



# 2020 VISION LEADERSHIP SUMMIT

## Hospitality, Safety & Development

### Final Summary Report

Hospitality Roundtable – November 19, 2003

Safety Roundtable – November 20, 2003

Development Roundtable – November 20, 2003

Leadership Summit – January 7, 2004



### San Diego Hospitality Resource Panel

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## Notice

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*This report is a summary of three Roundtable discussions held on December 19 and 20 and the Leadership Summit held on January 7. It was developed from notes and represents the opinions expressed by those participating and the best attempt at consolidating key concepts and perspectives. Not all of the information has been verified and one person's opinion may not represent that of others participating. The list of attendees is for information purposes only and does not imply endorsement of any of the statements made in this report. The San Diego Hospitality Resource Panel was formed in 1996 is administered by the Responsible Hospitality Institute, a private, non-profit organization founded in 1983 and operating in San Diego since 1989. Support for organizing, facilitating and development of the Roundtables, Leadership Summit and summary report provided in part by the City of San Diego Economic Development and Tourism Support Program. For more information visit [www.hospitalityweb.org](http://www.hospitalityweb.org).*

## Overview

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San Diego is a rapidly changing city evolving to create a new perception as a world renowned place to live and work to match its reputation as a world-renowned tourist and convention destination. As San Diego has expanded to blend technology and other business sectors into a shrunken defense contracting industry, the hospitality sector has grown to be one of the strongest, most resilient in the nation.

Numerous residential, office and mixed-use development projects at varying stages of completion are bridging the transition into the future. The City of Villages strategic plan addresses desires of people to live in an urban mixed-use environment, but how the individual fits into the landscape needs to be discussed or San Diego risks losing the authentic experience that people are seeking.

On November 19 and 20, three Roundtables were organized by the San Diego Hospitality Resource Panel (HRP) to examine emerging issues and trends in San Diego. The first Roundtable focused on Hospitality, the second on Safety and the third on Development.

On January 7, representatives from these Roundtables were joined by other key stakeholders to review the results of the Roundtables and develop insights and strategies for the future. This report is divided into two sections. A brief summary of the Leadership Summit followed by a summary of the Roundtable discussions.

## Leadership Summit

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The San Diego Leadership Summit on Hospitality, Safety and Development was one of four held during December and January. Among other cities were Philadelphia, Seattle and Tallahassee.

Among the key concepts from each of these events are the following:

**Split Use District:** Daytime and early evening uses, with casual and formal dining blended into residential and commercial environments, are replaced by a late night market served by a growing number of clubs and entertainment venues. Usually divided at 10:00 p.m.

**Urban Living:** People who move from the suburbs and are not oriented to the ways of urban living and are overly-concerned about noise and safety in the evening. Several people used the term “urban prisoner” and suggested better orientation for new residents to dispel myths.

**Concierge Government:** Agencies with proactive outreach and facilitated process to assist businesses to open or upgrade their facilities.

**District Stages:** The manner in which districts evolve and popularity of dining and entertainment establishments migrate to another area, presenting both areas with opportunities and challenges.

## San Diego Summit Conclusions

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The following are the key decisions reached at the January 7<sup>th</sup> Summit.

**Macro to Micro Development:** San Diego's strategy to reframe its economic base to include outreach to biotechnology, technology, manufacturing and other macro development is being realized. There is also the fulfillment of plans to create more dense housing in San Diego's core districts. A new priority is establishing a similar strategy for micro industries or those representing the independent sector. This would include the small business and independent sector that constitutes a large percentage of the dining, entertainment and events industry in San Diego. It was suggested some cities have a more proactive government outreach to assist businesses in working through the permit process than San Diego. This may be just a matter of perception. Though currently, the Small Business Advisory Board and Development Service's Technical Advisory Committee are reviewing the permitting process and the Office of Small Business provides some of this function to the general business arena, it was suggested there are special issues unique to dining and entertainment businesses not specifically addressed in general business development programs. It was also suggested some of the county and state regulatory agencies need to review their practices.

**Action Step:** One possible strategy is to evaluate the process for opening a dining or entertainment business and evaluate how the permitting process might be more centralized and efficient to include county health and state alcohol regulatory agencies in the process. The event permit process was presented as an example.

**Action Step:** Continue to develop the Hospitality Business Orientation to guide people through the process and provide access to additional information. Involve more of the permitting agencies in resource development in the information packets provided to participants.

**Restructuring Public Safety Resources:** The bulk of discussion focused on changing priorities and the need to shift or add resources for basic services to support the dense population and growing demand for more places to socialize, especially in split use districts. Gaslamp was continually cited as an example, where more businesses are opening, extending hours and servicing an increasing number of people. One proposed strategy was to apply the same process used for large events to these types of districts as a

way to move the focus of businesses from “inside the four walls” to their impact on street life and safety. For example, when a large event is planned, key agencies meet (police, fire, alcohol regulatory, public works, etc.) to come up with a plan to manage all possible risks. The stress point in the discussion was whether or not a process for a time-limited activity (one day event) could be applied to an on-going business. If so and cost recovery is added to the business fee or responsibilities extended for businesses, would this defeat the strategy for dense districts and move businesses to suburbs where there are fewer costs and restrictions?

**Action Step:** One possible strategy for management of “districts” showing signs of “split use” activity is to convene representatives from key agencies to discuss the feasibility of establishing a collaborative process similar to that facilitated by Office of Special Events to plan for large events. This would improve interagency communication about ways to streamline and focus resource allocation to manage specific late night and early morning issues relating to dining and entertainment (i.e. noise, crowds, trash, safety, security)

**District Life Cycles:** One innovative way of reframing the issues presented in the report is to recognize that districts evolve in cycles like a business does. Carolyn Wormser suggested four cycle stages: Emerging, Developing, Mature and Declining. By understanding the needs of businesses and the impact on resources (safety, environment, etc.) there can be better planning by resource agencies (such as public safety and planning), improved outreach to new businesses (concierge government), and better education and training by associations and schools.

There was also discussion about how normal activity can become an event, (i.e. New Years Eve). As changes for safety and resource management in districts are implemented, there needs to be better communication. For instance, police closed Fifth Avenue for traffic on New Years Eve to manage the large groups of people coming out of establishments. While this was effective from a safety and resident perspective, some businesses on Fifth Avenue were not notified and customers were impacted when valet service was not allowed to retrieve cars.

**Action Step:** A project already being implemented by the Hospitality Resource Panel (HRP), supported by the City of San Diego and in cooperation with San Diego State University is a district assessment. This project can be designed around the goal of defining specific measures of stages of district development and shifts in dining and entertainment issues and resources required for district management.

## Forces Affecting San Diego’s Development

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This section of the report summarizes the discussion in the three Roundtables.

Seven “driving forces” were identified facilitating increased demand for more dining and entertainment options in San Diego:

- ♦ **Demographics:** The desire to live in an urban environment is shared by two major demographic groups. First, the aging boomer cohort that originally sought the suburban environment to raise families now seeks the convenience and access to the arts, entertainment and hospitality offered in an urban center. Second, the emerging Millennial or Gen-Y cohort either lives in or near the urban center to work and access late night dining and entertainment venues.
- ♦ **Development:** Proposition 13 limited cities’ ability to capture resources necessary to maintain and develop the urban center. Tax increment financing evolved as an important mechanism to spur new growth and development, especially for residential housing. Since 1982, the number of cities that have created redevelopment agencies has grown from 60 to 322. San Diego is the third city behind Washington D.C. and Chicago with largest downtown redevelopment with tax increment funds.

- ◆ **Business Improvement Districts:** The Business Improvement District (BID) serves as a galvanizing force in organizing local businesses into a cohesive unit for planned growth and management of a district. There are now eighteen active BID's in San Diego.
- ◆ **9-11:** The terrorist attacks on the World Trade Center on September 11<sup>th</sup> sent shockwaves throughout the country with serious impacts on cities reliant upon conventions and tourism. San Diego rapidly adapted and nurtured a regional tourism campaign inspiring locals and those within driving distance of the city to access the many hospitality and entertainment attractions San Diego has to offer.
- ◆ **Venues:** The long anticipated opening of Petco Park, development of the Waterfront and expansion of the Convention Center, theme parks and the region's casinos combine to enhance San Diego as a destination requiring more dining and entertainment options.
- ◆ **Diversity:** Consumers are seeking more "authentic" experiences and growing interest in ethnic and specialty foods facilitates growth of the dining and entertainment sector.
- ◆ **Government:** Government policies and investments in planning are enhancing San Diego's reputation as a good city for opening a business, holding a convention or visiting for the many entertainment options.

At the same time there were six forces "repelling" against continued growth and success of San Diego's dining, entertainment and event businesses.

- ◆ **Transportation:** Limited public transportation options lead to increased use of automobiles and creates greater demand for parking, especially in mixed use districts where residents and businesses share space. Smooth traffic circulation and convenient access to low cost parking are necessary elements to create the critical mass of people to sustain a dining and entertainment district. Efficient public transportation is also necessary to bring workers living outside the city to the hotels, restaurants and clubs where they are employed.
- ◆ **Quality of Life:** The significant footprint of hospitality businesses can impact infrastructure and city services, including trash removal, water and sewerage, utilities, and parking. In addition, activities in and around dining and entertainment establishments can impact the quality of life of residents, especially in the late evening and early morning hours. An efficient conflict resolution strategy is required.
- ◆ **Safety:** San Diego struggles with city services spread thin and more concentrated to respond to the needs of some industry segments. With a market naturally responding to demand of growing demographic bubble of 18-30 year olds seeking spaces for sociability, the city's safety agencies are not adequately staffed to respond to increase in numbers patronizing late-night entertainment businesses. This fact will be further exacerbated by the anticipated service demands of one business: Petco Park. Additionally, many city services operate on traditional business hours despite an increase in issues and service demand from 5:00 p.m. to 3:00 a.m.
- ◆ **Shifting Markets:** As one business district evolves and either expands or restricts dining and entertainment options, the markets shift and can impact neighborhoods or other business districts. The independent business is also being challenged by increasing competition from chains, increasing cost of real estate and burdens from government. There is also a potential impact from Petco Park as traffic and costly parking could inhibit people from patronizing dining and entertainment establishments surrounding the stadium and adjacent to the district.
- ◆ **Workforce:** Availability of affordable housing, limited number of skilled managers and increasing demand for better trained staff are key factors to sustain growth and development of the hospitality and visitor industry sector. Las Vegas and regional casinos are drawing

some of the better management and staff from the city with higher wages and lower cost of living.

- ♦ **Government:** San Diego continues to update zoning codes to match changes in the marketplace. However, like most cities, the marketplace changes occur faster than government can respond to sometimes making even the most recent code changes obsolete. There is a trend of restaurants to stop serving food at 10 pm and provide entertainment or dancing until closing. It is difficult to define such businesses. Without updated building codes, and contemporary, specific definitions for hospitality venues, regulatory enforcement and business success can be hindered. Conversion of existing structures, especially in historic districts, to new uses such as restaurants and night clubs is often difficult as businesses are required to meet codes for larger venues or new construction. Chains can often distribute costs of government mandates more easily than an independent business. The independent business may not have sufficient capital to sustain operations during the permitting process.

## Hospitality

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The discussion in each Roundtable included the question, "What was San Diego like ten years ago?" Among the issues raised was the transition of the city from military town with primarily defense contracting industry to a thriving convention and visitor destination with multiple industries.

Ten years has seen San Diego's hospitality business community evolve from Mom and Pop operations to a sophisticated, professional industry with a trend toward increased branded corporate chains. While chains offer visitors and residents an array of choices, they are often perceived as diluting the cohesiveness and plugged-in stance of the hospitality community. Many individuals pursue careers in San Diego's hospitality and tourism industry and are important members of the community. Others relocate to other cities as part of a built-in promotion strategy by national companies that open opportunities in larger cities or larger properties. This turnover leaves somewhat of a gap in local leadership in San Diego's hospitality community.

A change that challenges independent businesses to compete with chains is the tendency for San Diego customers to look for lower price points. It was suggested by one native San Diegan that this trend was driven and sustained by the nagging stigma that San Diego is still a sailor town and from an influx of restaurants whose lower price points caused a drive-down in competitor prices. Hospitality representatives commented that it used to be easy for businesses to succeed. Now it has become very cut throat, requiring businesses to under price in order to compete.

As districts have grown, so have more restaurant choices. However the establishments that used to be destinations, such as Croces or Fio's have now become neighborhood places. And with perceived difficulties with commuting to those destinations, parking and young crowds, these businesses are losing their destination customer bases.

It is difficult to do business in California. Recent legislation mandating health insurance, high workers compensation insurance costs, storm water management, among other regulations combine to make it difficult for businesses serving food or licensed beverages to be profitable. High costs of starting a business, including delays in obtaining permits, cost of real estate, lack of qualified labor and others make it necessary for a business to be in a critical mass area to assure high volume, especially beverage service.

As San Diego experiences a drain on resources, late night and event businesses are perceived only as negative and as a possible source for money (cost recovery) rather than value of business contribution.

What impacts will living in villages bring over the next decade? How can hospitality businesses change to accommodate the needs of the large numbers of new residents and incoming daytime demand? How will this sector change in meeting the needs of neighborhood customers, corporate development, families and hospitality employees?

## **Events**

The City of San Diego offers a unique service through its Office of Special Events. A one stop permit streamlines the process and facilitates communication among city agencies involved in regulating events. However, events are a complex weave of constraints by multiple government agencies and an ever-changing market that demands certain outcomes, and planners still find the process of trying to balance both of these difficult in San Diego.

In a roundtable organized by the Hospitality Resource Panel last spring, event planners expressed frustration over lack of easily identifiable parking, traffic congestion and slow street closures. One issue is the length of time it takes to tow out illegally parked cars after street closure cuts into event set-up. Another is the need for event planners as well as event companies and suppliers to keep up to date on current event rules and regulations.

Since September 11<sup>th</sup> attention to security has increased and costs for private security at public events have nearly tripled. For example, last year's Super Bowl differed from the others hosted by San Diego by requiring 24-hour security, a 300 foot buffer perimeter surrounding the core operation, and the prohibition of delivery trucks within that 300 foot perimeter buffer zone. Tighter security adds costs and logistical problems.

Event planners have taken additional budget blows by the City implementing cost recovery for services. Though there was a phase in process to protect some of the smaller events, the additional costs are adding a burden to fund-raising efforts.

With the rise of East Village District on the horizon and the street events produced all over the city, how can events be produced to be sensitive to people and be compatible with the residents? Can these groups find ways to work together? What is the best vision for bringing events in that fit the area?

## **Casinos**

Southern California is second only to Las Vegas in nation's gambling dollars. Collectively, casinos could become the new attraction that draws visitors to San Diego county. There is risk, however, in the rest of industry perceiving them as competition, rather than working with the casinos to include as part of the overall plan for hospitality industry success

Casinos offer some exemplary standards that other industry segments could adopt. Barona has terrific service philosophy—you can witness it at every stage as you walk through the casino. However everyone has to embrace it and have a buy in.

A downside is that casinos are siphoning good employees from other hospitality businesses. They have realized they have to pay more to draw employees to outer lying areas.

## **Petco Park**

Discussion in all three groups spoke of the great promise of Petco Park but also concerns and impact on the hospitality industry. The trolley stop, intended to move traffic to and from Petco

Park, is too far from the ballpark's gate. Urban studies indicate that Americans are not willing to walk more than 600 feet. If the trolley is not used as planned, traffic and parking demands will be greater than anticipated and have an impact on the area hospitality businesses and events. *(editor's note: In actuality, the reverse happened. Too many people used the trolley and they were unprepared for the deluge. After that highly-publicized trolley delay, less people used the trolley and more are driving.)*

One problem is that people are not aware of the parking that is available or some parking areas are not used 24/7. Once these issues are addressed, and better signage and education of the public, then parking may not be as much of an issue as long as people are willing to walk to their destination.

There is concern the dedicated tailgate area is not adequate for ballpark capacity and usual tailgating activities. Space is provided for only 1,070 vehicles with no oversized vehicles (rv's) allowed. While some of these issues are still in planning stages, there were concerns among participants about the impact. For instance, it is projected that parking will be \$20 and up after 6 p.m. around Petco Park. How can fans be educated about the new way to go to a ball game?

Traffic inflow and egress will affect neighboring districts and their businesses. Can San Diego learn from the experience of other cities that have traveled the same path? One participant noted that after Denver's downtown ballpark entered the scene, 22 restaurants closed in the east Colfax area.

## **Workforce**

Entry level workers are finding it harder and harder to afford to live in San Diego. The California Association of Realtors reported in the 12/12/03 Union Tribune that only 16% of San Diegans can afford a median-priced house, pegged at \$449,340. Lenders would typically require an income of \$105,313 for such a home. Ten years ago, when San Diego was in the middle of the worst recession in 60 years complete with defense-industry layoffs, high interest rates and a glut of new homes that could not be sold, 44% of San Diegans could afford a median-housed price, which was then \$174,000. The association projects that affordability could sink to 9% if local incomes grow and mortgage interests rise from 5.8 to 7 in 2004.

Transportation from outer areas makes it difficult for downtown employees to reach jobs. There is a need for downtown residential for employees or the industry will have to consider providing transportation for employees or increasing wages. There is fear that the Living Wage initiative passed in San Francisco will take hold here adding increased expenses to small business owners..

There is a need across the board for employees with soft skills: communication, customer service etc. and trained and experience managers. In the event sector there is a need for more experienced sales people and entry-level and experienced operations staff.

## **Development**

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Unlike cities such as Houston that can build in four directions, San Diego can only build in two directions: north or east. Downtown is currently at 28% of build out—within 5 years will be at 40%. The future will see intense competition for land. There will be a lot more mixed used in more areas of the city—those areas will likely experience the same challenges that Gaslamp and Downtown is experiencing now.

San Diego has a great draw with its blend of climate, attractions, convention center and downtown. Constituents have been pressing Convis for another attraction to lure visitors into extending stays. That new attraction may be downtown. The next 20-25 years will bring a

strengthening of that brand. In 20 years, downtown San Diego will work itself into a 24-hour city like San Francisco and New York City.

To continue the City of Villages vision of work/live/play communities, residents need jobs to walk to. To sustain and improve upon the success of hospitality and tourism, the hospitality industry must position itself as reason for companies to locate downtown. Both residents and companies need food and beverage businesses. But what kinds of products or types of establishments are desired by corporations? How can hospitality be designed for the needs that serve corporations?

Questions remain about how to integrate public space with commercial hospitality development. Hotels near the convention center are great for the travelers, but inhibit views and do not open up the public space for the residents of San Diego. How can hospitality and entertainment venues be created at the same time as redeveloping areas like Seaport Village and South Embarcadero? How do we create hospitality, tourism and dining and entertainment venues that work cooperatively with the public's need for public space?

Success depends on two points: providing a great experience and providing value. If successful at these, San Diego can not just survive, but thrive.

## **Planning**

Is creating dining and entertainment districts an art or a science? Do they just happen? Is just happening the best way? Safety agencies believe it is necessary to be more involved in the planning process. Some participants observed planning documents are developed years in advance but do not always have the safety agencies (fire, police, health, alcohol regulatory, code compliance, etc.) involved until the plans are made. Lessons learned in one district can be applied to other areas. It was suggested planning could benefit from "anticipating the reaction to the action" and draw upon experience and lessons learned. One example cited was the movement of homeless from downtown to East Village, Logan Heights and Chicano Park.

City planners and private developers could learn from interfacing with police and learning crime prevention thru environmental design, not just to prevent crime, but to anticipate things like reducing noise by using double paned glass.

## **Challenges to Small Business/Chains**

How have the opportunities for opening a business in San Diego changed? They are real estate driven. Property owners want national names because it is a big risk dealing with the mom and pop type operations. Chains can also drive real estate costs upward, making it more difficult for the independents to gain access to real estate. Property owners often would rather the buildings sit vacant until they get the rate they want.

In an article in the December first San Diego Business Journal Bill Schrader, VP of Burnham Real Estate Services, noted the increase in national chains coming downtown, chains that are different and more expensive than those in the suburbs. Locally owned restaurants are expected to continue to thrive, their draw being that they offer people from outside downtown options that are available in the suburbs.

There are barriers to independent businesses coming up to the standard of chains. Mainly money. Industry specialists comment that chains more readily survive because they can spread out costs over many markets and have more resources to do things like hire one employee who does nothing but spell employees while they take their breaks. The safety sector recognizes that chain operations respond to enforcement: they have the money to fix the things they need to fix and the incentive to keep up image.

Small independents need to learn from the corporates—they need manuals, training, a corporate structure, General Managers with real knowledge and experience. But chains can learn from plugged-in community-minded businesses owned by Cohn, Bartell, Evans and Town & Country. There is a need for corporate managers to get more involved in local issues rather than concentrating on their Profit & Loss before they move on to another city after two or three years. How the small independent fits into the landscape of the new city villages needs to be discussed or San Diego risks losing authentic experience that Americans desire.

## Definitions/Codes

One challenge identified in development is there are not adequate definitions of entertainment venues—the varying types of entertainment venues are different from dining venues and it is difficult to regulate without clear standards.

How does mixed use relate to zoning? There are 50,000 small businesses in San Diego—some building codes are old and do not relate to the needs of the community—need to look at existing definitions—define what is mixed use—faced with a lot of challenges. The small business owner wants to expand or update their business, and the regulations are no longer always relevant.

Zoning codes are local, building codes national. The challenge is for developers to make zoning codes work with building codes and civil codes. One participant observed building codes are behind, nationally, when it comes to handling mixed use buildings—there is a need to push for changes in building codes. One resource might be the International Code Council.

## Safety

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Concentrating food and licensed beverage businesses helps city services to be applied efficiently. At the same time, such concentration of outlets, as found in Gaslamp and Pacific Beach, places an exceptional burden on agency staff during peak demand times, especially at closing. An emerging pattern is the disproportionate amount of law enforcement resources dedicated to managing late night crowds. Because police are understaffed and prioritize service calls, residents perceive response time in other districts “appalling” and stop calling the police because of the lack of response.

According to the San Diego based California Institute of Transportation Safety, hit and run collisions and property damage increase during after-hours. Among other safety issues during the 1 to 4 a.m. time are homicides, gang-related crimes, car break-ins, noise, and public safety issues. During closing hours the streets fill up with people and cars—making it difficult should an ambulance need to respond to a critical emergency. After-hour establishments mainly open at 2:30 a.m., create a 30-60 minute gap where thousands of people are waiting for the after-hour clubs to open. Police state there are about 300 after-hour clubs in the city. In addition, parking lots become the after hours party. Twenty-four hour coffeehouses and restaurants are also problems because that’s where people go after drinking.

External promoters are not so much a problem with businesses because licensees have been advised that they are responsible and liable for what goes on in their establishment. Owners inform each other be cautious about promoters. However, unlicensed promoted events are a problem. Underground parties where promoter takes over a warehouse, cuts the locks and puts on his own locks, promote on the internet and on illegal flyers, hosts parties for a week and then leaves before too many residents begin to complain.

As the dining and entertainment crowds grow in some districts, there is a perception of safety risks among the residents. Downtown residents, who have to get grocery shopping, meals, etc. completed before the influx of party crowd, become what one participant labeled “urban prisoners”.

The neighborhood late-night dining restaurant, like Crest Café, does not create problems—but once entertainment is added or styles of entertainment are changed, then businesses risk creating problems with neighbors. Should rights of the first person there be preserved?

There is a clear distinction between dining establishments and entertainment establishments. Each creates their own issues, with the former impacting quality of life with trash, deliveries, outdoor seating, etc. The latter increases safety issues, noise, and alcohol related problems.

## Conclusion

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The three Roundtables and those participating in them represented a small fraction of interest groups and possible discussion of issues, trends and gaps. The *San Diego Leadership Summit on Hospitality, Safety and Development* is a preliminary attempt at a focused discussion to be repeated on an annual schedule. The following is a summary of Roundtable discussions:

1. **Hospitality Umbrella:** Recognize that hospitality (dining, entertainment and events) is an overriding industry segment that crosses all business and residential districts and requires a broad overriding process for proper development.
2. **Resource Allocation:** Convene a focused discussion and strategic development process for better coordination of city resources to manage specific late night and early morning issues relating to dining and entertainment (i.e. noise, crowds, trash, safety, security, etc.)
3. **Independent Sector:** Recognize the important role of the independent sector in maintaining the authenticity of San Diego's culture and reorganize systems to better meet the needs of this sector to succeed in the same way resources are dedicated to meeting affordable housing needs.
4. **Workforce:** Convene a focused discussion on the special needs of the workforce in dining and entertainment establishments for training, transportation, housing, child care services, etc.

## Participants

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The following individuals participated in the **Hospitality**, **Safety** or **Development** Roundtables, or **Leadership Summit Only**. *Underline and Italic indicates both Roundtable and Summit.*

*The list of attendees is for information purposes only and does not imply endorsement of any of the statements made in this report.*

**Anheuser Busch Companies**

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**Balboa Park Promotions**

Debbie Petruzzelli, Event Promoter

**Business Improvement District Council**

Scott Kessler, C.E.O.

**California Institute of Transportation Safety**

*Sheila Sarkar, Executive Director*

**Carrier Johnson Architects**

Edward M. Holakiewicz, Senior Associate/Senior Design Architect

**City of San Diego Attorney's Office**

Marcella Ordorica, Neighborhood Prosecutor

**City of San Diego Development Services Department**

Isam Hasenin, Chief Deputy Director/Chief Building Official

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Kelly Broughton,

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*Julie Sands, Environmental Specialist*

**City of San Diego Office of Small Business**

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**City of San Diego Office of Special Events**

Carolyn Wormser, Director of Special Events

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**Institute for Public Strategies**

*Dan Tomsky, Vitality San Diego Project Manager*

**Mesa Distributing Co., Inc.**

Kristy Linaugh, Community Affairs

**Nightclub Security Consultants**

*Robert C Smith, President*

**PRA Destination Management**

Dante Mancinelli, Guide Trainer and Transportation Coordinator

**San Diego Convention and Visitors Bureau**

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**San Diego County Apartment Association**

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**San Diego Downtown Resident's Group**

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**San Diego Fire- Rescue Department**

*Samuel L. Oates, Fire Marshal*

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*Paul Dyresen, Lt.*

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*Carl Winston, Director*

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**The Marketing Deli**

*Hal Hodgson, Creative Partner*

**The Solomon Group Restaurant Consultants**

Howard Solomon, Owner

**Travelers Aid Society of San Diego, Inc.**

*Kathleen Baldwin, President*

**Urban Housing Partners**

Sherm Harmer, President

