

*Assure*  
**SAFETY**



**PUBLIC SAFETY AND POLICING NIGHTLIFE DISTRICTS**

**RHI LEADERSHIP SUMMIT | FEB 28–MARCH 1, 2016 | CHARLESTON, SC | FRANCIS MARION HOTEL**





4200 Scotts Valley Drive, Suite B, Scotts Valley, CA 95066 | P:831.469.3396 | [www.RHIweb.org](http://www.RHIweb.org)

February 28, 2016

Welcome to Charleston and RHI's 2016 Leadership Summit: *Public Safety and Policing Nightlife Districts*. This year's program builds on the momentum and knowledge gained from the February, 2015 Public Safety Leadership Summit in Los Angeles, CA.

During this two day event, a myriad of compelling case studies will be presented while the plenary sessions will help to broaden your perspective on trends and innovation in managing your nighttime economy.

I am especially grateful to Darrel Stephens and the Major Cities Chiefs Association for supporting this event for two consecutive years. Special thanks also to our extraordinary host, Greg Mullen, Chief, Charleston Police Department.

Thanks also to the Charleston Area Convention and Visitors Bureau sponsoring Sunday's welcome reception as well as the Greater Charleston Restaurant Association and Charleston Hospitality Association sponsoring the Tuesday luncheon.

My greatest appreciation extends to all of the speakers who will generously share their past experiences and insights. I am thankful for each of their unique contributions, expertise and willingness to promote open dialogue to help others to also bring about positive change.

Most importantly, I want to recognize you for taking three days to invest in your city's future. For those who came with a team, I am confident this summit will prove a significant opportunity for you to envision and embrace the knowledge and wisdom necessary to bring about positive and substantial change in your nightlife district.

Again, welcome to the Charleston Leadership Summit. I look forward to meeting and talking with each of you while you build bridges, networks, and take away strategies and specific tools to add to your community's "toolbox." Please feel free to contact me if you have any questions or would like further information about RHI's services and upcoming events.

Sincerely,

James E Peters  
President

**Phone:** 831.438.1404

**Email:** [Jim@RHIweb.org](mailto:Jim@RHIweb.org)



# Leadership Summit **SUPPORT**

THANK YOU TO THE ORGANIZATIONS THAT HAVE GENEROUSLY SUPPORTED AND HELPED MAKE THIS EVENT A SUCCESS

## EVENT PARTNER



## CHARLESTON PARTNERS



## RHI CORPORATE UNDERWRITERS



BROWN-FORMAN

DIAGEO



SERVALL  
BIOMETRICS

THANKS ALSO TO EACH OF THE SPEAKERS WHO SHARE THEIR EXPERIENCE AND EXPERTISE

# PUBLIC SAFETY AND POLICING NIGHTLIFE DISTRICTS

RHI LEADERSHIP SUMMIT | FEB 28-MARCH 1, 2016 | CHARLESTON, SC | FRANCIS MARION HOTEL

# OPENING RECEPTION

# HOSTED BY

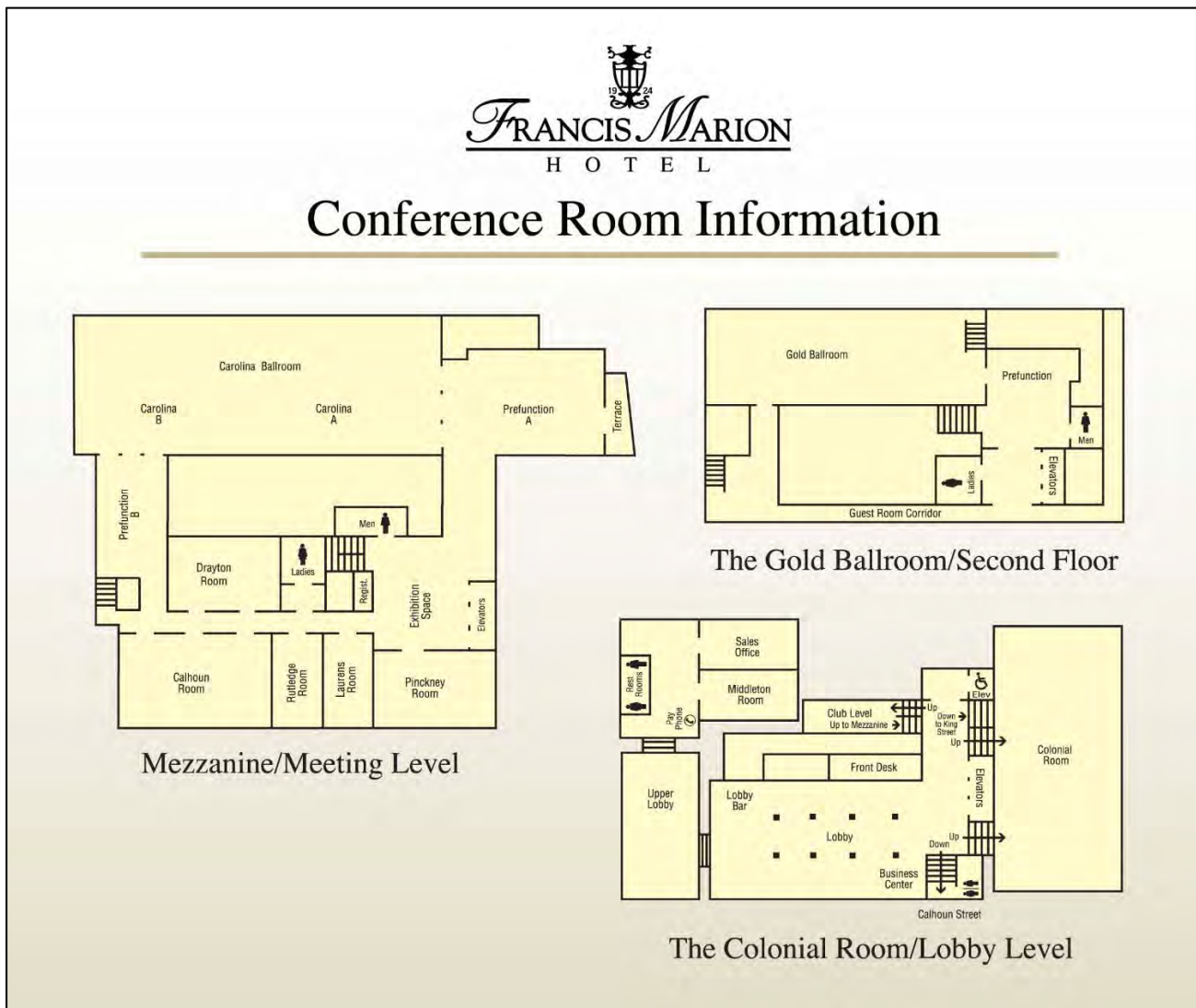


*Charleston Area*  
CONVENTION & VISITORS BUREAU

**The William Aiken House**  
**456 King Street**  
**A Short Walk from the Hotel**

## MEETING ROOM MAP

*All Leadership Summit Events on Mezzanine Level*





# Leadership SUMMIT

## SUNDAY Registration | Seminar | Reception

1:00-4:30 pm Registration and Check-in – Mezzanine Level

2:00-4:00 pm Public Safety and Policing Nightlife Seminar 101 – Carolina Ballroom

6:00-7:30 pm Welcome Reception | William Aiken House | 456 King Street  
Host: Charleston Area Convention & Visitors Bureau

## MONDAY Carolina Ballroom

8:00-8:30 am Registration and Continental Breakfast

8:30-8:45 am Welcome – Charleston Mayor John J. Tecklenburg

8:45-10:00 am Plenary: What’s in it for me?

10:00-10:45 am Trendspotting Forum – Sharing Trends and Building Networks

10:45-11:00 am Break

11:00-12:15 pm Workshops

Calhoun	Laurens	Pickney	Middleton
What’s that Sound?	Researched Based Training	Building Trust and Productive Relations	Trendspotting Officer Teams

12:30-1:15 pm Luncheon – Carolina Ballroom

1:30-2:45 pm Plenary: Implementing Innovation in Nightlife

2:45-3:00 pm Break

3:00-4:15 pm Workshops

Calhoun	Laurens	Pickney	Middleton
Building Alliances for Safety	Structuring a Compliance Strategy	Technology in Nightlife Districts	Trendspotting College Cities

4:15-4:30 pm Break

4:30-5:30 pm Plenary: The Charleston Story

5:30 pm Day Concludes – Dinner on Own

## TUESDAY Carolina Ballroom

8:30-9:00 am Continental Breakfast

9:00-10:30 am Welcome - Plenary: Licensing Venues in the 21<sup>st</sup> Century

10:30-10:45 am Break

10:45-12:00 pm Workshops

Calhoun	Laurens	Pickney	Middleton
Community Centered Solutions	Maintaining Order in Apartments	Preventing Sexual Assault and Terrorism	Trendspotting The Street as a Venue

12:00-1:00 pm Luncheon – Carolina Ballroom

*Host: Charleston Area Hospitality Association*

*Host: Greater Charleston Restaurant Association*

1:00-1:30 pm Keynote: 21<sup>st</sup> Century Policing  
Ron Davis, COPS Director, US Department of Justice

1:30 to 2:45 pm Plenary: Nightlife Districts – The Melting Pot of a City

2:45-3:00 pm Closing Comments

3:00 pm Summit Concludes



# Leadership SUMMIT

## PUBLIC SAFETY AND POLICING NIGHTLIFE SEMINAR 101

SUNDAY, FEBRUARY 28<sup>th</sup> – 2:00 pm – 4:00 pm

ROOM: CAROLINA BALLROOM

### An Introduction to the Basic Principles and Structure for a Public Safety Plan

Nightlife settings are high-intensity environments with complex dynamics and risk factors. Among the most common public safety challenges in nightlife districts are violence, sexual assault, robbery and theft, crowd management, vandalism, underage drinking, and impaired driving. This two hour seminar will feature pioneers in public safety, policing and hospitality management as faculty introducing a curriculum developed from their experience and presentations from the 2015 Leadership Summit in Los Angeles, California.



**MODERATOR**

Jim Peters  
President  
Responsible Hospitality  
Institute



John Thayer  
Security Consultant  
Author  
Entertainment Policing



Robert Corbett  
Lieutenant  
New York City Police  
Department



Brian Roberts  
Executive Director  
Office of Strategy  
Management Division  
Edmonton Police Services



Andrew Rigie  
Executive Director  
New York City Hospitality  
Alliance



JC Diaz  
First Vice President  
International Nightlife  
Association

### Discussion Topics

- Strategic deployment methods, specialized training, and personality traits in officers can help deescalate conflicts, better manage crowds, and prevent crime.
- Uniting representatives from key regulatory and compliance agencies (police, fire, alcohol regulatory, licensing) and building inspection experts to form a "Public Safety Team" helps provide education and focused intervention with at-risk businesses.
- Hospitality and nightlife alliances are forming to establish a central point of contact with government and neighborhood organizations, to develop voluntary "best practices" standards, and to facilitate education and training.

### SIGNIFICANT STATEMENTS/TAKEAWAYS

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

### LIST THE ACTIONS YOU WILL TAKE

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

Notes:



# Leadership SUMMIT

## PLENARY: WHAT'S IN IT FOR ME?

MONDAY, FEBRUARY 28<sup>th</sup> – 8:45 am-10:00 am

ROOM: Carolina Ballroom

### Diverse Stakeholder Advocates Share their Perspective on Public Safety

Today's downtowns are changing to meet the needs of diverse demographic groups driving the local economy. Public safety is paramount for many decision-makers: those looking at options to host a downtown convention, for entrepreneurs considering whether to open a business, and for students on where to attend college.



**MODERATOR**  
**Darrel Stephens**  
Executive Director  
Major Cities Chiefs  
Association



**Robert Lander**  
Chair  
DMAI Chair  
President & CEO  
Austin Convention &  
Visitors Bureau



**Beth Bagwell**  
Executive Director  
International Town-  
Gown Association



**JC Diaz**  
First Vice President  
International Nightlife  
Association



**David Downey**  
President  
International  
Downtown Association

### Discussion Topics

- How large of a factor is nighttime safety in a convention planner's decision on where to hold a conference? What are the economic costs when a city loses a convention?
- As daytime shopping in downtown districts extends into the evening and late-night hours, who maintains safety and security for patrons of retail establishments, restaurants, and social venues? Are Business Improvement District (BID) managers pressured to extend their services for the nighttime economy?
- Colleges and universities are moving campuses to downtown, supporting the growth of downtown student housing. Why is safety important to students (and parents) in deciding which city/college to choose?
- Nightclubs and other nightlife venues are increasingly being pressured to do more to make nightlife districts safer and to manage noise. How can businesses do more to reduce noise and improve public safety?

### SIGNIFICANT STATEMENTS/TAKEAWAYS

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

### LIST THE ACTIONS YOU WILL TAKE

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

Notes:



# Leadership SUMMIT

**MONDAY, FEBRUARY 29<sup>th</sup>**

**11:00 am – 12:15 pm**

**ROOM: Calhoun**

## What's That Sound?



**Alan J. Fierstein**  
President  
*Acoustilog, Inc.*



**Bryant Tan**  
President  
*San Francisco Entertainment Commission*

Residents in downtown mixed-used districts are frequently disturbed when day, evening and late-night activity generates noise from multiple sources. Whether stemming from increased traffic, entertainment venues, street maintenance, trash pick-up, sidewalk cleaning or equipment on rooftops, controlling many sources of sound can be difficult.

One common area of conflict is often sound from nightlife venues, especially noise coming from entertainment and outdoor seating. This workshop will explore the technology of sound and policies and practices to manage and mitigate sound and resulting tension between residents and venues.

**ROOM: Laurens**

## Research Based Training for Sellers and Servers



**Brad Krevor**  
President  
*Responsible Retailing Forum*



**W. Gill Woodall**  
Emeritus Professor of Communication  
*University of New Mexico*

### Community-Based Alcohol Responsibility System

An innovative approach based upon feedback from young, legal-age mystery shoppers has significantly improved age-verification for alcohol sales and service by retailers and on-premises serving establishments. A similar approach is now being developed to address over-service and over-consumption based upon “pseudo-intoxicated” mystery shopper feedback. These voluntary compliance programs are being incorporated into the alcohol compliance and regulatory programs of cities and towns.

### Training Cannabis Sellers in Responsible Sales Practices

As states begin to legalize cannabis for recreational use, concern from many quarters has been raised about how recreational cannabis will be regulated. One way to regulate cannabis sales is at the point of sale: to train those who sell cannabis in responsible and informed sales techniques. Reported in this presentation are the results of a National Institutes of Health funded project to develop and determine the feasibility of an online training program for responsible cannabis sales practices.

**ROOM: Pickney**

## Building Trust and Productive Relations in College Communities



**Christopher Roberts**  
Captain  
*Columbia Police Department*



**Kenneth Peterreit**  
Sergeant  
Tourism & Entertainment Policing Unit  
*College Station Police Department*

College Station is the home of Texas A&M University and hosts an entertainment district directly across the street from the university campus. Initial approaches, including inconsistent deployment and heavy-handed enforcement, were unpopular with the public and ineffective at impacting crime rates. The College Station Tourism & Entertainment Policing Unit was established as a dedicated unit to address the specific needs of entertainment venues and the district overall. Interested officers selected for the unit undergo training in tourism-oriented policing and the bicycle response team.

Officers and commanders in entertainment district embrace a guardian mindset to build public trust and legitimacy. The number of officers both on duty and off have been decreased to reduce the appearance of a visible “police state” while also being fiscally responsible.



**FACILITATOR**

**Dan Rosenblatt**  
**Managing Partner**

*Lee, McMahon and Rosenblatt*

The Trendspotting workshop will be an open facilitated forum on trends and emerging issues. **Seating is limited to 20** and will focus on one topic the first half of the session, and another posed by members of the group.

The goal is to work towards a consensus statement with recommendations on strategies.

**OPENING TOPIC: Off-duty officers, Overtime and Dedicated Teams.** What are the pros and cons of allowing officers to be hired as security in nightlife venues? What is the best approach to assigning officers to entertainment districts and hospitality zones? Deployment and mix of foot patrol, bike patrol, plain clothes, motorized and mounted? Dedicated teams or overtime?

---

**NOTES:**

**WORKSHOP ATTENDED**

*Notes from the Speaker*

---

---

---

---

**SIGNIFICANT STATEMENTS/TAKEAWAYS**

1. 

---
2. 

---
3. 

---
4. 

---
5. 

---
6. 

---
7. 

---
8. 

---

**LIST THE ACTIONS YOU WILL TAKE AS A RESULT OF ATTENDING THIS WORKSHOP**

*Record your top action item from this list on the postcard located in your packet*

1. 

---
2. 

---
3. 

---





# Leadership SUMMIT

## PLENARY: IMPLEMENTING INNOVATION IN NIGHTLIFE

MONDAY, FEBRUARY 29<sup>th</sup> – 1:30 pm – 2:45 pm

ROOM: CAROLINA BALLROOM

### Top Tools in the Toolkit for Mixed Use Development

Social districts can often be a magnet for residential and tourism development. As city centers evolve, hospitality is often a catalyst for revitalization. Clusters of dining and entertainment venues create a critical mass of people to facilitate greater daytime and evening retail shopping and services activity. This panel will showcase innovative and proven strategies to reduce conflict and maintain order and quality of life in mixed use districts, and through facilitated discussion, work toward consensus on how these methods could be merged into a complete nighttime economy management plan.



**MODERATOR**  
**Dan Rosenblatt**  
Managing Partner  
*Lee, McMahon and Rosenblatt*



**Allison Harnden**  
Nighttime Economy  
Coordinator  
*City of Pittsburgh*



**Bryant Tan**  
President  
*San Francisco Entertainment Commission*



**Brian Roberts**  
Executive Director  
Office of Strategy  
Management Division  
*Edmonton Police Services*



**Sara B Berns**  
Executive Director  
*Discover Pacific Beach*

### Discussion Topics

- The San Francisco Entertainment Commission has been a leader in a process for screening new entertainment venues to manage security, alcohol service and sound. A recent regulation now requires residential developers to appear before the commission to review their plans to reduce sound impacts.
- The Edmonton Police Services Public Safety Team is a template for cities to create a proactive interagency task force to maintain compliance by social venues and their patrons.
- Pacific Beach is a vibrant district in San Diego. The Beach Community Court is a Restorative Justice Program for disorderly and disruptive behavior.
- Pittsburgh is among a growing number of cities recognizing the value of the nighttime economy and created a position to coordinate implementation of a "Sociable City Plan" to manage the growth of nightlife.

### SIGNIFICANT STATEMENTS/TAKEAWAYS

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

### LIST THE ACTIONS YOU WILL TAKE

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

Notes:



# Leadership SUMMIT

**MONDAY, FEBRUARY 29<sup>th</sup>**

**3:00 pm – 4:15 pm**

**ROOM: Laurens**

## Structuring a Compliance Strategy for Change



**Tina Lee-Vogt**  
Program Manager  
City of Sacramento  
Code Compliance



**Lane Polete**  
Sergeant  
Sacramento Police  
Department

In the early 2000's, the City of Sacramento's growing nightlife generated criminal activity that over-burdened police resources. In response, the city adopted an Entertainment Permit Ordinance and established the police department's Entertainment Team to enact a proactive and collaborative approach to nightlife management. The city's entertainment permit program represents a partnership between multiple city departments, business improvement districts, and permit holders to ensure public safety and support success of entertainment venues. The results exceeded expectations.

**ROOM: Calhoun**

## Building Alliances for Safety



**Raphael Clemente**  
Executive Director  
West Palm Beach  
Downtown  
Development  
Authority



**Willie Perez**  
Regional Security Director  
Professional Security  
Consultants



**Rusty Worley**  
Executive Director  
Downtown Springfield  
Association

As police budgets get tighter, new alliances are necessary to build a safer and more secure nightlife district. Business Improvement Districts (BID) and similar business district management organizations are taking on additional responsibilities to extend service hours or work with police and other agencies to dedicate resources on education, policy improvements and public space security.

This workshop will feature two city approaches.

- West Palm Beach Downtown Development Authority contracts with a professional security company to manage evening and late-night crowd control, maintain communication with venues and free police resources to be directed at crime prevention and intervention.
- Springfield's Hospitality Resource Panel (HRP) is a collaborative alliance working to anticipate trends in downtown, work with community organizations and elected officials to update zoning regulations and licensing policy, and mediate conflicts that arise.

**ROOM: Pickney**

## Technology in Nightlife Districts



**Heather Martley**  
Officer  
Portland Police  
Bureau



**Rob Simon**  
Sergeant  
Portland Police  
Bureau



**Graham Lancaster**  
Director Sales and Marketing  
Servall Biometrics

Technology is increasingly being used as a tool for public safety and security in nightlife districts. Expanding use of body cameras and street surveillance systems capture incidents to reconstruct events for crime analysis and accountability.

- Citizen cameras are also being deployed and in some cases present challenges to effective and responsive policing and public relations. Portland will present lessons learned, strategic response and effective use of citizen camera patrols.
- Nightlife venues are also using technology to prevent underage service, identify problem patrons and provide data to police in the event of a crime or disruptive incident. Servall Biometrics ID scanning system integrates information for venue operators to improve security at the door, while connecting with other venues in a districts to share information about disruptive patrons.



**FACILITATOR**

Beth Bagwell

Executive Director

*International Town and Gown  
Associations*

The Trendspotting workshop will be an open facilitated forum on trends and emerging issues. **Seating is limited to 20** and will focus on one topic the first half of the session, and another posed by members of the group.

The goal is to work toward a consensus statement with recommendations on strategies.

**OPENING TOPIC: College Communities.** Towns or cities with one or more colleges are confronted with unique challenges associated with a large student population. Whether off-campus housing, party buses, traditions like “Birthday Bar Crawls” or football weekend tailgate parties, how can strong alliances form between city officials, police departments and college administrators to promote safety and quality of life?

**NOTES:**

**WORKSHOP YOU ATTENDED**

*Notes from the Speaker*

---

---

---

---

---

**SIGNIFICANT STATEMENTS/TAKEAWAYS**

1. 

---
2. 

---
3. 

---
4. 

---
5. 

---
6. 

---
7. 

---
8. 

---

**LIST THE ACTIONS YOU WILL TAKE AS A RESULT OF ATTENDING THIS WORKSHOP**

*Record your top action item from this list on the postcard located in your packet*

1. 

---
2. 

---
3. 

---



# Leadership SUMMIT

## PLENARY: THE CHARLESTON STORY

MONDAY, FEBRUARY 29<sup>th</sup> – 4:30 pm – 5:30 pm

ROOM: CAROLINA BALLROOM

### Managing Success as a Destination Tipping Point

Since 2008, Charleston’s Nightlife has grown from a small isolated section of the city to a robust central business district with a growing hospitality industry nationally known for great food, lively bars, and a variety of entertainment. City officials, business owners, neighborhood residents, college students, and tourist have all participated in enhancing Charleston as an economic engine and a safe, vibrant, and expanding draw for the region. This session will discuss the challenges, successes, and processes that have helped create a dynamic nighttime economy. The conversation will focus on the importance of a holistic approach to nightlife management, specific ideas and processes utilized in Charleston to assist with safety, security, and building cooperation. Also included will be a review of the Late Night Review Committee’s work and recommendations that helped balance the interests of nightlife venues and neighborhood residents.



**Greg Mullen**  
Chief  
Charleston Police Department



**Margaret Seidler**  
Polarity Thinking Master & Author  
*Power Surge, Energizing Your Leadership Strengths*



**Heath King**  
Lieutenant  
Charleston Police Department

### Discussion Topics

- Enhancing safety through police deployment and operator coordination
- Implementing coordinated transportation systems to increase customer safety
- Identifying system gaps that lead to over saturation of specific use
- Defining the “Tipping Point”
- Processes utilized by the City of Charleston to ensure nightlife expansion in an efficient, effective, and manageable manner such that growth does not negatively impact the quality of life and the reputation of the City

### SIGNIFICANT STATEMENTS/TAKEAWAYS

### LIST THE ACTIONS YOU WILL TAKE

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

Notes:



# Leadership SUMMIT

## PLENARY: LICENSING VENUES IN THE 21ST CENTURY

TUESDAY, MARCH 1<sup>st</sup> – 9:00 am -10:15 am

ROOM: CAROLINA BALLROOM

### Balancing State Authority and Local Needs

As more opt not to own homes and cars and instead commute on mass transit and live in city districts and neighborhoods, additional free time and financial savings are often spent on socializing. This trend has prompted the development of more nighttime social venues. In turn, there are increased demands on city services for planning the mix of day, evening and late-night activities with new forms of mobility, residential living and impacts on safety and quality of life. This panel will share insights on trends and strategies implemented through better coordination between state and local authorities.



**MODERATOR**  
**Tom Moriarity**  
Managing Partner  
Retail Development  
Strategies LLC



**Greg Mullen**  
Chief  
Charleston Police  
Department



**Teri L Quimby**  
Commissioner  
Michigan Liquor Control  
Commission



**Rusty Worley**  
Executive Director  
Downtown Springfield  
Association



**Bruce Kraus**  
Council President  
City of Pittsburgh



**Paul Seres**  
Founding Trustee  
New York City  
Hospitality Alliance

### Discussion Topics

- What are the greatest challenges in maintaining a balance between state and local licensing processes?
- What are the trends in nightlife and how do current regulations impede progress and safety?
- Is it more efficient to establish universal standards than to apply special conditions on a case by case basis? If so, who should set the standards?

### SIGNIFICANT STATEMENTS/TAKEAWAYS

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

### LIST THE ACTIONS YOU WILL TAKE

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

Notes:



# Leadership SUMMIT

**TUESDAY, MARCH 1<sup>st</sup>**

**10:45 am – 12:00 pm**

**ROOM: Pickney**

**Maintaining Order in Apartments and Residential Neighborhoods**



**Randy Villines**  
Deputy Fire Chief  
*Springfield Fire Department*



**Greg Higdon**  
Captain  
*Springfield Police Department*



**Kannu Sahni**  
Director of Community Relations  
*University of Pittsburgh*

Downtown loft apartments have been the source of numerous alcohol-related violations. Springfield police partnered with fire marshals and property owners to curtail underage access to alcohol, overcrowding and peace disturbances in house party settings. Learn how to Effectively address cyclical downtown issues beyond enforcement and partner with fire department and property owners to address house parties.

There are 135,000 students enrolled in Pittsburgh's downtown colleges and universities. An increasing number live off-campus in older residential neighborhoods, creating conflicts and demands on administrators and elected officials to do something to maintain quality of life and safety. Learn how to orient parents and students about responsibilities of off-campus life

**ROOM: Laurens**

**Community-Centered Solutions to Manage Quality of Life**



**Sara B Berns**  
Executive Director  
*Discover Pacific Beach*



**VJ Smith**  
National President and Local Founder  
*Minneapolis MAD DADS*

Discover Pacific Beach developed various proactive approaches to intervene with and prevent nightlife challenges, including a community court. This restorative justice program is a pre-filing court that addresses infraction-level crime such as open containers and public urination, and provides a forum for education, community input and community service.

MAD-DADS is a community of fathers who have come to know that they must be the force of change, one that is already taking place as men begin the monumental task of rescuing their children, families and cities from drugs, gangs and violence.

**ROOM: Calhoun**

**Best Practices and Training on Sexual Assault and Terrorism**



**Robert Corbett**  
Lieutenant  
*New York City Police Department*



**Jennifer Gaffney**  
Deputy Chief, Sex Crimes  
*NY County District Attorney*

Among the most urgent challenges confronting nightlife venues in urban districts are sexual assault prevention and counterterrorism. New York City can certainly claim to be at the epicenter of these issues.

This workshop will feature programs being developed and deployed through a collaborative partnership among the New York City Hospitality Alliance, New York City Policing Department, the New York County District Attorney and the New York Alliance Against Sexual Assault.

- Development of a curriculum for venue staff to identify sexual predators and appropriate intervention strategies
- Development of curriculum for venue to identify potential terrorists and response to active shooter in venue
- Preserving evidence for criminal prosecution



**Saswati Sarkar,**  
Assistant Director of Prevention Programs,  
*New York City Alliance Against Sexual Assault*



**Paul Seres**  
Managing Member  
*New York City Hospitality Alliance*



**FACILITATOR**

Allison Harnden

Nighttime Economy Coordinator

City of Pittsburgh

The Trendspotting workshop will be an open facilitated forum on trends and emerging issues. **Seating is limited to 20** and will focus on one topic the first half of the session, and another posed by members of the group.

The goal is to work toward a consensus statement with recommendations on strategies.

**OPENING TOPIC: The Street as a Venue.** Street performers, vendors, outdoor seating, panhandlers, gangs, drugs, public urination, and litter are the many challenges in an active nightlife district. Add the challenges with transportation at closing time – TNC’s (Uber, Lyft), taxis, party buses, pedestrians, and bicycles. How does your city maintain balance, respect constitutional freedoms, and avoid undermining vibrancy active street life brings?

**NOTES:**

**WORKSHOP ATTENDED:** \_\_\_\_\_

*Notes from the Speaker*

---

---

---

---

**SIGNIFICANT STATEMENTS/TAKEAWAYS**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_

**LIST THE ACTIONS YOU WILL TAKE AS A RESULT OF ATTENDING THIS WORKSHOP**

*Record your top action item from this list in the postcard located in your packet*

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_



# Leadership SUMMIT

TUESDAY, MARCH 1<sup>ST</sup>

1:00 pm – 1:30 pm



**INTRODUCTION**  
**Darrel Stephens**  
Executive Director  
*Major Cities Chiefs Association*



**KEYNOTE**  
**Ronald L. Davis**  
COPS Director  
*US Department of Justice*

## KEYNOTE ADDRESS

**Ronald L. Davis** was appointed by United States Attorney General, Eric Holder, in November, 2013 as the **Director of the Office of Community Oriented Policing Services (COPS Office)** of the **United States Department of Justice (DOJ)**. The COPS Office is responsible for advancing community policing nationwide and supporting the community policing activities of state, local, and tribal law enforcement agencies. To date, the COPS Office has invested more than \$14 billion in the advancement of community policing. The COPS Office currently manages over 2,000 active grants totaling \$1.4 Billion.

In 2014 President Obama appointed Davis to serve as the Executive Director of the newly created **President's Task Force on 21st Century Policing**. The President charged Director Davis and the Task Force with developing concrete recommendations to improve community trust in the police while enhancing public safety.

Prior to serving as COPS Director, Davis had a distinguished career in law enforcement serving eight years as Chief of Police of East Palo Alto and 20 years with the Oakland Police Department (both in California). Davis was recognized for his innovative community policing efforts and for working collaboratively with the community to dramatically reduce crime and violence in a city once named as the murder capital of the United States.

### SIGNIFICANT STATEMENTS/TAKEAWAYS

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

### LIST THE ACTIONS YOU WILL TAKE

*Record your top action item from this list in the Postcard located in your packet*

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_



# Leadership SUMMIT

## PLENARY: NIGHTLIFE DISTRICTS – THE MELTING POT OF A CITY

TUESDAY, MARCH 1<sup>st</sup> – 1:45 pm - 3:00 pm

ROOM: CAROLINA BALLROOM

### Adapting Public Safety and Policing Strategies for Diversity

Nightlife districts generally reflect the melting pot of a city or region, bringing together people of varying ages, income, racial, ethnic and cultural backgrounds to meet, socialize and to share food, drink, music and dance. This panel will begin a dialogue on trends and identify potential strategies to preserve the social and economic value that comes from a diverse population, and how to maintain vibrancy while reducing the risk of violence, sexual assault or interpersonal conflicts in nighttime social activity.



**MODERATOR**  
**Ronald L Davis**  
COPS Director  
US Department of Justice



**Michael Goodson**  
Lieutenant  
Philadelphia Police Department



**Jennifer Gaffney**  
Deputy Chief, Sex Crimes Unit  
New York County District Attorney



**Willie Perez**  
Regional Security Director  
Professional Security Consultants



**Gregory DeShields**  
Executive Director  
PHLDiversity



**VJ Smith**  
National President and Local Founder  
Minneapolis MAD DADS

### Discussion Topics

- How does diversity benefit the economy and reputation of a city?
- How can a city go beyond simply accepting "equal opportunity" to value and embrace diversity as a strategic competitive advantage? How can diversity and inclusion be measured?
- How can law enforcement personnel in nightlife districts facilitate peaceful interaction and public order?
- What role can private security and volunteer social services play in outreach to disenfranchised youth and adults engaging in criminal activity and violence?
- What specialized training will be required to monitor potential threats yet not stifle vibrancy?
- How can nightlife venues be more involved in monitoring risks, communicating with law enforcement personnel and diffusing conflict?

### SIGNIFICANT STATEMENTS/TAKEAWAYS

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

### LIST THE ACTIONS YOU WILL TAKE

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

Notes:



# Leadership SUMMIT

## LEADERSHIP SUMMIT SPEAKER BIOGRAPHIES



### **Beth Bagwell, Executive Director, International Town and Gown Association**

Beth Bagwell has 15 years of teaching experience and has worked in the nonprofit sector for more than a decade. She holds a Master's Degree in Public Administration with a concentration in Nonprofit Management from Clemson University. Ms. Bagwell also has a Bachelor of Arts Degree in Elementary and Early Childhood Education from Lander University in Greenwood, SC. Her work in the public sector and post-graduate position at the Strom Thurmond Institute of Government and Public Affairs at Clemson University helped prepare her for her current position with the ITGA.



### **Sara B Berns, Executive Director, Discover Pacific Beach**

Sara has been working in community and economic development for over 7 years. Prior to becoming the Executive Director of Discover Pacific Beach, Sara was the program manager and community court coordinator for the organization and had experience working for a variety of non-profit and government organizations including the YMCA, Oceanside Unified School District and University of California. In her current role she has implemented and coordinated many programs in economic development, public safety and special events. Sara has a Master of Social Work with a specialization in Community Organization and Program Administration.



### **Robert Corbett, Lieutenant, New York City Police Department**

Rob Corbett was appointed to the NYPD in April 1997. He served as a patrol officer in the 20th and 28th precincts until 2005, when he was promoted to sergeant. As a sergeant he served in the Manhattan Court Section, the Criminal Justice Bureau, the Police Commissioner's Office, and the Office of the Chief of Department. While working as a sergeant, he went to law school at night, graduating from Brooklyn Law School in 2009. In 2010, he was admitted to the bar of the State of New York and is currently a licensed attorney. He was promoted to lieutenant in April 2011 and Lieutenant Special Assignment in December 2015. He is currently the leader of the Chief of Department's Strategic Analysis Section, working on policy and legal matters for the chief.



### **Raphael Clemente, Executive Director, West Palm Beach Downtown Development Authority**

Raphael Clemente joined the West Palm Beach Downtown Development Authority in January of 2006, bringing with him a multi-disciplinary background and local knowledge. With experience in land use and transportation planning, human scale design, CPTED, and project management, Raphael has used his skills to find solutions to community problems in ways that have carried downtown West Palm Beach toward its long-term goals of economic growth and a high quality of life for residents. Over the past 5 years, as Executive Director of the DDA, Raphael has played a leading role in the improvement and renewal of West Palm Beach's downtown entertainment district, including the creation of the Downtown Security Ambassador Program and the drafting of a new alcohol ordinance for nightlife establishments. A self-described urbanist, Raphael is an advocate for the downtown community and works hand in hand with stakeholders to address issues affecting the area.



### **JC Diaz, First Vice-President, International Nightlife Association**

JC Diaz is an American entrepreneur with 20 years experience producing marketing events, to promote corporate brands and hospitality tourism. In 2012, JC was appointed Executive Director of the NCIAA where he lead its expansion into 10 countries as 1st VP of the International Nightlife Association. JC's philanthropic work, community advocacy, and social awareness programs help promote safe and vibrant nightlife activity. He serves as a board of director and consultant, offering advice and insights for entrepreneurs and businesses. In 2015, JC developed DJTV, a nightlife app for consumers. JC recently founded the Nightlife Hall of Fame to recognize the contributions of industry professionals.



### **David Downey, President, International Downtown Association**

A 20-year association professional, David is an accomplished not-for-profit leader in the community building industry. At IDA, David provides overall strategic direction and drives success toward the organization's vision to build a world full of vital and livable urban centers. Prior to IDA, David served as the Managing Director of the Center for Communities by Design at the American Institute of Architects and as Executive Director for the Michigan Society of Planning. David has been a city advocate since 1989 receiving his degree in Architecture and Design with a focus on Urban Design from Lawrence Technological University.

**Greg DeShields, Executive Director, PHLDiversity Multicultural Affairs Congress**

PHLDiversity is a division of the Philadelphia Convention and Visitors Bureau (PHLCVB). Greg is a Graduate of Johnson & Wales University in Providence, Rhode Island, with an A.S. Degree in Hotel & Restaurant Management; and B.S. Degree in Hospitality Management. His professional certifications include: American Hotel & Lodging Association, Educational Institute – Certified Hospitality Educator – 2013 Asian American Hotel Owners Association – Certified Hotel Owner 2013.

**Alan J. Fierstein, President, Acoustilog, Inc.**

Mr. Fierstein has provided acoustical consulting services and manufactured acoustical test gear and recording studio equipment since 1976. Mr. Fierstein has had 46 years of experience designing custom electronic systems, and has acted as acoustical consultant for such diverse establishments as recording studios, discotheques, printing plants and residences. He has authored many articles in the sound engineering trade journals since 1976, has given numerous lectures on acoustics before various professional organizations and has been featured in many magazine, newspaper, and TV specials. He is regularly called upon to testify as an expert witness in court. He was the consultant invited by the N.Y. City Council to advise them on the DEP's proposed new Noise Code.

**Jennifer Gaffney, Deputy Chief of the Sex Crimes Unit, New York County District Attorney**

Jennifer Gaffney graduated from Brooklyn Law School in May, 1998 and began working as an Assistant District Attorney with the New York County District Attorney's Office in September of the same year. In 2001, in addition to continuing her work on general crimes, she joined the Sex Crimes Unit. In 2006 she was promoted to Deputy Chief of the Sex Crimes Unit which is a position she still holds. In this capacity, she supervises approximately forty members of the unit and also prosecutes her own sex crimes and homicide cases.

ADA Gaffney has lectured about sex crimes matters to the NYPD, sexual assault forensic examiners, rape crisis advocates and to other prosecutors both within the NY County District Attorney's Office and through the New York State Prosecutor's Training Institute. She is also a member of the New York County Sexual Assault Task Force Nightlife Subcommittee.

**Michael Goodson, Lieutenant, Philadelphia Police Department**

Michael J. Goodson of the Philadelphia Police Department entered the Philadelphia Academy on February 20th 2001. Following a series of upwardly mobile assignments in Philadelphia's many districts, including Center City and area around Temple University, Michael was promoted to the rank of Lieutenant and hand selected by the Deputy Commissioner of Patrol Operations Kevin Bethel, to be the Commanding Officer of the city's entertainment/nightlife district, South Street. Lieutenant Goodson's law enforcement achievements include the Sergeant Robert Wilson III Medal of Valor, The Philadelphia Police Department's Medal of Bravery, and the National Association of Police's Top Cop Award.

**Allison Harnden, Nighttime Economy Coordinator, City of Pittsburgh**

Allison Harden recently assumed the position as the Pittsburgh Nighttime Economy Coordinator following an affiliation with RHI as employee and consultant for almost two decades. During this time she has guided forty-five communities in twenty-one states to co-create safe social space through impact prevention, correcting issues and repairing perceptions that affect patronage. Her more recent consultation was assisting districts with BID formation, and public space management and marketing strategies in Phoenix, Berkeley, and Lake Havasu.

**Greg Higdon, Captain, Springfield Police Department**

Captain Greg Higdon is a 20 year veteran of the Springfield Police Department. Throughout his career, he has progressed through the ranks and has served in various assignments to include Patrol, the Special Response Team, and Criminal Investigations. Currently, Captain Higdon is the Division Commander for half of the Uniform Operations Bureau, which includes the Community Services Section. Captain Higdon is a graduate of Northwestern University's School of Police Staff and Command and is a graduate of the 256th session of the FBI's National Academy.

**Bruce Kraus, Council President, City of Pittsburgh**

Councilman Bruce A. Kraus began serving as a member of Pittsburgh City Council upon his swearing in on January 7th, 2008. Bruce proudly represents Pittsburgh's 3rd Council District while rounding out his duties as City Council President. Councilman Kraus's personal history and extensive relationship with his constituents have played a key role in influencing a great deal of his work in local government. As Pittsburgh's first openly gay elected official, Bruce has been a strong proponent of key civil rights issues including the Allegheny County Human Relations Commission – which serves to combat discrimination in housing, public accommodation, and employment – and the city's first uniform Domestic Partner Registry.

**Brad Krevor, President, Responsible Retailing Forum**

Brad Krevor is President of the Responsible Retailing Forum ("RRForum"), a 501(C)3 non-profit foundation whose dual objectives are to identify and promulgate Best Practices for Responsible Retailing, and engage public and private stakeholders in examinations of RR policy. Dr. Krevor is Principal Investigator for (1) a National Institutes of Health Small Business Innovation Research award to translate RRForum research findings into sustainable Responsible Retailing systems for cities, states and trade associations; and (2) a US Dept. of Justice Enforcing Underage Drinking Laws research project to examine non-punitive strategies to improve age-verification. From 1990-2009, he served as a Senior Research Associate at the Heller Graduate School, Brandeis University.



**Heath King, Lieutenant, Charleston Police Department**

Heath King is a 17 year veteran of the Charleston Police Department and is assigned to the Tourism / Entertainment District Services Division. He works out of the patrol district that encompasses the downtown historic district. Heath assists the Office of Tourism Management with enforcement of the city’s tourism laws and also works closely with the city’s Livability Division in resolving some of the issues created by a booming tourism industry. Sergeant King is also tasked with managing the departments Entertainment District Unit. Sgt. King works daily with the city’s business services, zoning, and planning departments to maintain a successful management plan for the city’s growing hospitality areas.



**Robert Lander, DMAI Chair President and CEO, Austin Convention and Visitors Bureau**

Bob Lander is the President and CEO of the Austin Convention and Visitors Bureau. Prior to coming to the Austin CVB in 2001, Bob served as Executive Vice President of the Greater Phoenix Convention and Visitors Bureau and spent more than 20 years in the hotel industry with experience in sales, marketing and management for such companies as Renaissance Hotels and Stouffer Hotels and Resorts. Bob is active in the Austin Hotel & Lodging Association and the U.S. Travel Association and is a member and strategic partner of the Professional Conference Management Association and the American Society of Association Executives.”



**Graham Lancaster is the Director of Sales and Marketing for Servall Biometrics Inc.**

Servall Biometrics Inc. is a company that has developed and sells PatronScan, the leading ID scanning system for licensed venues in North America and Australia. In his job he learns about the problems that nightlife venues experience. The company focuses on using technology to solve many of the problems that venue managers deal with, such as underage patrons entering licensed venues and troublemakers causing damage to property and harm to patrons and staff. Graham holds an MBA, and understands the business issues that venue owners face. He believes that improving the level of public safety will have a positive effect on nightlife.



**Tina Lee-Vogt, Program Manager, Code Compliance Division, City of Sacramento**

Tina Lee-Vogt supervises the Code Operations Support Unit and oversees the City’s Entertainment Permit Program which includes directing the permitting process and managing and regulating entertainment permits. A certified trainer in leadership and customer service, she uses those skills to effectively collaborate with other city departments, business districts, permit holders and citizens to ensure a safe and festive nightlife in Sacramento. With over 25 years of public service experience, she has held a variety of positions including Administrative Officer in the Office of the Chief at the Sacramento Police Department and Citywide Legislative Affairs Officer in the Finance Department. She has a Bachelor of Arts in Public Administration and a Masters of Public Policy and Administration .



**Thomas Moriarity, Managing Principal, Retail & Development Strategies**

Tom Moriarity has a background in urban mixed-use development, commercial area management, retail programming in specialized environments, downtown revitalization strategies and historic preservation projects. As Managing Principal of RDS, he brings over thirty years experience in real estate consulting with Halcyon Ltd, Ernst & Young, Economics Research Associates and AECOM. For RDS, he manages development strategy studies for urban mixed-use projects, collateral development planning for universities, hospitals, and other institutions, retail and concessions analysis for airports and intermodal transportation centers, revitalization of historic downtown and commercial districts, urban entertainment districts, and development analysis for new towns, commercial corridors.



**Heather Martley, Officer, Portland Police Bureau**

Heather Martley is a five year veteran of the Portland Police Bureau. She has been detached to the Entertainment Detail since it became its own operational unit three years ago. Under this assignment, Heather patrols Portland's liveliest nightlife area and works closely with the City of Portland's Liquor Licensing Program, nightlife stakeholders and security, as well as other county, city, and state hospitality focused organizations to promote a safe and thriving nightlife.



**Gregory Mullen, Chief, Charleston Police Department**

Gregory Mullen was appointed Chief in 2006. Chief Mullen, a retired Air Force veteran with 22 years of combined active and reserve service, began his law enforcement career in 1982 as a Special Agent with the Air Force Office of Special Investigations. In 1985, he joined the Virginia Beach Police Department, rising through the ranks to Deputy Chief of Police. His previous assignments included patrol, narcotics, criminal intelligence and resort operations. Chief Mullen is an experienced leader with a proven record of community involvement, cultivating relationships and using teams to create opportunities and solve problems.



**Willie Perez, Regional Security Director, Professional Security Consultants**

Willie Perez served in the Army & Army National Guard Reserve before becoming a Miami law enforcement officer for 13 years. In addition to an extensive background in military and law enforcement, he has continued to develop his knowledge and skills in the field of security and protection services, attaining the highest levels of certification in many areas of training. He is the recipient of many recognition awards, including the 2015 "Citizen Of The Year" award from the National Organization of Black Law Enforcement Executives (NOBLE), South Florida/Palm Beach Sector and recipient of the 2010 Community Service Award for "Exemplary Performance" from A.S.I.S. International (Chapter 25.).



**Kenneth Peterit, Sergeant - Tourism & Entertainment Policing Unit, College Station Police Department**

Kenneth Peterit brings 19 years of experience and a diverse background of experience that contributed to the development of the Tourism Oriented Policing & Protective Services Tourism Oriented Policing & Protective Services. The process includes a dedicated unit with supervision, relying extensively on bike officers and specialized training.

**Lane Polete, Sergeant, Sacramento Police Department**

Sergeant Lane Polete is a 23 year veteran law enforcement officer Sgt. Polete supervises SPD's Entertainment Team. Using community oriented policing concepts of collaboration, communication and partnerships, Lane helped develop the department's current approach to nightlife policing to enhance public safety. As part of his work, he collaborates with business improvement districts, analyzes compliance to conditions of operation at entertainment venues, evaluates effectiveness of security plans, hosts nightlife venue safety training known as "Pubs, Clubs and Bars", oversees the over intoxication preventative program.

**Teri L. Quimby, Commissioner, Michigan Liquor Control Commission**

As one of the three Administrative Commissioners, Ms. Quimby has responsibility for administering the provisions of the Michigan Liquor Control Code relating to licensing, purchasing, enforcement, merchandising, and distribution. The Administrative Commissioners also act as an appeal board reviewing any final Commission decisions. Teri brings an extensive background in state and local government to this position. She spent almost 20 years working on legislative issues, with most of this time spent in the Michigan House of Representatives where she was extensively involved with several high profile issues and committees.

**Andrew Rigie, Executive Director, New York City Hospitality Alliance**

The New York City Hospitality Alliance is a trade association representing restaurants, nightlife establishments, destination hotels and industry suppliers. Growing up working at his family's fourth generation bakery and cafe in Queens, NY, Andrew was destined for a career in the hospitality industry. He later "got his apron dirty" by working multiple positions within the industry, before joining the NYS Restaurant Association in 2004, where he recruited members and provided resources and consulting services to restaurant operators. In 2009, Andrew took the helm as Executive Vice President of the Association's NYC operations. In 2012, Rigie accepted a position to launch the independent NYC Hospitality Alliance.

**Brian Roberts, Executive Director, Office of Strategy Management Division, Edmonton Police Services**

Mr. Roberts is a retired Chief Superintendent, having served 35 plus years with the Royal Canadian Mounted Police. His held positions within field operations to Regional Human Resources, NWR Integrated Risk Management Framework project and Operations Strategy Branch. Since January 2008, as the Executive Director, Office of Strategy Management Division, he has been instrumental in the development and implementation of a sustainable business performance model for the Edmonton Police Service. His current division over see's the areas of Strategic Planning, Integrated Risk Management, Policy Management, Internal Audit, Quality Assurance, Investment Governance Section, Business Performance Section, Business Intelligence Competency Centre, a major Project office and Corporate Communications.

**Christopher Roberts, Captain, Columbia Police Department**

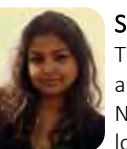
Captain Christopher Roberts initially began his experience with the Columbia Police Department through the Citizen's Police Academy while still in college in 1996. The experience was so positive that Captain Roberts applied to join the Columbia Police Department after graduating from Midlands Technical College with an Associate's Degree in Criminal Justice in 1997. Rising through the ranks, working in the five districts of Columbia and was promoted to Captain in 2015.

**Dan Rosenblatt, Managing Partner, Lee, McMahon and Rosenblatt**

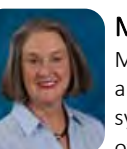
Dan Rosenblatt was executive director of the International Association of Chiefs of Police from 1989 to 2011 when he retired from the position. Prior to his many years of service at IACP, he was director of communications at the Police Foundation and worked in a variety of offices at the U.S. Department of Justice including the Office for Victims of Crime; the Office of Justice Assistance, Research and Statistics; and, the Law Enforcement Assistance Administration. Mr. Rosenblatt was press secretary to U.S. Representative Bruce Caputo (R-NY) and spokesman for the Watergate Special Prosecution Force.

**Kannu Sahni, Director of Community Relations, University of Pittsburgh**

Kannu Sahni brings almost a decade of experience with the University of Pittsburgh and in his current role develops and coordinates relationships and initiatives of University schools and departments with local and regional community groups, governmental entities, business and professional organizations. Facilitates the University's community impact through academic outreach, civic engagement and service. Works with University, community and neighborhood entities, and student organizations to enhance University - community relationships.

**Saswati Sarkar, Assistant Director of Prevention Programs, NYC Alliance Against Sexual Assault**

The Alliance is an organization committed to preventing sexual violence and reducing the harm it causes. Through training, advocacy and research, the Alliance has been an active force in fighting for recognition of the magnitude of the problem of sexual violence in New York City and the state. Saswati draws upon experience as a former role as community activist, systems change, and national and local anti-oppression advocacy experience to direct the Alliance's sexual violence prevention programs that serves all five boroughs in NYC, and provides technical assistance to Rape Crisis and Sexual Violence programs statewide.

**Margaret Seidler, Polarity Thinking Master & Author, Power Surge, Energizing Your Leadership Strengths**

Margaret Seidler is a nationally-recognized Organization Development consultant, master trainer, and author. She is based in her ancestral home of Charleston, SC. Margaret's practice focuses on creating higher performance in both organization and community systems. Central to her work is Polarity Thinking, a set of principles and method to guide people in tapping the power of "both/and" thinking for better, more sustainable results. Her interest in helping other professionals become more effective leaders began in the early 1990s, when she recognized the need to improve her own leadership skills. Her areas of expertise include managing complex opportunities and challenges, increasing leaders' self-awareness/ self-management, team building, resolving conflict and interpersonal communications skills.

**Paul Seres, Managing Member, New York City Hospitality Alliance**

Paul owns and operates several NYC Nightlife Venues and restaurants in Manhattan. He co-chairs the licensing committee for the Manhattan Community Board 4, which serves Chelsea and Hell's Kitchen area in Manhattan. As President of the New York Nightlife Association, Paul helped create the Nightlife Best Practices Guidelines in conjunction with the NYPD. After serving as President of the New York Nightlife Association, in 2012 Paul became a founding trustee of the New York City Hospitality Alliance, a New York City based trade association and lobbying organization that represents the bars, cafes, lounges, nightclubs and destination hotels.

**Rob Simon, Sergeant, Portland Police Bureau Sergeant Rob**

Simon is a 14 year veteran of the Portland Police Bureau. During his career he has worked in Street Crime Units dealing with narcotics and gang activity. Those units focused on the needs and demands of the community. Sergeant Simon was assigned permanently to the Entertainment Detail during the summer of 2015. The Entertainment Detail focuses on a collaboration of private and governmental partners to benefit the businesses and citizens of the Portland Metro area to create a safe, vibrant nightlife.

**VJ Smith, National President and Founder Minneapolis MAD DADS**

VJ Smith has a passion to see young people who are heading in the wrong direction turn their lives around with the help of MAD DADS and its volunteers. VJ has led these volunteers onto the streets at night to bring wise counsel and a listening ear to young men and women who have never experienced a relationship with a real caring adult. MAD DADS was formed to mobilize strong drug-free men of faith to reclaim their neighborhoods, one child at a time. The volunteers of MAD DADS have spent over 100,000 hours on the streets of north and south Minneapolis bringing positive, proactive advice and progressive involvement with troubled youth. .

**Darrel Stephens, Executive Director of the Major Cities Chiefs Association**

Darrel Stephens is an accomplished police executive with over 45 years of policing experience in addition to 2 years' experience as the City Administrator in St. Petersburg, Florida. He also served as a member of the faculty of the Public Safety Leadership Program in the School of Education at Johns Hopkins University from 2008 to 2013. In addition, he served as the Executive Director of the Police Executive Research Forum from 1986 until 1992. He has written extensively about policing, is a widely sought after consultant, and a frequent speaker advocating progressive policing approaches.

**John Thayer, Consultant, John Thayer Public Safety and Security**

John Thayer retired as a Lieutenant with the Santa Barbara Police Department after 31 years in public safety. His extensive tactical and special event management experience includes liaison to the U.S. Secret Service when the Western White House was in Santa Barbara. To meet the challenges of a growing local nightlife scene, he conducted a nationwide survey and selected site visits, resulting in policies, officer selection criteria and training specific to entertainment district policing and nightlife disorder management. As the Safety and Security Manager at the Santa Barbara Bowl concert venue for many years, John oversees contract police, medical and security resources, as well as artist, guest and neighborhood relations for the popular, historic venue

**Bryant Van, President, San Francisco Entertainment Commission**

Bryant Van has served as the Commission's Urban Planning Representative since 2012. In his tenure, he has successfully advocated to protect nightlife in neighborhood master plans in San Francisco, supported the expansion of the city's late night transportation, and was an architect of the Commission's landmark Residential Development Review Committee and process. His professional background is in youth and community development. He holds a Masters in City Planning from the Massachusetts Institute of Technology and a Bachelors of Arts from UCLA.

**Randy Villines, Deputy Fire Chief, Springfield Fire Department**

Assistant Fire Chief Randy Villines began his fire service career in 1990 with the El Paso, Texas Fire Department and relocated to his home state of Missouri in 1993 to continue a career in the fire service with the Springfield, Missouri Fire Department. During his 23 years with the SFD, he promoted up through the ranks and has spent the last 8 years in the role of Assistant Fire Chief over the Prevention Division, as well as serving as the Department's Accreditation Manager. He and his staff have spent the last few years working with nightclub owners and managers in order to address the nightclub overcrowding issues within the City of Springfield.

**W. Gill Woodall, Emeritus Professor of Communication, University of New Mexico**

W. Gill Woodall, Ph. D., is a Professor of Communication and Senior Research Scientist in the Center on Alcoholism, Substance Abuse and Addictions (CASAA) at the University of New Mexico. He is an experienced NIH Principal Investigator, having served as a Principal Investigator or co-Investigator on twelve major NIH funded grant projects in the areas of drunk driving prevention, and Internet-based approaches to dietary improvement among minority rural adults, reduction of tobacco uptake among adolescents, reduction of risky alcohol consumption among college students, the development of web-based Responsible Beverage Service training in both on and off-site alcohol premises, the prevention of drug use, sexual debut and sexually transmitted disease among adolescents, and the increased adoption of HPV vaccine among early adolescent females.

**Rusty Worley, Executive Director, Downtown Springfield Association**

Rusty Worley has served as the Executive Director of the Urban Districts Alliance for nine years. Prior to joining the UDA staff, he was a member of the UDA Board of Directors from 2000 to 2005 and served as its President in 2003-04. He is a two-time graduate of Drury University, earning his bachelor's degree in business administration and communication in 1992 and his master's in business administration in 1994. He served his alma mater in many capacities from 1993 to 2005, including as the Vice President for Administration from 2000 to 2005. Rusty participates in the International Downtown Association and Missouri Downtown Association urban revitalization organizations.

