districts, businesses pay 50% through an organization like a BID or Business Association, and ABRA pays the other 50%. **Business/Police Relations:** Reported to be good, but this positive aspect is not communicated to the community at large.
- ◆ **Fix-it Team:** Previously the CORE Team organized through Mayor's office under neighborhood services and comprised of government representatives assigned to a particular ward (Mayor rep, core team organizer, police, street sweeper, fire, ABRA, DCRA, etc). The Ward 1 team meets weekly or bi-weekly. Included in their discussions are incident reviews.
- ◆ **Gap in City Level Collaboration:** The Team is community driven, working as a full community at the Ward level. On City level, there is no longer such cross agency interaction. ABRA, Police, DCRA used to do collaborative compliance checks wherein they also provided education to the businesses. Since budget cuts necessitated its elimination, collaboration only occurs when writing up businesses and rarely at night.
- ◆ **Fix Its:** Occasionally the CORE team will collaborate and do "Fix Its": wherein they walk and observe a given neighborhood, and each department determines what can be done from their department's standpoint to improve the neighborhood. The community is engaged to partner in the process and is empowered to manage the situation after the City hands leadership back over to the neighborhood.
- ◆ **Operation Live link:** This resource managed by MPNA links callers with the cell phone of the Officer on Duty so that beat officers can respond to problems. Livelink has been promoted through listservs, but could benefit from promotion through neighborhood groups and businesses so that it can be a useful resource for the entire community. Utilization statistics should be compiled regularly and reported at PSA meetings.
- ◆ **VAs and Licensing:** Voluntary agreements aren't a pre-requisite for approval of alcohol licenses and renewals. However, as used in MT. Pleasant, businesses and many residents view them as an impediment to economic development. Businesses have not been able to obtain or renew their liquor licenses without entering into the MPNA agreements. Once approved by ABRA, they become part of the license and all provisions are enforceable by ABRA inspectors. **Stipulated Licenses:** ANCs can write letters for new businesses to obtain a stipulated license, which allows them to open a little earlier while their ABC license is processed.
- ◆ **Future Trends:** Smoking ban created drive to develop rooftop areas, it also increased sidewalk congestion and litter. Proper storage of propane and heat lamp usage will need to be reviewed in codes and added to inspections, as well as management of sound issues.

- ◆ **Land Lock:** Mount Pleasant, like many of DC's other dense neighborhoods, has land lock issues for egress. i.e. locked gate between businesses that prevents emergency access.



Service and Safety

Changing demographics of DC and influx of non-residents seeking places to meet and socialize, there is increased pressure for licensed beverage establishments to better regulate sales and service to underage and intoxicated persons, as well as assure the safety of patrons leaving their establishments.

Service and Safety Mount Pleasant

Current Status

- ◆ **Safety Staff:** Most businesses are either not large enough or of the operation type to necessitate Safety Staff. For those that do, the staff was easily identifiable.
- ◆ **Security Plans:** A security plan requirement went into effect just months prior to this process, which requires businesses licensed as nightclubs, and sometimes taverns, to have a security plan. Plans must include numbers of security staff and do not allow promoters to take charge of a licensee's security operation.
- ◆ **Fire Inspections:** In alcohol licensed premises, inspections primarily look for blocked exits and overcrowding. Bars in general (not particularly Mount Pleasant) sometimes stack items at back doors to prevent people from sneaking in.
- ◆ **Posted occupancy:** DCRA allows for different occupancy for day and night, but you have to apply for it. The difference is meant to address accommodation of sidewalk dining in the evening.
- ◆ **Food & Drink Ratios:** Restaurants are required to derive 45% of their sales from food while taverns are required 25%. As patrons seek lower food price points in the current economy, restaurants are having difficulty meeting the required food ratios, and may lower drink prices, creating alternate impacts.
- ◆ **Preventing Access to Minors:** ABC provides bilingual training on fake ID's.
- ◆ **Door Security Training:** DC Nightlife Association and the Restaurant Association of Metropolitan Washington host security trainings and server trainings.
- ◆ **Training Resource:** Restaurant Association of Metro DC has training expertise and will make available any training that needs Spanish interpretation.
- ◆ **Communication:** Like-type businesses were reported as having good relations, but communication could be improved upon between different business types and between new and existing businesses.
- ◆ **Professional Development:** Businesses could benefit from continuing education classes in English and Spanish. While there are existing programs, owners and managers don't have time to leave their business to access them.
- ◆ **Resource:** Department of Small and Local Business Services has classes and available funds that often go unused.
- ◆ **Adapting Merchandise:** Weekday clientele differs from weekend clientele in desired options. Weekday workers seek different food choices that are more affordable and convenient, while evening diners seek full meals.



Multi-use Sidewalks

The role of the sidewalk has expanded from a mere pathway for pedestrians to a new and vibrant venue that serves various social and cultural functions. The sidewalk of modern times, the 'multi-use sidewalk', offers unique opportunities for dining, street entertainment, vendor shopping, and most importantly, people watching.

Multi-use Sidewalks in Mount Pleasant

Current Status

- ◆ **Dark Streets:** Overall the area is not well-lit at night, particularly on the east side of Mount Pleasant Street where the businesses are daytime oriented and closed at night.
- ◆ **Activity:** While there may be people inside businesses on Mount Pleasant Street, there isn't much activity outside on the sidewalks or streets at night.
- ◆ **Loitering:** There are reports of loitering outside of some stores is of concern, especially at night.
- ◆ **Positioning:** Many venues don't face the street and others are located in basements or upstairs, so that street vitality outside is not observable from inside the small venues, and windows are covered.
- ◆ **Narrow Passages:** Sidewalks are narrow and pedestrian congestion easily occurs. This forced proximity paired with darkness makes people uncomfortable even when only a couple of people are passing one another.
- ◆ **Sightlines:** During the day, you can see from one end of the street to another. At night there are few places open and those are not visible from one another. Additionally, the Deuville blocks sightlines for consumers on the street to see what exists beyond it.
- ◆ **Outdoor Seating:** Some expressed that outdoor seating would communicate that it's a district.
- ◆ **Wayfinding:** There is a need for signage, particularly for visitors to distinguish Mount Pleasant from the surrounding neighborhoods and particularly to direct people from the Metro stop at DC USA.
- ◆ **Planned Improvements:** A streetscape study recommends changes such as widening sidewalks, improving lighting with pedestrian-scale strategy, addressing the Deauville and planning for parking should dovetail to assure timing for funding.



Late-night Transportation System

Planning for a comprehensive network of transportation services that complement and maximize the safety of each, cities can ensure safer and more efficient access and exiting of the hospitality zone for those who socialize and work there, and reduce alcohol-related crashes.

Late-night Transportation in Mount Pleasant

Current Status

- ◆ **Circulator** bus doesn't run until bar closing on weekdays or come all the way in to Mount Pleasant.
- ◆ **Metro Stop:** While there is a Metro stop at DC USA, it is a dark walk from Columbia Heights on narrow sidewalks.

- **Bus:** Public buses and circulators move people to and through Mount Pleasant.
- **Parking:** More parking is needed to support the current resident and business clientele.
- **City Support:** There is a perception that the City is “sinking money into other neighborhoods.” If more housing and businesses are to be attracted, parking will need to be addressed and will likely need support from the City.
- **Conflict:** Sufficient numbers of parking spaces for both business clientele and residents is a source of tension. Residents are beginning to confront employees about their parking in the area.



Quality of Life

Mixed-use development places residents and commercial businesses in close proximity and raises new issues for policymakers, managers, businesses and residents. Impacts include noise, deliveries, trash, litter, public urination, traffic and vandalism, as well as unintended outcomes of smoking bans.

Quality of Life in Mount Pleasant

Current Status

- **Scale** of neighborhood is a manageable size.
- **Local Pride:** Local residents are attached to and proud of their neighborhood and events.
- **Perceptions:** While the neighborhood was previously perceived by some as dangerous, some feel that there is less crime than in previous years. Restaurants are perceived to generate eyes on the street and are a contributing factor to people feeling safer after dark.
- **Visual Cues for Neglect:** The burned out Deuville building was reported in all groups as an eyesore and a source of negative perceptions of safety. There is belief that it “screams” neglect and reinforces Mount Pleasant as “forgotten” by the City.
- **Foot traffic** from Adam’s Morgan has to pass two dark parks at night. Female participants said they also associate these parks with crime, a probable deterrent for potential female consumers from Adam’s Morgan.
- **Noise:** Complaints from neighbors about noise as a disturbance primarily originate from nighttime businesses that leave windows open and music noise emanating from cars. The 42 bus is also a source of noise at midnight.
- **Impact of Live Music:** has been in place for one year with little to no complaints or police calls.
- **Smokers** convene outside dining establishments. While they provide eyes/ears on the street, their vocal noise could become problematic as the area grows.
- **Public Intoxication/Urination:** There is a homelessness problem in and around Mount Pleasant, as well as many street alcoholics who do not drink within establishments. Nevertheless, businesses get blamed, sometimes unfairly, for a problem they are not contributing to.

APPENDIX 1: PARTICIPANTS

The process of gathering information and developing this report involved the time and involvement of many people. Multiple schedules prevented some from participating in all of the events. Participation in the Transformation Team, the Orientation, Roundtables and Leadership Summit, or individual interviews are all part of the evolution of the recommendations. The following is a list of everyone who participated in one or more events. Their participation does not imply an endorsement of the recommendations, only that they participated in the process.

Coordinator

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T = Transformation Team: Individuals who met to identify individuals to invite, coordinate invitations and provide RHI staff with background

O = Orientation: Large group assembly with a presentation and small group discussions

R = Roundtables: Facilitated focus groups held with four stakeholders – hospitality, safety, development and community. Majority of report content and recommendations come from these sessions

S = Leadership Summit: Final draft report presented and discussed, with feedback incorporated into the report

P = Phone interviews with people unable to attend the Roundtables

Code	Name, Position, Representing
T R	Mark Aguirre, Argyle Condominium, LLC
T O R	Edgar E. Alvear Jr., Fire Inspector, District of Columbia Fire and EMS Department
T O R S	Pedro Aviles, Long time resident, Mount Pleasant Residents
O	Luis Ayala, Resident, Mount Pleasant Residents
T O	Laurie Ballenger, Member, Historic Mount Pleasant
R	Devon Bartlett, Resident, Mount Pleasant Residents
R	Tarek Bolden, Ward 1 Planner, District of Columbia Office of Planning
P S	Sam Broeksmid, Mount Pleasant Neighborhood Association
R	Tavarious Butts, BB&T Financial Center Leader, BB&T Bank
O	Tamika Cain, Supervisory Parking, City of Washington, DC
R	Jaime Carrillo, Owner, Don Jaime's
R	Lydia C. Charles, Commercial Specialist, DC Department of Small and Local Business Development
T O R S	Lydia Charles, Mount Pleasant Main Street
O	Anne Crowley, Partner, Studio: Anne Crowley
P S	Gregg Edwards, Chair, Mount Pleasant ANC
R	Alberto Ferrufino, Owner, Don Juan Restaurant
R	Jackie Flanagan, Resident, Mount Pleasant Residents
O	Wayne Gleason, Argyle Condominium, LLC
O	Linda Grant, Public Information Officer, City of Washington, DC
P	Michelle Hannahs, President, Renaissance Condominium Association
T R	Len Harris, Realtor, Vanguard Realty
T O	Barbara Hayden, ALL-Ways Mount Pleasant
T O S	Adam Hoey, President, Mount Pleasant Main Street
T O S	Alice Kelly, Historic Mount Pleasant

Code	Name, Position, Representing
T O	Alex Kramer, Owner, Dos Gringos Café
R S	Donal Leace, musician, Donal Leace
R S	Jennifer Lehman, Membership & Training Director, Restaurant Association of Metropolitan Washington
T O R S	Phil Lepanto, Commissioner, ANC Advisory Neighborhood Commission 1D
T O	Jean Lujan, Property Owner, Marx Café
O	Nicholas Majett, Deputy Director, District of Columbia Department of Consumer & Regulatory Affairs
O R	Michelle Miller, Resident, Mount Pleasant Residents
T O R S	Gabriela Mossi, Executive Director, Mount Pleasant Business Association
T O	Rebecca Moudry, Economic Director Chair, Mount Pleasant Main Street
R	Justin Moyer, Musician/promoter, Justin
T O	Shelly Nickelson, Battalion Fire Chief, DC Fire and Emergency Medical Services Department
R	Joyce Njoroge, M.S. Accountancy, Baraka Accounting Services
O	David Sachdev, Owner, Innotac
T O R	Claudia Schlosberg, Steering Committee, Hear Mount Pleasant
O	Najiya Shanaa, Resident, Mount Pleasant Residents
R	Yonce Shelton, Choreographer, Community Of Christ
T O R S	Cynthia Simms, Community Liason, Alcoholic Beverage Regulation Administration
O	Roy Spooner, General Manager, Yellow Cab CFDC
R S	Alexandra Stroud, Principal, Urban Focus LLC
P	Marika Torok, Member, Mount Pleasant Neighborhood Association
R	Stuart Tipograph, Realtor, Vanguard Realty
O R	Janelle Treibitz, resident, Mount Pleasant Residents
T O R S	David Vacca, DC City Council, Jim Graham's Office
T O R S	Nimia Vanegas, Owner, Haydee's Restaurant
O R	Mario Vanegas, Owner, Haydee's Restaurant
T O R	Wanako, DJ, Radio CPR
O	Clifton Weaver, Parking Officer, City of Washington, DC
O	Jermaine Whren, Lead Parking Officer, City of Washington, DC
T O	Alejandro Yepes, Volunteer MPMS, Mount Pleasant Main Street

HOSPITALITY
ZONE



ASSESSMENT



Music & Entertainment



Community Policing



Security, Service, Safety



Multi-use Sidewalk



Late-night Transport



Quality of Life



New Orleans, Louisiana

Managing an Evolving Nighttime Economy

Hospitality Zone Assessment Summary Report

HOSPITALITY ROUNDTABLE
SAFETY ROUNDTABLE
DEVELOPMENT ROUNDTABLE
COMMUNITY ROUNDTABLE
MUSIC ROUNDTABLE
MARCH 4-6, 2008

LEADERSHIP SUMMIT
APRIL 23, 2008

Final Report – August 30, 2008

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HOSPITALITY
ZONE



ASSESSMENT

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New Orleans**

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EXECUTIVE SUMMARY

The city of New Orleans is at a place between no longer and not yet. With more than three centuries of history, the ebb and flow of the city's culture is like the cycle of the river and its impact on the social, economic and political condition.

Music and food are the spirit of New Orleans, growing from an organic base, rich in the blend of tradition and challenges of the people. Katrina did more than wash over the city's neighborhoods, creating a belief that what once was will never be, it also brought forth a passion in one of the world's most passionate cities.

Demolition by neglect is not only affecting many buildings, but there is a growing belief it is affecting the "neighborhood sense" that made New Orleans unique. This passion to preserve, and the people who have stayed to make the delicate balance work again, is at the heart of the development of the French Quarter-Marigny Historic Area Management District (FQ-MHAMD), empowered by state legislation to enlist collaboration among business and residential interest groups.

Alcohol intoxication and underage drinking are closely tied to the public safety and quality of life impacts in the district. The "anything goes" and "girls gone wild" imagery of New Orleans fuels excess, which in turn tarnishes the positive image of New Orleans as a music city, and inhibits opportunities for more progressive and positive development of hospitality and entertainment venues.

Among the goals of the FQ-MHAM District as defined in Act 280 of 2007 that created it are:

1. Responding to post-Katrina dynamics,
2. Improving the vitality and quality of the nightlife economy,
3. Improving the quality of life of residents and tourists,
4. Enhancing regional character (through local and regional music).

The Hospitality Zone Assessment (HZA) is one of the first projects of this newly formed political subdivision of the State, seeking to generate a common vision, short term milestones, and platform to engage with local and state government on enhancing opportunities for the future of New Orleans' soul.

By bringing together more than four dozen individuals from the area, representing five stakeholder groups – hospitality, music, safety, development and community – this report attempts to capture what it would take to preserve the rich heritage of the city while enhancing its potential to rise to a higher plane, meeting the needs of residents and visitors for a unique experience.

Conducted by the Responsible Hospitality Institute, (RHI), the purpose of the HZA is to determine trends and emerging issues relating to New Orleans' nighttime economy and formulate recommendations and an action plan to build alliances among the five primary groups participating in the process.

Thanks

Thanks to Mark Wilson and the Royal Sonesta Hotel for hosting meetings and guest rooms for RHI staff, the French Quarter-Marigny Historic Area Management District and Kim Rosenberg for assistance in coordinating the project, members of the transformation team and RHI underwriters Diageo, Distilled Spirits Council of the United States, Wine and Spirits Wholesalers of America and the National Beer Wholesalers Association for their support.

What follows is a summary of comments and observations made by individuals participating in the interviews, hospitality zone tour and roundtable. This summary is preliminary and information contained not verified. Nothing included in the report represents an endorsement of either the participants or sponsors.

HISTORY AND PROCESS

The process began with an organizing committee for RHI's Networking Conference held in New Orleans in October 2007, focusing on music cities. In exchange for support provided by those involved in planning the conference, RHI offered its HZA services as a pro bono contribution, if all other expenses and local coordination were provided as a match.

A transformation team was organized to plan the Engagement Orientation held in January and identify and recruit individuals to participate in one of five Roundtables.

On March 4-6, 2008, five focus group Roundtables were held with representatives from hospitality, safety, development, community and entertainment perspectives (see Appendix for attendees). The purpose of these Roundtables was to gather information about trends, issues, gaps and resources relating to dining and entertainment, and to formulate strategies to enhance the nighttime economy, public safety and quality of life of residents.

The following represents core perspectives for discussion:

- ◆ Sociability is the lubricant of society. The casual conversations with family, friends, co-workers, business associates, and community members enhance relationships, promote values, establish priorities, and link resources for personal development and growth.
- ◆ Hospitality is the art and science of creating space for sociability. It involves providing a safe and welcoming space, offering food, beverages and entertainment, and facilitating social interaction. The commercial hospitality sector takes on many forms and is continually evolving to keep pace with social and economic trends.
- ◆ Development is planning and developing the vision and infrastructure to meet community needs, sustain economic growth, and provide for social safety and well-being. Development is also facilitating dining and entertainment options for residents and visitors.
- ◆ Safety agencies and organizations are responsible for monitoring and enforcing rules and regulations protecting public safety and assuring a balance in quality of life for visitors and residents
- ◆ Community is the collection of organizations and individuals representing residents, neighborhood organizations, retail and services businesses, and coalitions promoting safety and quality of life.

More than fifty people participated. Participants were asked to focus on the six trends and six core elements associated with safe and vibrant hospitality zones, as identified by RHI's research, and assess:

- ◆ Music and Entertainment: Nurturing talent and venues for multi-generational entertainment.
- ◆ Community Policing: Adapting regulatory compliance and policing for an active nighttime economy.
- ◆ Security, Service and Safety: Internal policies and procedures in dining and entertainment businesses.
- ◆ Multi-use Sidewalks: Managing the sidewalks as a venue, creating more activity, entertainment and seating.
- ◆ Late-night Integrated Transportation: Assuring coordinated late-night transportation options.
- ◆ Quality of Life: Managing impacts from noise (sound), trash, traffic, parking, vandalism, pedestrians and disorder.

Report Organization

This report first conveys five action items derived from points of consensus from the separate group discussions. This is followed by a summary of participants' opinions and recommendations, organized under each heading for the "Six Elements for a Successful Hospitality Zone". The information under each element is divided into three sub-sections: current status, long-range strategies that reflect the expressed vision, and the short-term steps to achieve the ideal.

ACTION PLAN

In furtherance of the French Quarter-Marigny Historic Area Management District's (District) nighttime economy Hospitality Zone Assessment (HZA) conducted by the Responsible Hospitality Institute (RHI) under the direction of its President, Jim Peters, representatives from the five HZA Roundtables held in March attended a leadership summit on April 23, 2008. The objective of the summit was to review the summary report on the five HZA Roundtables, prioritize those recommendations, and develop a six-month action plan to strengthen the District's nighttime economy. This report contains the six-month action plan developed at the summit, and identifies the individuals tasked with a leadership role in implementing the plan.

The summit began with Kim Rosenberg, vice-chair of the District, welcoming attendees. She thanked everyone for their participation in the HZA and the Omni Bank for providing its board room for the meeting. Additionally, Ms. Rosenberg acknowledged the generosity and support provided throughout the HZA process by Mark Wilson and the Royal Sonesta Hotel and by Jim Peters and the Responsible Hospitality Institute and its underwriters.

The summit's six-month action plan of prioritized HZA Roundtable recommendations is divided into action strategies — research, education, policy, enforcement and marketing. The following chart is a summary of the action plan:

Implementation Strategy	Description	Task	Lead Person
Research	Inventory all businesses and/or property.	Create a District-Wide Asset Inventory	Romy Samuel
	Identify common violations committed by businesses operating in the District ("Top Ten List") and the steps to achieve compliance.	Create a Compliance Directory	Jerry Green
	Inventory public and private crime prevention services in the District and identify successful crime prevention strategies used in other hospitality zones.	Identify District's Public Safety Services and Potential Strategies	Ken Ferdinand
Education	Form an alliance of regional hospitality organizations and educators, and develop a directory of local educational and training courses and programs.	Create a Careers in Hospitality Alliance	Mark Wilson
	Convene quarterly forums for educational and informational exchanges for Frenchman, Decatur-French Market and Bourbon Street businesses.	Hospitality Roundtables	Jude Marullo Jason Patterson Ken Ferdinand
Policy	Identify policy changes that would benefit the District and provide the information to appropriate governmental bodies.	Identify Consensus-Based Policy Initiatives	Lary Hesdorffer
	Identify and address musician and employee mobility and parking needs and explore the feasibility of providing a District shuttle that also serves as a marketing tool.	Address Parking and Mobility Concerns	Kim Rosenberg
Enforcement	List the neighborhood's expectations of businesses operating in the District and identify strategies to avoid conflicts between businesses and residents.	Create a Code of Conduct	Drex Brumfield
Marketing	Create more positive "branding" for the District through marketing seminars and unify the public and private sectors' use of the "branding".	Create a District-Wide Marketing Strategy	Dayna Dufrene

RESEARCH

As with any evolving city, having current and accurate information is important. Conducting research to determine impacts of any policy requires the development of a baseline understanding of the immediate situation.

The transition of New Orleans, and in particular, the French Quarter-Marigny Historic Area Management District, has four main arteries of current and future development, each with various potential and opportunities to define the level and intensity of dining and/or entertainment. These include Bourbon Street, Frenchman Street, Decatur-N. Peters Streets and Rampart Street.

A concern about future development of dining and entertainment venues in these distinct neighborhoods is based upon a fear that the current situation on Bourbon Street may occur in the other areas, with unmanaged impacts from crowds, noise, litter, trash and public indecency.

Three areas of potential research were identified through the Roundtables that could provide a more solid foundation for conflict resolution and program development.

A District-Wide Asset Inventory

As a first step, the District needs to collect baseline data to obtain an accurate, comprehensive and objective inventory of its assets, i.e., information concerning the actual status of each business and/or property located within the District, particularly those servicing the nighttime economy. The value of this inventory is to provide accurate information for identifying education and training needs, establishing policy, allocating and deploying public safety and other governmental services, managing parking and mobility, identifying marketing saturation and marketing gaps, instituting collaborative marketing initiatives, etc.

The Process:

- ◆ **Lead Person:** Romy Samuel
- ◆ **Collect Existing Information:** Use intern to collect existing information:
 - **Convention and Visitor Occupancy Report:** On-going report of total hotel room availability and projected occupancy for events and seasonal periods.
 - **Insurance Survey:** A complete inventory of all FQ properties conducted in 2005 rated by the type of business, business name, address, and its location.
 - **Government Documentation:** A GPS map of all ABOs in District, municipal and/or state licenses and/or permits, occupancy reports and/or documentation related to publicly funded (in whole or in part) crime prevention equipment and/or services in the District, such as of the French Market Corporation, Louisiana State Museums, the Port of New Orleans, the Audubon Institute, etc.
- ◆ **Develop Survey Instrument:** Use Responsible Hospitality Institute's previous surveys and assign tasks to intern to assist in developing survey criteria and a survey instrument for the Inventory. This could include the following:
 - **Property Use:** Document horizontal (street level) and vertical (upper floor) uses of each property.
 - **Classification:** Identify each property's specific type of use or uses (non-generalized), for example: fine dining restaurant (menu type: French, Creole, Italian, etc.), coffee shop, fast food/take-out (pizza, burgers, etc.), retail (women's, men's, shoes, luggage, novelty, t-shirts, etc.), entertainment (see below), bar (daiquiri bar, sports bar, biker bar, pool table, etc.) parking lot (covered or open lot, public or private lot, multiple floors, valet, etc.), warehouse, vacant, residential (condo, house, double, apartment, etc.), etc.
 - **Entertainment:** Document the type and hours of entertainment, including whether it is live music, theater, adult entertainment, dance floor, DJ, etc.; the music genre; cover charge, indoor or outdoor entertainment or both; etc.
 - **Occupancy:** Document overall maximum legal occupancy of each business, as well as occupancy within each area of the business. For instance, its outdoor seating, lounge/bar seating, indoor restaurant seating, banquet room seating, etc.
 - **Employment:** Identify number of employees, their residency (for determining transportation needs), employee classification (line cook, bouncer, musician, wait staff, sales clerk, etc.), shifts and number of employees per shift, employee parking and transportation needs, employee training and education needs, etc.
 - **Patrons:** Identify location where patrons are coming from and their means of transportation to develop better coordination of transportation and parking; percentage of local patrons to tourists, estimated age of patrons during various business hours, etc.
 - **Safety:** Identify all supplemental public safety services (performed by a person) provided by the businesses and/or organizations operating in the District, including type, frequency (hours/days), etc. of the services, and identify all crime prevention/safety equipment that businesses and/or residents in the District have that is located on building exteriors, fences, etc. which face or front on public streets.

- ◆ **Conduct Survey:** Implement a process to gather information in the most efficient method:
 - Convene a task force with representatives familiar with surveys representing the diverse interests and need for information.
 - Identify criteria to be selected and develop survey instruments appropriate to type of business.
 - Develop methodology for entering and organizing data.
 - Prepare a letter and overview of the purpose of the survey and how the information will be used and either have a joint signature of task force members or have each member send to their members/constituency.
 - Collect information from the city with business name, ownership, street address, type of business.
 - Interns conduct a physical review of businesses and information from city to verify accuracy.
 - Send letters to businesses introducing the project and names of the interns to be collecting the survey information.
 - Arrange members of the task force to join with interns as an introduction and provide talking points when meeting with the businesses.
 - Conduct the on-site observation, surveying and follow-up to collect as much information as possible.
- ◆ **Compile Data:** Use intern to input collected information into a data base and produce a summary report.

Compliance Resource Directory

Identify the most common violations committed by businesses operating in the District ("Top Ten List") along with the proper steps to achieve compliance. This information will assist businesses in self-policing, preventing violations and responding to violations.

The Process:

- ◆ **Lead Person:** Jerry Green
- ◆ **Create a Safety Alliance:** Form a working group of key enforcement, permitting and/or licensing personnel and insurance agency, quality of life and business representatives to identify and review patterns of violations and/or inspection results. Develop a "top ten" list of the most common or frequent violations and recommendations for achieving compliance and/or preventing violations. Identify pertinent regulatory and statutory provisions, and flag provisions that may need updating or clarification.
- ◆ **Resource Directory:** Compile "top ten" list and related information into a Resource Directory that includes: the list, recommendations for compliance, pertinent statutory and regulatory information and other available resources.

Potential Benefits:

- ◆ **Regulatory Update:** Information may be shared with the City Planning Commission and/or City Council for updating codes, regulations and/or ordinances.
- ◆ **Education:** The information directory may be used as part of a new business orientation and/or for Hospitality Roundtables (see next section) to educate and update businesses on their statutory and regulatory obligations. It may also be distributed through business associations and insurance companies for risk management.
- ◆ **Agency Cross Training:** The information exchanges between agency representatives, businesses and residents may prove mutually beneficial. The public should become better informed about the functions and the work of each governmental agency, increasing more appropriate referrals.

Public Safety Services and Strategies

The impact of crime on the District's nighttime economy remained a primary concern of businesses and residents alike. After discussing several current crime prevention initiatives in the District, such as the District's pilot public safety ambassador program which will provide safety ambassadors as a crime deterrent and a liaison to police as their "eyes and ears" on the street, and the French Market's new interactive camera system, the summit made it a priority to research additional public safety options and recommend a (supplemental) crime prevention strategy for the District.

The Process:

- ◆ **Lead Person:** Ken Ferdinand
- ◆ **Inventory Current Supplemental Safety Services and Equipment:** (See District-wide Asset Inventory) Use an intern to collect data on all supplemental public safety services (performed by a person) provided by the businesses and/or organizations operating in the District, including type, frequency (hours/days), etc. of the services, and identify all crime prevention/safety equipment that businesses and/or residents in the District have that is located on building exteriors, fences, etc. which face or front on public streets.
- ◆ **Research Public Safety Strategies:** Use an intern to research the crime prevention, public safety and/or ambassador programs used successfully in other hospitality zones in the United States and elsewhere; analyze the information, and prepare a summary report with recommendations for the Safety Task Force to consider.

- ◆ **Safety Task Force:** Form a task force (to work with intern) to identify all public safety services currently being used in the District and to coordinate ongoing public and private crime prevention services where possible; oversee and review the intern's research and summary report, and recommend a (supplemental) crime prevention and safety strategy that is best suited to serving the needs and circumstances of the District.

Potential Benefit:

- ◆ **Coordination of Current Public Safety Services:** A comprehensive list of all the public safety services currently being offered in the District may promote coordination of those services, reduce non-beneficial duplication, and provide more effective and cost-effective safety benefits for the District.

EDUCATION AND TRAINING

To elevate the ability of New Orleans to reemerge as a vibrant destination for residents, businesses, tourists and conventions, there needs to be a parallel elevation of the quality of management and staff for the many dining, drinking, entertainment and accommodation businesses.

This requires three stages of development, some beyond the scope of this process. Lack of skilled or qualified labor is related to availability of affordable housing, better public transportation, especially during the evening and late-night hours when these employees require the transportation, lack of restricted loading zones for musicians and an on-going resource for development of the skills of employees in four primary areas, marketing, service, safety and security.

Through the roundtables, various business associations and educators announced the availability of training or other educational resources. There are some alliances among trade associations and educators, and the French Quarter Business Association has undertaken the task of organizing meetings with businesses and police, and is updating its website with information that is related to compliance.

One of the points of disagreement was the ability of musicians, a central resource for New Orleans music economy, to earn a living at the rates paid by venues. It was pointed out in the discussion that at one time, music was a commodity people were willing to pay for with cover charges, while today, music is often offered free as a way to attract customers and to sell drinks.

A realistic goal for the six month period would involve the organization of information about current education and training, identification of needs for both businesses and government agencies, and a strategy to better match employees with businesses.

Careers in Music and Hospitality

To elevate the ability of the District to emerge as a vibrant destination for residents, businesses, tourists and conventions, there needs to be a parallel elevation in the quality of management and staff in the District's dining, drinking, entertainment and accommodations businesses. The District is challenged in attracting and retaining quality workers, and providing opportunities for talented musicians to earn a living. In the discussion, it was pointed out that a stigma is associated with working in hotels, bars, restaurants, and nightlife establishments, as the perception is that hospitality sector jobs pay minimum wage with limited opportunities for advancement.

A coordinated strategy is required to overcome these barriers and enhance access to quality education and training to assure service, security and safety. A project in San Diego was presented as a role model. It united high schools, colleges, associations and training programs in a collaborative alliance to define education and training, inform educators, counselors and parent organizations about career paths in hospitality and tourism, and it organized a job fair oriented specifically to dining, lodging, and event and entertainment businesses.

To address the District's hospitality industry concerns, the summit made it a priority to form an alliance of hospitality organizations and hospitality related educational programs and training schools, create a clearinghouse of area programs and schools (along with their costs and schedules), and plan a job fair geared to District businesses.

The Process:

- ◆ **Lead Person:** Mark Wilson
- ◆ **Create a Careers in Music and Hospitality Alliance:** Form an Alliance of the District's and/or region's hospitality, entertainment and tourism associations, advocacy organizations and educators.
- ◆ **Compile a Resource Directory:** Task an intern to collect brochures, curriculum and other information from all the organizations that provide training and/or educational courses or programs in the New Orleans area related to music and/or hospitality, and compile the information into a user-friendly directory for the District's website and/or for other informational and promotional uses.

- ◆ **Hold a Job Fair:** Sponsor a job fair for District businesses that showcases job and career opportunities in the District's hospitality industry, and build a more positive image of the role of the District's hospitality and tourism industry.

Hospitality Roundtables

While businesses located on Bourbon Street have a formal organization, those on Frenchman Street and in the area of the French Market and Decatur Street do not have formal organization. The businesses in those three areas voiced the common need to meet regularly to address shared concerns, such as crime, noise and zoning violations, to communicate and collaborate among themselves and with other business and/or residential organizations, and to interact with city leaders and state and municipal agencies.

The business representatives from each of the three locations committed to convening quarterly forums for their respective locations for educational purposes and for informational exchanges between businesses, government and the community.

The Process:

- ◆ **Lead Persons:** Jude Marullo for Bourbon Street, Jason Patterson for Frenchman Street and Ken Ferdinand for the French Market and Decatur Street.
- ◆ **Hospitality Roundtables:** Jude Marullo (Bourbon Street), Jason Patterson (Frenchman Street) and Ken Ferdinand (French Market and Decatur Street) will contact businesses in their respective areas to schedule and convene quarterly Hospitality Roundtables.
- ◆ **Coordinating an Alliance of Hospitality Roundtables:** The District will assist in coordinating a schedule for the three Hospitality Roundtables to meet individually and as a group for special seminars and/or combined forums.

Potential Benefit:

- ◆ **Education and New Business Orientation:** As the tasks in this six-month action strategy are accomplished, the information collected may be distributed through the Roundtables to educate or update existing businesses and orient new businesses and/or engage them in the business network.

POLICY

Policies set boundaries for behavior. Whether implemented by business or government, the effectiveness of policies requires the following elements:

- ◆ **Who** is supposed to do it
- ◆ **When** is it to be done
- ◆ **What** actions are required
- ◆ **Why** it is necessary
- ◆ **How** is it to be done
- ◆ **Where** is there assistance for compliance.

Another important consideration is whether or not there is real abuse or risk, or just a perception. If a perception, then education or training might correct the problem, but if real, then a policy developed collaboratively that addresses the real risk might be required.

There are many policy concerns that are shared by businesses and residents. For instance, common concerns include the impact of current business classifications on market saturation and gaps, the lack of enforcement of current laws and ordinances, and the District's transportation and mobility needs.

Concerns over too many "daiquiri bars" and not enough music venues with quality jazz and/or blues entertainment were discussed. Some opined that an unintended consequence of the current codes and ordinances and/or of their lack of enforcement, is the encouragement of the former and the discouragement of the latter. The information obtained from the District-Wide Asset Inventory (see above), the Compliance Directory (see above) and the Code of Conduct (see below), may be used to distinguish between concerns that are merely perception and those that are fact-based.

Safety concerns raised questions about the effectiveness of new regulations when current ones are not being enforced. An example discussed was illegal parking and its multiple impacts. First, illegally parked vehicles create an inconvenience for those living in the District who are not able to park their own cars or use their driveways. Second, it disrupts traffic flow and creates a safety risk. For example, illegally parked vehicles near corners block emergency vehicles from responding to fire and medical emergencies.

Finally, parking and transportation concerns were identified which impact both the economy of the District and its ability to attract and retain employees and musicians. One person commented on how musicians often pay half of what they earn just to get to a performance, while another commented that, at the end of a shift, an employee may be robbed walking to their car with their tips.

With many areas of agreement, the summit made it a priority to identify consensus-based policy concerns and provide information about the concerns to the appropriate elected officials and/or governmental bodies and agencies.

Hospitality Zone Policy Initiatives

It was generally agreed that businesses and residents would benefit from more clearly defined business license and permit classifications, and from improved sound management ordinances and enforcement. As the previously identified action steps come together, there will be additional information and potential forums for presenting proposed changes and obtaining feedback. For instance:

- The physical inventory of District businesses, with occupancy, hours and the overall nature of the business, will be compared with the actual license type to determine how well the current definitions match the reality of the business. By determining concentration of businesses in certain areas, and comparing it with the public safety services inventory and the code of conduct recommendations (see below), a more objective assessment can be made about making permits and licenses more contemporary and reflective of community needs;
- The compliance resource directory will provide guidance on the effectiveness of current codes and regulations, and gaps requiring attention;
- When these gaps are identified, the hospitality roundtables will provide forums where businesses may discuss remedies outside of additional regulations, such as better education, self-policing, more consistent enforcement, clearer guidelines on inspections, etc.

The Process:

- ◆ **Lead Person:** Lary Hesdorffer
- ◆ **Advisory Panel:** Organize an advisory panel composed of lead representatives from each of the working groups to serve to review recommendations and provide feedback on the implications of costs, implementation and potential “reaction to the action” if the recommendations are implemented.
- ◆ **Liaison with Governmental Agencies:** Lary Hesdorffer will take the lead on contacting the city planning commission and others involved in developing the comprehensive master plan to integrate insights and areas of consensus obtained through the implementation of the six-month action plan.

Transportation and Parking

The Downtown Development District (DDD) is currently conducting a Mobility and Parking Study scheduled to be completed before the end of 2008. The summit recommended that relevant information obtained through the five HZA Roundtables should be shared with the DDD and the consultants it retained to perform the study. For instance, the consultants should be advised of the following: the need for musician loading zones where musicians can load and unload equipment for performance venues; the need to alleviate musician and employee parking and mobility concerns and possibly providing them transport during their peak periods of transit; the need for improved late-night transportation, including more visible and centrally located taxi stands and more public transportation; the feasibility of an entertainment shuttle that transports people within the District, from the District to other districts and/or to remote parking facilities, as part of a unified marketing campaign to introduce residents and visitors to the District's entertainment venues; and the need to influence District visitors to select evening/late night transportation and pedestrian routes that do not go through the District's residential areas. The summit also recommended that relevant information obtained through the asset inventory and other action steps should be shared with the DDD's consultants.

The Process:

- ◆ **Lead Person:** Kim Rosenberg
- ◆ **Liaison to Mobility and Parking Study Consultants:** Share with the DDD's Mobility and Parking Study consultants all information relevant to the study that is obtained through the five HZA Roundtables, the asset inventory and/or the other six-month action steps.
- ◆ **Hospitality Roundtables:** Utilize the Hospitality Roundtables to gather additional input, review parking and mobility recommendations and obtain feedback on transportation and parking related issues.

ENFORCEMENT

It is anticipated that many of the six-month action steps, such as the Compliance Resource Directory and Hospitality Roundtables, will help alleviate residential concerns about District businesses. Also, the Hospitality Roundtables will provide a forum for intercommunication and problem solving and a complement to enforcement priorities and voluntary business practices.

The goal is to unite the currently ongoing efforts of North Rampart Main Street and the French Quarter residential groups; develop a priority list of neighborhood expectations of good business practices for District businesses; and identify strategies to avoid conflicts between business and residents such as peer-to-peer mentoring, self-policing agreements, etc.

Code of Conduct

- ◆ Lead Person: Drex Brumfield
- ◆ Consolidate Common Issues: Convene a forum of all the residential and neighborhood organizations to compare and contrast their priority issues related to impacts directly associated with dining and entertainment businesses, and evaluate which relate to code violations and compliance, and those that would be considered more of a voluntary compliance of a good neighbor. Convene a separate forum of businesses to discuss the identified residential issues and to create strategies for responding to those issues and avoiding conflict between businesses and residents, such as peer-to-peer mentoring, self-policing agreements, etc.
- ◆ Convene a Combined Forum: Convene a forum of representatives of residential/neighborhood organizations and business organizations/groups to review the residential list and the business strategies and determine the next steps for compliance such as a common set of standards, voluntary agreements, etc.

MARKETING

Marketing the progress of the action steps being developed and implemented will assure improved awareness, support by the public, and pre-emptive resolution of potential conflicts from miscommunication.

If the outcome of this process is to reinvigorate New Orleans ability to provide quality music and entertainment experiences for residents and visitors in venues, as opposed to occasional festivals, then many of the recommendations stated thus far will enhance the movement toward this goal.

Branding Campaign

As progress is made, developing a branding campaign to match image with reality can be a means to tie all the elements together. As the Management District evolves, how its "brand" fits into the overall campaign to change the misperceptions about safety, "wild" behavior, and music venues offering the unique and independent quality the city is known for, will require a collaborative initiative.

There was limited discussion at the summit about strategies for marketing, other than an apparent need to challenge perceptions on safety, lack of entertainment options, and the image of careers in hospitality.

The suggestion that received the most interest was to develop more positive "branding" for the District (an image as a destination with a variety of options for locals and tourists) and organize a seminar featuring an expert from a local college or university on the topic of a marketing strategies to work with District businesses and government to unify the public and private sector's use of this "branding".

The Process:

- ◆ Lead Person: Dayna Dufrene
- ◆ Marketing Task Force: Meet with the leadership of the District's business organizations and the hospitality roundtables and identify one or more local educators with a background in creating "branding" messages and media campaigns to work with the group to produce a more positive "branding" of the District and to speak at one or more marketing seminars held in the District.
- ◆ Marketing Seminar: Present one, or a series of, marketing seminars to educate District businesses and public sector on use of the "branding" to promote its use and integrate it into reports and media campaigns.

Six Elements for a Successful Hospitality Zone

There are six core elements generally associated with an active and successful hospitality zone. Discussion in each of the five Roundtables reviewed each. In order to improve the implementation of each and every one, it became apparent that safety and security were the highest priority.

While much of the discussion focused on Bourbon Street and the challenging circumstances in planning and policing this area, everyone agreed future development is being hindered until there is confidence in better monitoring and enforcement of the activities in and around the district.

The following is a summary of key observations or recommendations coming from the Roundtables. This formed the based for the five priority action items identified above.



Music and Entertainment

Singles, Mingles (Young adult friends and couples), Families and Jingles (Retirees and business travelers with disposable income) demand lifestyle appropriate venues, as well as a variety of music, entertainment, food and beverage choices.

Music and Entertainment

No other city can boast more about its role in American music than New Orleans. What seemed to be of most concern, however, is not the image of New Orleans as a music city, but rather how well it matches reality. The October Networking Conference featured presentations by representatives from Chicago, Austin, Athens, Montreal, San Francisco and Seattle. Some of the recommendations included here are based upon these presentations.

Current Status

- ◆ **Music as a Commodity:** The city of New Orleans has a historic reputation as the birthplace of great music and music legends. Music and entertainment venues charged a cover that contributed to supporting the musicians; thus, music was viewed as a commodity. Currently, the unique music that New Orleans is known for is not as often offered as a commodity along Bourbon Street and within the entertainment areas of the French Quarter Marigny Triangle. Businesses are using free music, DJ's and musicians as a lure for customers, mainly tourists, to patronize their establishments, relying upon the sale of alcoholic beverages and food to sustain the business.
- ◆ **Competition and Noise Bombardment:** Music and the use of musicians has become a method of competition instead of a form of entertainment by blasting recorded or live music in the streets from outside speakers at an excessive volume. The perception is those establishments that play louder music will attract more customers. Finally, even establishments that are not providing a venue for music and entertainment (i.e. T-Shirt Shops, Souvenir Shops) are adopting the business model of playing loud music in order to attract customers. This is leading to a competition of noise.
- ◆ **Imbalance in the Diversity of Music/Entertainment Offerings:** In the French Quarter (primarily on Bourbon Street) there is a lack of diversity among both the establishments and the customers. The large majority of establishments are competing for the same customer market – young singles or older male conventioners. The loud and often raucous atmosphere that results not only diminishes the perception of the quality and type of music being played inside but also discourages mingles, families and jingles seeking quality live entertainment from patronizing these establishments.
- ◆ **Opportunity for more Diversity in the FQ-MHAM District:** Participants suggested that the residential population has become less economically diverse. The increased cost of living has driven many musicians and artists out of the district to other, more affordable parts of the city. This may also lead to a migration of musicians to other cities.
- ◆ **Shift in Intended Use:** Hurricane Katrina devastated many thriving businesses. Establishments in the French Quarter and Marigny Triangle are therefore focusing on not only rebuilding and regaining their profits but also simply surviving as a business. This has led some establishments to take risky avenues in an attempt to generate short-term profits.

Short-term

- ◆ **Education and Enforcement of Existing Noise Ordinances:** By educating the business owners on the existing noise ordinances and prosecuting those who violate the ordinances, the French Quarter and Marigny Triangle can begin to break away from the noise bombardment between businesses.
- ◆ **Nurturing Talent:** Establish a music task force or advisory commission similar to Austin or San Francisco with educators, promoters, musicians and venues to develop recommendations on the needs of musicians to develop their talent and sustainability. This could include a focus on business management training, free or inexpensive rehearsal studios, standards fee schedule for musicians, etc.

- ◆ **Housing Subsidies:** It was suggested that housing subsidies be used to help nurture greater economic diversity among the French Quarter residential population, with a particular focus on bringing back musicians, artists and creative class.
- ◆ **Musician Transportation and Loading Areas:** Investigate ways to provide transportation for musicians and designate loading zones for equipment.

Long-term

- ◆ **Diversity of Venues for Multigenerational Markets:** Participants suggested that there is a great need for venues for all age groups, lifestyles and demographics. Offering a variety of activities for groups of all ages can encourage social norms and reinforce behavioral standards. Additionally, offering venues for multigenerational markets broadens the areas for business competition instead of all businesses competing in one market segment.
- ◆ **Appeal to the Creative Class through Diversity:** According to Richard Florida's, **The Rise of the Creative Class**, cities that are tolerant of and embrace a diversity of cultures, ethnicities, lifestyles, and ideas are more likely to attract a creative class of residents and workers. Participants noted that there is a need for the return of the diversity of the working class (musicians, artists, servers, etc.) to the French Quarter.
- ◆ **Shift in the National Promotion of New Orleans as a "Music City":** By focusing on the positive promotion of the various genres of music that New Orleans is known to produce, the French Quarter and Marigny Triangle can reframe the negative perceptions about the area. By emphasizing safety through positive promotion and education, the French Quarter and Marigny Triangle can encourage locals and visitors to overcome safety perceptions.
- ◆ **Shift the Promotion of Nightclubs to Nightlife:** The roundtable participants expressed that the French Quarter has been focusing on the "daiquiri bar" as a business model because it has proven to be reliable. There is a unified desire to move away from the reliance on this particular business model, which impacts the cultural and regional character and contributes to a "drink and go" environment rather than encouraging patrons to stay and socialize within establishments. Developing a mix of uses can help create a thriving overall environment for nightlife and restore music venues and cultural and regional character



Community Policing in Hospitality Zones

Community policing in hospitality zones is a collaborative partnership among police, enforcement agencies, businesses, community organizations and residents, each with something to offer and something to take. The purpose is to reduce risk to public safety and impacts on quality of life through traditional law enforcement, prevention, problem-solving and community engagement.

Community Policing

Current Status

- ◆ **Enforcement**
 - **Visibility of Enforcement:** One of the many city resources that Hurricane Katrina significantly impacted was enforcement, health, zoning and prevention agencies, and experienced inspection and enforcement staff. While some positions are being filled, there is a delay in or lack of response to residents concerns.
 - **Enforcement of Quality of Life Laws and Codes:** Participants noted that there is a lack of consistent presence by the police, including quality of life officers, and the health, building and other department staff. This contributes to the attitude and perception of lawlessness.
 - **Meetings with Police:** The French Quarter Business Association convenes regular meetings with businesses and police, with increasing attendance. The district 8 police hold monthly meetings open to the public.
- ◆ **Licensing and Permitting System**
 - **Gaps in the Management of High Risk Businesses:** Limited staff and resources prevent inspectors from focusing on businesses engaging in high risk practices or violations,
 - **Understanding and Education about the System:** The roundtable participants stated that there needs to be a greater effort placed in ensuring that new businesses understand the licensing and permitting system and city ordinances. Currently, the lack of understanding of the laws is contributing to the shifts in intended use, with live entertainment being presented when not authorized.

Short-term

- ◆ **Last Drink Data:** Data collection on DUI arrests and other alcohol related incidents can help determine which venues which contribute to risky behavior. This can help regulatory and enforcement agencies to focus on problem businesses

rather than blanket punitive actions to all businesses, a more efficient use of resources and one that promotes good business practices.

- ◆ **Early Assistance:** Coordinated and direct assistance to intervene with at-risk dining, entertainment or event businesses before more extreme regulatory and administrative action is required. Task forces can include representatives with direct involvement with the businesses such as agency inspectors, neighborhood organizations and local hospitality association representatives. Current or former business owners, or representatives from associations can serve as mentors to new and at-risk businesses.
- ◆ **Regularly Scheduled Inter-agency Meetings:** Establishing regular communication among the police, fire and health departments as well as any other relevant agencies to manage a nighttime economy can help facilitate more proactive management of trends and issues.
- ◆ **Hospitality Business Roundtable (HBR) for Existing Businesses:** The HBR provides a forum for government agency representatives and existing hospitality businesses to interact, disseminate regulatory and community updates, communicate emerging issues and problem areas, and encourage cooperative problem solving. Outcomes include increased trust between business and regulatory, improved communication and greater business success and regulatory compliance. The participants noted that a HBR would be most effective in an informal setting (e.g. meet and greet).

Long-term

- ◆ **Beat Officers:** Participants suggested using beat officers within the French Quarter and Marigny Triangle. The presence of beat officers would encourage relationship building and better communication and trust between enforcement and businesses. There was an understanding that resources are low within law enforcement due to the aftermath of Hurricane Katrina; however a variation in the scheduling of beat officers can still support the perception of safety and deter criminal activity.



Security, Service and Safety

With an increasing number of young adults seeking places to meet and socialize, there is increased pressure for licensed beverage establishments to better regulate sales and service to underage and intoxicated persons, as well as assure the safety of patrons leaving their establishments.

Security, Service and Safety

Current Status

- ◆ **Security Training Requirements:** The displacement of New Orleans citizens due to Hurricane Katrina has resulted in the loss of skilled labor. There is therefore a need for qualified security personnel and security training for existing personnel.
- ◆ **Crime and Safety Perceptions:** The French Quarter and Marigny Triangle, like other parts of the city, are struggling to overcome a perception of violence and crime. After Hurricane Katrina, the decrease in safety resources contributed to the increase in crime rates. Participants expressed that there are a number of robberies, rapes and other criminal activities. Finally, the roundtable participants suggested that the aesthetics (structural damage of the buildings and vacant buildings) of the area and the competitive use of noise contribute to the perception that the area is unsafe.

Short-term

- ◆ **Advanced Training for Door Staff:** There is a need for more training programs that provides tips on recognizing the signs of intoxication, tactics for identifying and barring minors seeking illegal admittance to licensed venues, as well as strategies for monitoring and management of nuisance conduct.
- ◆ **Integrate Certification Programs:** Combine certification in security, responsible beverage service, food handling, First Aide and CPR, and service training (wine and beer service, Mixology, customer relations) into a professional certification program.
- ◆ **Monitoring Service:** Investigate the use of a shopper service or bar monitoring service to identify and reward staff doing the right thing in security and service.

Long-term

- ◆ **Extend Responsibility Outside Doors:** The participants noted that requiring alcohol licensed businesses to maintain orderly conduct within a certain number of feet outside the establishment may be a solution to some of the problems within the district. This requirement encourages better cooperation between police and the security staff employed by the businesses.



Multi-use Sidewalks

The role of the sidewalk has expanded from a mere pathway for pedestrians to a new and vibrant venue that serves various social and cultural functions. The sidewalk of modern times, the 'multi-use sidewalk', offers unique opportunities for dining, street entertainment, vendor shopping, and most importantly, people watching.

Multi-use Sidewalks

Current Status

- ◆ **Walkability:** One of the French Quarter's and Marigny Triangle many cultural amenities is the ease of travel on foot. This is a key element in providing an enjoyable experience in a hospitality zone's overall environment, for the streets and sidewalks serve to connect people to their desired destinations and encourages exploration of the area's unique offerings. However, there is a need to upkeep the streets and sidewalks in the French Quarter and Marigny Triangle, some of which are uneven with sudden drops, which could pose a potential safety hazard for pedestrians.
- ◆ **"Dead Zones":** Because of the aftermath of Hurricane Katrina, there are areas with vacant properties that contribute to the perception of a lack of safety.
- ◆ **Parking:** Limited parking, parking on the corners, sidewalks, resident driveways and other areas that impact residents and public safety by preventing easy access by fire and emergency vehicles.

Short-term

- ◆ **Fill Dead Zones with Light and Activity:** "Dead zones" caused by vacant properties can be resolved by installing pedestrian-level lighting, filling empty storefronts, improving empty facades and strategically positioning vendors to guide pedestrian flow; this can help improve the perception of safety.
- ◆ **Street Entertainment:** Establish a process to introduce street entertainers into the street life.

Long-term

- ◆ **Evaluation of Resources:** Identify and prioritize the streets that are most in need of repair and maintenance in the French Quarter and Marigny Triangle, and then evaluate available resources to determine the financial feasibility of the repair work.



Late-night Integrated Transportation System

Planning for a comprehensive network of transportation services that complement and maximize the safety of each, cities can ensure safer and more efficient access and exiting of the hospitality zone for those who socialize and work there, and reduce alcohol-related crashes.

Late-night Integrated Transportation

Current Status

- ◆ **Transportation:** New Orleans has incorporated taxi stands in various areas of the city making it easy for locals and visitors to navigate the city. However, the roundtable participants noted that there is a greater need for more taxi stands in the French Quarter and Marigny Triangle. Additionally, there needs to be more transportation options for those who want to travel in and out of the district to the outskirts of town, and/or Tulane, Loyola and UNO.

Short-term

- ◆ **Taxi Stands:** Identify hotspots within the French Quarter and Marigny Triangle most in need of additional taxi stands and strategically place them in locations where there is sufficient room for customer lines and where they will not disrupt existing vehicular and pedestrian flow.
- ◆ **Jitneys/Shuttles between French Quarter and Marigny Triangle and other districts:** Integrate the needs of the evening and late-night economy into a currently planned study on mobility and parking.

Long Term

- ◆ **Enhancement of Transport Options Key to Vibrancy and Impact Management:** The provision of a variety of daytime and nighttime transportation options can serve as both an incentive for residents and tourists to better utilize

entertainment amenities and also reduce late-night quality of life impacts by facilitating more efficient egress of the district.

- ◆ **Better Late-night Public Transportation:** Utilize last drink data to determine locations of the city where more people arrested are coming from, where employees in hotels and restaurants live, or where there is a concentration of people likely to go out and develop a plan for adding public transportation option to service these areas.



Quality of Life

Mixed-use development places residents and commercial businesses in close proximity and raises new issues for policymakers, managers, businesses and residents. Impacts include noise, deliveries, trash, litter, public urination, traffic, parking and vandalism, as well as unintended outcomes of smoking bans.

Quality of Life

Current Status

- ◆ **Demolition by Neglect:** The aftermath of Hurricane Katrina has caused a number of residential and commercial properties in New Orleans to be “demolished by neglect.” There was a resounding agreement among the participants that there are many properties that “have huge potential” but there is a perception that the owners are not taking the proper care in restoring the properties. The current status of the buildings and the amount of vacant space has a large impact on the perception of safety, historic value, character and unique quality of the entire area. Thus, demolition by neglect is a pressing issue.
- ◆ **Noise, Urination, Vandalism in the Residential Sections of the French Quarter:** The gaps and issues created by the activity in the French Quarter are not exclusive to the streets with alcohol licensed establishments. Instead, issues of noise, prostitution, graffiti, public urination/defecation on front porches, buildings and vehicles as well as vandalism of private property, affect the residential sections of the French Quarter and Marigny Triangle. As a result, some residents have chosen to relocate, while part-time residents are not utilizing their residences as frequently.

Short-term

- ◆ **Providing Public Facilities:** Participants noted that urination and defecation on residential and non-nightlife businesses properties is a major issue. Providing public facilities either in transportation hubs or on the streets will decrease the frequency of urination and defecation incidents.
- ◆ **Customer Education Campaign:** In addition to provision of public facilities, there also needs to be a shift in the attitude of patrons to take greater ownership and accountability of their actions. Businesses and hotels can post flyers about behavioral expectations for customers to encourage greater respect of the establishment and district.

Long Term

- ◆ **Striving to Vibrancy:** It is important to both tourists and residents that vibrancy of the French Quarter-Marigny Historic Area be maintained through the management of properties (residential and commercial) and the enforcement of regulations/codes. If the current nuisance impacts continue to detract from the quality of life of residents and contribute to fears for their personal safety, there may not be a substantial residential population in the years to come. The more people living in area work in the area, the more likely they will take care of the premises, and more tourists will come to visit.

APPENDIX: ADDITIONAL RECOMMENDATIONS

A number of recommended action items were generated through the Roundtables, but were not identified as a priority or a realistic outcome for the six month timeline. They are included here as a future reference for action.

Last Drink Data

Collecting information on place of last drink during an arrest or intervention will create a more objective assessment of businesses requiring more direct assistance for compliance. While the reports may be affected by lies, misrepresentation, or other factors, the patterns that emerge create a basis for examination.

Proposed Process

1. Form a task force with appropriate enforcement departments involved in arrest and arrest processing.
2. Establish procedure for collecting and organizing information to be used in identification of the most often cited businesses.
3. Provide periodic reports to the Early Assistance Team (see Enforcement).
4. Monitor changes in patterns of business involvement, levels of intoxication for those arrested and improvements resulting from intervention.

Resources

1. Lead organization for convening and facilitating the task force.
2. Staff or intern tasks with organizing information.
3. Quarterly report preparation.

Security and Safety Training

Central to the concerns of residents and those trying to market New Orleans as a safe destination is the ability to monitor and maintain order both in the establishments and when people leave. The current impression is that businesses will often take the problem patrons from inside their establishment, evict them and let the police manage any problems after the person leaves.

Overreaction by security staff has recently led to incidents that can put a damper on any sense of safety for those seeking to come to the establishments. It also increases liability to the business and spreads the cost to all businesses, even those not engaged in activities that result in harm.

Security and safety training is becoming more common in cities where there are high intensity late-night hospitality zones. Such training is becoming a requirement at the city and state level, in much the same way responsible beverage service training is.

Proposed Process

1. Identify current security training available in New Orleans and its appropriateness to hospitality establishments, including training on first aid, CPR, age identification, conflict resolution and other safety issues.
2. Identify other security training (i.e. Nightclub Security Consultants in San Diego) available outside of New Orleans.
3. Utilize the safety task force to assist in development of a curriculum to augment whatever training is done to make it relevant to their concerns.
4. Schedule security training as part of the Careers in Music and Hospitality action item.

Resource

1. Lead organization to research availability of training.
2. Selection process for the most appropriate training.
3. Underwriter for pilot training to determine its utility and effectiveness.
4. On-going process to keep security staff trained and current.

Professional Cross Training and Communication

One of the issues emerging from the discussion is the manner in which various city and state agencies monitor and conduct inspections, often in parallel paths with limited knowledge of what each is doing.

It was suggested that city and state agency staff be briefed periodically from other agencies on their procedures, priorities and current businesses of concern. This could result in more collaboration and effective intervention and use of cross authority to take action.

Proposed Process

1. Utilize the task forces created for Compliance to organize information as appropriate for inspectors and front line staff to get an overview of the role and function of each agency, as well as reduce the risk of corruption or conflicts.
2. Schedule periodic meetings to provide updates and refreshers.

Resources

1. A coordinator for managing the logistics of organizing the information and scheduling meetings.
2. Maintenance of a directory of staff from each agency, area of responsibility and authority.

Formalize On-going Development Advisory Board

Utilizing information gathered from the Occupancy Assessment, a more strategic plan for defining boundaries of hospitality zones, nature and level of concentration, hours, entertainment and conflict resolution.

Proposed Process

1. **Mixed Use Advisory Panel (MAP):** Request the mayor and/or city council establish an advisory board with neighborhood and business stakeholders to focus on mixed use development issues and allocate appropriate resources to allow key agency staff to be assigned to assist.
2. **Identify the Priority Issues:** Among the priority issues identified in the Roundtables that could serve as a starting point for development:
 - o **Trash Management:** Location, placement of dumpsters and schedule of trash pick-ups.
 - o **Noise (Sound) Management:** Clarify the criteria for determining what constitutes a noise (sound) violation, assess current building codes for retail and residential buildings to maintain equity in responsibility.
 - o **Disclosure Statements:** Evaluate the appropriate use of disclosure statements for residents moving in or near a hospitality zone, as well as businesses opening in or near a residential neighborhood, advise on conditions and method for conflict resolution.
3. **Entertainment Permit:** Review current laws, codes and process for entertainment permit to determine how effective it meets the public need for diversity of entertainment options and reduction in negative impacts on quality of life and safety. This could include defining different levels and types of licenses, areas where amplified music can be played, days of the week, time of day, etc.
4. **Music and Entertainment Commission:** Work toward establishing a body to oversee the development of music, musicians and entertainment and all that is necessary to match the image with the reality of New Orleans as a music city.
5. **Defining Boundaries:** Review the current boundaries of zones that define high intensity, medium intensity and low intensity hospitality zones, including areas for live entertainment that will create a minimal impact.

Resource

1. Formation of the advisory panel with lead person(s) to solicit approval for role and responsibility.
2. Define process for setting priorities and timeline for achieving objectives.
3. Form task force with input from music and entertainment sectors on the permit process.

Ombudsman

There are many urgent and pressing demands on the city of New Orleans to recover and bring safety, security and confidence in government to allow progression to a higher level of success in the city's future. Among the core elements will be the need to define New Orleans as a "sociable city" for residents and visitors, removing the tarnish of physical, moral, and ethical stains.

Establishing a position within government, the Management District, or another organization that will provide a liaison among the primary stakeholder groups (hospitality, safety, development, community and entertainment) for conflict resolution could be an important step in the process. Such a position requires access to authority, trust among all the key players, and ability to function independently but still be accountable to all. This person could also take on the task of coordinating each of the task forces identified in other areas of this report.

Proposed Process

1. Reach consensus on the need and feasibility of an Ombudsman.
2. Develop a job description, salary, reporting structure and recruitment.
3. Identify resources for on-going employment of the position.

Resource

1. Selection task force.
2. Funding for the position.

Hospitality Business Orientation

It is inevitable that as the city recovers, and more investments made in development, the demand for more dining and entertainment establishments will grow.

Utilizing the information, relationships, and materials developed through the other action items, a formal process for orienting new businesses can be developed. This would include a thorough review of all permits and licensee's required, an overview of education and training available, contacts for residential and business organizations, and any standards developed by residents and businesses necessary to assure a better integration of the new business into the district.

Proposed Process

1. Use the Resource Directory developed in the Compliance action item as the basis for a short seminar.
2. Arrange a regularly scheduled Orientation with key agency and association representatives as part of a panel to get new owners and managers on the right track.

Resource

1. Facilitator to organize information and promotion of the Orientation and keep the Resource Directory updated.
2. Representatives from key agencies to participate on a panel to introduce what they do and the timeline for getting necessary permits and approvals.
3. Host for the space to hold the Orientation.
4. Publication of materials.
5. Advertising and marketing to reach the people thinking about opening a dining and/or entertainment business.

Community Policing Strategies

Community policing is a contemporary strategy to engage the public into compliance and conflict resolution strategies. It was suggested through the roundtables that the police, including the quality of life officer, does a good job, but the demands are greater than the number of officers assigned. There seemed to be agreement that more on-the-street officers could be beneficial.

Since issues surrounding dining and entertainment establishments are perpetual, an on-going forum to monitor issues and identify upcoming events and activities is an important first step. Community policing doesn't have to just include police, but would include all enforcement agencies, including fire, health, zoning, alcohol regulatory, etc.

Other cities with high intensity hospitality zones (Hollywood, Chicago, Austin) hold monthly forums with businesses and agencies. Such a process could be incorporated into New Orleans, as part of the Ombudsman role.

In addition, some cities are incorporating an "early assistance process" for intervention when there is a major incident or when a business requires an intervention, relying upon a peer "mentor" working with the identified business.

Proposed Process

1. Convene a forum with police and quality of life officers and other agency representatives with direct interaction with businesses and residents to define current procedures and expectations. Use this group to define an ideal, in terms of officer duties training and role in conflict resolution.
2. Develop recommendations for improving coordination of agencies and interaction with businesses.
3. Research the costs of public service safety services provided by government and other mechanisms (private security, better training of establishment security staff, etc.).

Public Facilities and Trash Management

Among the most common complaints raised during the discussion were public urination and the manner in which trash dumpsters are located on the streets. While these issues are properly managed during festivals, where extra receptacles are brought in, on busy weekend nights, with almost as many people on the streets and sidewalk, the same facilities are not available.

As each of the districts evolve it will be necessary to review current codes on trash, trash schedules, receptacles, and placement of receptacles, considering as well the movement toward sustainability and recycling. In addition, strategic planning of public restroom facilities needs to be built into development plans. One suggestion was to utilize some of the empty storefronts to be converted to clean and attractive and properly monitored restrooms.

Proposed Process

1. Solicit input from residents and businesses on the specific locations and concerns about trash receptacles.
2. Convene a trash management task force with trash haulers, city services, business and resident representatives. Identify what is working in some areas of the district, and where there are conflicts. Determine recommendations for improvement.
3. Investigate options for public facilities that could fit into the character of the district but still be affordable and functional.
4. Develop a public awareness campaign similar to Edmonton's Pee for Free message about planning ahead or costs for public urination.

Media Advocacy

Proactive outreach to various media with letters to the editor, editorials or guest columns can be tools to shift some of the negative branding toward more positive messaging. While this is being done through traditional organizations tasked with this responsibility, involving a broader network can legitimize the messages.

Organizing a series of seminars oriented to the local independent businesses on basic principles of marketing and media advocacy, how they can integrate the branding messages into their own advertising and staff development, and be responsive to negative messaging they see in the media, or by other business ads will provide the tools necessary for an elevated image.

Proposed Process

1. Identify a speaker or local professor from a college or university with the background to conduct a series of mini-seminars on marketing.
2. Schedule seminars once the branding campaign is complete as part of the regular Hospitality Roundtables proposed above.
3. Invite student interns to work with the Management District in monitoring media and coordinate a response with letters to the editor, guest column or other response that is immediate and consistent.

PARTICIPANT DIRECTORY

The following individuals attended one or more roundtables held March 4-6 and contributed their insights and recommendations. Participation does not, however, imply agreement with or endorsement of recommendations contained in this report.

Those individuals identified as (Planning) attended planning meetings and assisted in recruitment. Those identified as (LS) participated or were represented in the Leadership Summit.

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Email: john_o'brien@ajg.com
Website: www.ajg.com
Roundtable: Safety

Contact: Dayna Dufrene (LS Only)
Position: Marketing Coordinator
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Email: dayna_dufrene@ajg.com

BIG EASY PROPERTIES LLC

Contact: Richard H Williams
Position: Developer/Property Management
Phone: (504) 522-2258
Email: williamsrichard@bellsouth.net
Website:
Roundtable: Development

BOURBON STREET MERCHANTS ASSOCIATION

c/o Funky 544
Contact: Jude Marullo (LS)
Position: Representative
Phone: (504) 723-2710
Email: judem711@bellsouth.net
Website:
Roundtable: Music - Hospitality

CAFÉ ROSE NICAUD

Contact: Melba Ferdinand
Position: Owner
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Email: mlf@caferosenicaud.com
Website: www.caferosenicaud.com
Roundtable: Hospitality

CITY OF NEW ORLEANS

City Council District C
Contact: Mary Cunningham
Position: Director Constituent Services
Phone: (504) 658-1030
Email: mbcunningham@cityofno.com
Website: www.cityofno.com
Roundtable: Safety

CITY OF NEW ORLEANS

Contact: Ernest Collins (Planning) (LS)
Position: Executive Director Arts & Entertainment
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Email: ecollins@mayorofno.com
Website: www.cityofno.com
Roundtable: Music - Hospitality

CITY OF NEW ORLEANS

Department of Revenue
Contact: Romy Samuel (LS)
Position: Collector of Revenue
Phone: (504) 658-1600
Email: rssamuel@cityofno.com
Website: www.cityofno.com
Roundtable: Music

CITY OF NEW ORLEANS DEPARTMENT OF HEALTH

Division of Environmental Health
Contact: Aedell Walter
Position: Environmental Specialist III
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Email: amwalter@cityofno.com
Website: www.cityofno.com
Roundtable: Safety

CITY OF NEW ORLEANS DEPARTMENT OF SAFETY AND PERMITS

Contact: Edward Horan (LS Only)
Position: Zoning Administrator
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Website:

CRESCENT CROWN DISTRIBUTING

Contact: Dwight Barnes (Planning)
Position: Director of Public Relations
Phone: (504) 240-5375
Email: dbarnes@crecentcrown.com
Website: www.crescentcrown.com
Roundtable: Hospitality

FAUBOURG MARIGNY IMPROVEMENT ASSOCIATION

Contact: Chris Costello (Planning)
Position: President
Phone: (888) 312-0812
Email: ChrisC@faubourgmarigny.org
Website: www.faubourgmarigny.org
Roundtable: Community

FRENCH MARKET CORPORATION

Contact: Kenneth D Ferdinand (LS)
Position: Executive Director
Phone: (504) 522-2621
Email: kferdinand@frenchmarket.org
Website: www.frenchmarket.org
Roundtable: Hospitality

FRENCH QUARTER BUSINESS ASSOCIATION

c/o Royal Sonesta Hotel
Contact: Mark S Wilson (Planning) (LS)
Position: President
Phone: (504) 553-2200
Email: mwilson@sonesta.com
Website: www.fqba.com
Roundtable: Hospitality

FRENCH QUARTER CITIZENS

Contact: Sandra Callender
Position: Correspondence Secretary
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Email: laresid@bellsouth.net
Website:
Roundtable: Community

Contact: Carol Greve (Planning)
Position: Vice-President
Phone: (504) 473-2803
Email: cbgreve@earthlink.net
Website: www.frenchquartercitizens.org
Roundtable: Community

Contact: CoCo Paddison (LS)
Position: President
Phone: (504) 522-9681
Email: tintop12@aol.com
Website:
Roundtable: Community

FRENCH QUARTER FESTIVALS, INC.

Contact: Marci Schramm
Position: Executive Director
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Email: director@fqfi.org
Website: www.fqfi.org
Roundtable: Hospitality

FRENCH QUARTER- MARIGNY HISTORIC AREA MANAGEMENT DISTRICT

c/o Smith Stag, LLC
Contact: Kimberly Rosenberg (Planning) (LS)
Position: Commissioner
Phone: (504) 593-9600
Email: krosenberg@smithstag.com
Website: www.smithstag.com
Roundtable: Present at all

LOUISIANA DEPARTMENT OF HEALTH AND HOSPITALS

Office of Public Health
 Contact: Jerry Green (LS)
 Position: Parish Manager
 Phone: (504) 568-7970
 Email: jwgreen@dhh.la.gov
 Website: www.dhh.la.gov
 Roundtable: Safety

LOUISIANA HOUSE OF REPRESENTATIVES

Contact: Juan LaFonta
 Position: State Representative - District 96
 Phone: (504) 282-0265
 Email: larep096@legis.state.la.us
 Website: www.legis.state.la.us
 Roundtable: Community

LOUISIANA RESTAURANT ASSOCIATION

Contact: Pam St. Pierre
 Position: Vice President
 Phone: (504) 454-2277
 Email: pams@lra.org
 Website: www.lra.org
 Roundtable: Hospitality

LOWER QUARTER CRIME WATCH

Contact: Robert Armstrong
 Position: Treasurer
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 Email: rda70116@bellsouth.net
 Website:
 Roundtable: Safety

MAISON BOURBON JAZZ CLUB

Contact: Enrica Montalbano
 Position: Owner
 Phone: (504) 522-8818
 Email: enricaann@bellsoljn.net
 Website:
 Roundtable: Hospitality

MARCELLO PROPERTIES

Contact: Vincent Marcello (LS)
 Position: Owner
 Phone: (504) 366-9988
 Email: vinsmar@aol.com
 Website:
 Roundtable: Development

MAXIMO'S RESTAURANT

Contact: Vincent Marcello (LS)
 Position: Owner
 Phone: (504) 366-9988
 Email: Vincent@marcellogroup.com
 Website:
 Roundtable: Hospitality - Music

NEW ORLEANS ATHLETIC CLUB

Contact: William J More
 Position: Owner
 Phone: (504) 220-2381
 Email: williamjmore@earthlink.net
 Website: www.neworleansathleticclub.com
 Roundtable: Development

NEW ORLEANS CONVENTION COMPANY

Contact: Dottie Belleto
 Position: President
 Phone: (504) 888-7608
 Email: dbelleto@nocci.com
 Website: www.nocci.com
 Roundtable: Hospitality

NEW ORLEANS FIRE DEPARTMENT

New Orleans Fire Department Fire Prevention Division
 Contact: Thomas St. Germain
 Position: Plans Examiner
 Phone: (504) 658-4774
 Email: tgermain@cityofno.com
 Website:
 Roundtable: Development

NEW ORLEANS METROPOLITAN CONVENTION AND VISITORS BUREAU

Contact: Mary Beth Romig (Planning)
 Position: Communications and Public Relations
 Phone: (504) 566-5050
 Email: mbromig@neworleanscvb.com
 Website: www.neworleanscvb.com
 Roundtable: Development

NEW ORLEANS POLICE DEPARTMENT

Contact: Derek Frick (LS)
 Position: Assistant Commander
 Phone: (504) 658-6080
 Email: dmfrick@cityofno.com
 Website:
 Roundtable: Music

NEW ORLEANS POLICE DEPARTMENT

Contact: Roger Jones Jr.
 Position: Police Quality of Life
 Phone: (504) 201-1520
 Email: nopolice29@yahoo.com
 Website:
 Roundtable: Music - Safety

NORTH RAMPART MAIN STREET, INC.

Contact: Drex Brumfield (LS)
 Position: Chairman of Promotions
 Phone: (504) 638-8979
 Email: manager@northrampartmainstreetinc.org
 Website:
 Roundtable: Music

NORTH RAMPART MAIN STREET, INC.

Contact: Brian R Furness (LS)
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 Website: www.gentryhouse.com
 Roundtable: Development

OFFBEAT PUBLICATIONS

Contact: Jan Ramsey
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 Roundtable: Music

OFFICE OF ALCOHOL AND TOBACCO CONTROL

c/o Louisiana Department of Revenue
 Contact: Murphy J. Painter (Planning) (LS – represented)
 Position: Commissioner
 Phone: (225) 925-4054
 Email: murphy.painter@la.gov
 Website: www.atc.rev.state.la.us/atcweb/home.htm
 Roundtable: Safety

P & J OYSTER COMPANY

Contact: Sal Sunseri
 Position: President
 Phone: (504) 523-2651
 Email: sal@oysterlover.com
 Website:
 Roundtable: Hospitality

RAZOO

Contact: Phil Uson
 Position: Owner
 Phone: (504) 522-5100
 Email: puson@razoo.com
 Website: www.razoo.com
 Roundtable: Hospitality

ROOTS OF MUSIC

Contact: Allison Reinhardt
 Position: Vice President
 Phone:
 Email: therootsofmusic@hotmail.com
 Website: www.therootsofmusic.com/~theroot
 Roundtable: Music

SNUG HARBOR

Contact: Jason Patterson (Planning) (LS)
 Position: Owner, Landlord, Music Director
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 Roundtable: Music

THE BERGER CO.

Contact: Ryan Berger
 Position: Principal
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 Email: rberger@darrylberger.com
 Website:
 Roundtable: Development

THE BLUE NILE

Contact: Jesse Paige
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Website: 222.bluenilelive.com
Roundtable: Music

TROPICAL ISLE

Contact: Pan Fortner
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Roundtable: Hospitality

UNIVERSITY OF NEW ORLEANS

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Website:
Roundtable: Community

UNIVERSITY OF NEW ORLEANS

Lester E Kabacoff School of Hotel,
Restaurant & Tourism Admn
Contact: Yvette Green (Planning)
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Email: ygreen@uno.edu
Website: www./business.uno.edu/hrt
Roundtable: Hospitality

VIEUX CARRE COMMISSION

Contact: Lary Hesdorffer (LS)
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Email: lhedorffer@cityofno.com
Website: www.cityofno.com
Roundtable: Development

VIEUX CARRE COMMISSION

Contact: Arthur R Pittari (LS)
Position: Building Inspector
Phone: (504) 658-1420
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Website: www.cityofno.com
Roundtable: Community

**VIEUX CARRE PROPERTY OWNERS,
RESIDENTS AND ASSOCIATES**

Contact: Nathan Chapman (Planning)
Position: Past President
Phone: (504) 581-7200
Email: nathanchapman@vcpora.com
Website: www.vcpora.com/
Roundtable: Community