



CRIME PREVENTION IN LIQUOR OUTLETS

CONTROLLING DRUG ACTIVITY AND OTHER
ILLEGAL BEHAVIOR IN TAVERNS AND
RETAIL OUTLETS

WHAT OWNERS AND MANAGERS
NEED TO KNOW

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City of Portland, Oregon
J.E. Bud Clark, Mayor
Tom Potter, Chief of Police



Developed by Campbell Resources, Inc.

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INTRODUCTION

A well managed tavern or grocery store can benefit the surrounding community, providing a positive neighborhood gathering place or a nearby source for shopping. However, when patron behavior becomes disruptive, both the business and the community suffer. As a police officer from the Drugs and Vice Division notes, "A poorly run tavern or convenience store can have a worse impact on a neighborhood than a drug house."

Since consumption of alcohol affects both judgment and behavior, taverns and other liquor outlets are particularly vulnerable to illegal activity. Problems may start small: alcohol containers littering sidewalks, petty vandalism, graffiti, or arguments in the streets. However, if small problems are not addressed, problem customers learn that the behavior is allowed and larger problems may follow - intimidation, assault, prostitution, drug dealing, and related activity that can destroy a neighborhood's stability.

Licensees often don't understand how they can comply with a law that holds them accountable for the behavior of patrons outside the premises, or even several blocks away. It may surprise some to know that, when a problem becomes serious, to keep your license you must be both *willing* and *able* to control it, both in and around your establishment. Fortunately, this manual can help you accomplish that. Whether you manage a tavern, a supermarket, or a corner convenience store, this material describes steps you can take, from prevention measures to crisis control.

THE ECONOMICS OF PREVENTION

From any standpoint - whether you are concerned about your business, the neighborhood, or just your own peace of mind - follow this rule: *The time to act is before problems appear.* Prevention steps are often easier to carry out and less expensive than the steps required for crisis control.

Consider: as you allow disruptive or illegal behavior to continue, your business becomes more attractive to those who cause problems. In turn, as problem customers become regular customers, good customers come in less often. The longer the cycle continues, the more expensive it is to stop. Each passing day the business becomes more financially dependent on the very people who are making the problem worse.

In the short run, you might make ends meet by selling to problem customers, but in the long run, your business will lose. Once the neighborhood is affected, you may be forced to take steps that will repel the very patrons you have come to depend on. You could face the threat of either complying with restrictions imposed by the Oregon Liquor Control Commission (OLCC), or losing your license altogether.

As you review the following material, pay close attention to the preventive measures described. Remember that the cost of prevention is small compared to the price of the cure.

THE MANAGER'S APPROACH

"I'm here every night. My customers know me, and we respect each other. This is home to them. If there's a problem, they tell me." — a Northeast Portland tavern owner.

"If I could say only one thing to business owners, it would be that they have to set the tone for their establishment." — an OLCC regional manager.

Unless you are committed to the elements described in this section, you will have difficulty maintaining control of your establishment. For businesses located in communities that already suffer from problem behavior (e.g. prostitution, drug, or gang activity) this information becomes particularly important. In a tough location, any establishment will have problems. Whether or not those problems take over the business will be determined by the skill and commitment level of the managers involved.

USE DIRECT, "HANDS ON" MANAGEMENT. The ideal approach is to have the owner of the establishment actively manage it. As customers get to know the owner, they'll take a more personal interest in the establishment, even drawing attention to problems before they get out of control. Employees will do the same - it's human nature to make the extra effort when the boss is around.

For larger organizations, and for all businesses operated by hired managers, it is still possible to generate a "hands on" style, *provided* you can select and train skilled managers who have the maturity, confidence, and commitment to act effectively. However, if you don't have confidence in your managers, don't kid yourself into believing you can operate as an absentee owner. Without effective on-premise managers, the rest of the ideas in this manual will provide little help.

SET THE TONE. Do your employees know what you expect of them? Do patrons understand the limits of acceptable behavior? Effective managers set the tone they want, never allowing problem patrons to set it for them. "Setting the tone" is not one technique, but the total of many - from the design, layout, and lighting of the premises, to the products promoted, to the minute-by-minute interactions between management, employees, and customers. There are many techniques described in this manual that can influence the tone of an establishment. The key is for management to be consistent in implementing the ones they choose, thereby communicating the desired tone to both customers and employees.

IF YOU SEE A PROBLEM, ACT. Whether you are taking preventive measures or controlling a crisis, address problems quickly. The reputation of your establishment may deteriorate rapidly if you try to wait it out, hoping a situation will take care of itself.

GET HELP FROM OTHERS. There is no need to solve all problems on your own. From your customers and neighbors, to the OLCC or the police, there are many people who can provide valuable help. The key is going to such sources early. Once problems are out of control, the same groups who once could have provided cooperative assistance can become difficult adversaries. For more information, see the final section of this manual *Others Who Can Help*.

WORKING WITH EMPLOYEES

"We had one tavern that was fine in the afternoon, while the owner was around. But in the evening it was completely different - the manager he hired was selling drugs." — a Drugs and Vice officer.

Conscientious, well-trained employees can be a natural extension of the "hands on" approach described in the previous section. Poorly managed or unreliable employees will only make a bad situation worse. Developing an effective staff takes work:

SCREEN THOROUGHLY WHEN HIRING. In addition to helping you find capable employees, careful screening also may prevent a more dangerous trap: drug dealers or gang members may seek employment at your business to expand their activities. Some of the basics:

- **Take a complete, written application.** Nothing replaces having a thorough understanding of your applicant's background. Making hiring decisions on "gut" feeling is not enough. Each person should fill out an application form *in its entirety*. At minimum, the application should include: full name, date of birth, social security number, current address and phone number, work experience, employer references, and educational background. You also might include questions on criminal background, residential history (landlord references), and personal references.
- **Consider taking application information during a face-to-face interview.** This will require more work, but the extra effort can help you catch dishonest applicants before they become employees. Ask the questions and fill in the application form yourself. Then ask the applicant to review what you have written and sign the form. Using this method, it will be harder for applicants to make up answers. You may notice dishonest applicants having difficulty "remembering" such basic information as current address, phone number, date of birth, or even their own middle name.
- **Check photo I.D.** This is a simple step, but often overlooked. After asking for the I.D., take it in your hand and *look* at it. Make sure the picture matches the person and the name and address match the information on the application.
- **Make the phone calls.** There is little value in collecting the information if it isn't verified. Take the time to contact previous employers, verify addresses, and check personal references.
- **Consider a criminal background check.** One method is to have applicants pick up their *own* record, in person, from the Records Division of the Portland Police Bureau (1111 S.W. 2nd Avenue, Room 1126). They will need a photo I.D. and \$10. This will provide criminal background information *within Portland only*. For statewide information, *you* may contact the Oregon State Police, Bureau of Criminal Investigation (3772 Portland Road N.E., Salem, OR 97303, (503) 378-3070). Requests must be in writing and include the applicant's name, date of birth, social security number, current address, and a \$10 fee. The State processing time varies. If the applicant has a record, the State will add 14 days to allow time for the applicant to correct errors.

TEACH "EYES & EARS" PREVENTION. Just by their physical presence and watchful behavior, reliable employees can deter illegal activity. They can be even more valuable when given additional training - they should have a comfortable knowledge of signs to look for and actions to take when problems arise.

- **Train staff to recognize problem behavior.** Some problems are obvious -

shouting matches or fist fights, for example. Others are more subtle - in some cases, employees may notice the indicators of the problem instead of the problem itself. The OLCC provides extensive training on recognizing signs of intoxication and general warnings of problem customers. Your staff should be completely familiar with the information they offer. For more information on OLCC trainings, contact them directly - phone numbers are on the last page of this manual.

In addition, some signs indicate problems that go beyond use of alcohol and relate to use of illegal drugs. Signs of illegal drug activity may include:

- **Repeated, frequent use of rest rooms by the same patron.** When patrons use the rest room more often than is typical, they could be using the facility for more than its intended purpose - drug usage or drug dealing, for example.
- **Repeated trips in and out of the premises.** May indicate stepping out to drink alcohol bought in quantity elsewhere, drug usage, or drug dealing.
- **Secretive "handshaking" between people who don't seem to know each other well.** May signify a drug deal in progress - the passage of cash or drugs back and forth.
- **Customers "hanging around" the parking lot for long periods before or after purchasing from the store or visiting the tavern.** While the customer could be waiting for a taxi or a friend, if the behavior is regular and persistent, there may be more to it - for example waiting to make a drug connection, or buying or selling prostitution.
- **Customers becoming "possessive" of a pay phone.** Particularly if a customer regularly waits by the phone for incoming calls, you may have someone who is using the phone to make drug deals.

Whenever employees recognize such signs they should let management know immediately.

- **Teach "Defining The Environment" techniques.** The section on *Defining The Environment* includes actions employees should take. Review that section with care and delegate tasks - from checking the parking lot, to picking up litter.
- **Instruct employees to refer neighborhood complaints to you.** If neighborhood concerns are building, don't be caught unaware. Typically, neighbors don't call after a single incident, but wait until they have become irritated with

a recurring pattern. Instruct employees, regardless of the complaint, to refer the call directly to the manager in charge. For more information on working with neighbors, see *Others Who Can Help*.

SHOW YOUR COMMITMENT. Make it clear that you will not tolerate problem customers or illegal activity on the premises. Have employees understand that you will support *their* efforts to carry out the policy as well:

- **Lead by example.** While training helps, nothing replaces leadership by example. If you show your commitment to preventing problems, employees will do the same. If you don't, no amount of training will matter.
- **Make "off duty" visits to the premises.** Done in good spirit, these visits will show employees that you care about the business and are willing to help, even on your "time off." This also will help motivate employees to maintain the same standards whether or not you are officially on duty.

Such action is *particularly* important if you do not work the evening shift, or if you are breaking in a new shift manager. Because problem activity most often happens at night, evening management should be especially dedicated to controlling problem behavior.

MAKE EMPLOYEE RETENTION A PRIORITY. High employee turnover creates problems that you won't have with a loyal staff. There are many approaches. Whole books discuss issues of employee management. A few basic tips:

- **Listen to ideas and respect concerns.** Employees, like all people, are more satisfied when they feel listened to and understood. In addition to being available for informal conversations, consider regular staff meetings to promote feedback and discussion.
- **Promote involvement and "ownership."** When employees feel they are part of a team, satisfaction rises. You might have staff participate in interviewing potential new hires. You could make a point of adopting employee suggestions when the ideas are consistent with your business approach. When appropriate, give responsibility for tasks you previously handled to those who are ready to take on more.
- **Reward length of service.** A long-term staff saves you training time, provides dependable workers, and creates higher job efficiency. It may improve *customer* satisfaction as well. Given the financial advantages of long-term employees, it is worth paying for. Consider rewarding length of service with salary increases or other benefits.

DEFINING THE ENVIRONMENT

"If you have a place with three or four entrances, and one sales clerk or bartender, you're going to invite problems off the street." — an OLCC regional manager.

The "environment" of your establishment includes everything from the physical layout to all the subtle characteristics that define the "tone" of the business. While some suggestions may require remodeling or other costly changes, others are simple and can be done immediately. In general, any steps that show you care about the premises, and keep watch for signs of trouble, can make a difference.

CONTROL VISIBILITY AND ACCESS. Let troublemakers realize they can be seen, and control their access to likely problem areas:

- **Remove "hiding places."** Fence off loading zones or similar areas during the evening hours, particularly those behind the building or away from the street. Use "Cyclone" or other see-through type fencing. Keep bushes and shrubs trimmed back.
- **Install outside lighting.** Problem behavior is more likely to occur in areas that are dark or dimly lit. Brighten up parking lots, sidewalks, and alleys (but make sure lights don't shine directly into neighbors' windows).
- **Reduce neighborhood disturbances by guiding foot and car traffic toward main thoroughfares.** Where possible, provide ample parking facilities, and make sure entrances and exits don't direct traffic through residential side streets. Block pathways out through the neighborhood to redirect foot traffic leaving your premises in the late hours.
- **Control and monitor entrances.** The fewer the entrances, the easier they are to monitor. Channel customers through the fewest entry points possible - *one* in most instances. For required fire exits, install alarm doors and make them exits only. Station your cash register where your sales clerks or bartenders can see the entrance(s) easily.
- **Monitor potential trouble spots.** As mentioned already, drug deals and drug usage often take place in rest rooms. Have staff check the rest rooms from time to time, observing who is going in, and how long they're staying. If layout considerations permit, ensure rest room doors are visible from the bar or cash register. If problems continue, install locks and require patrons to get the key from the manager.

Someone - whether security officers or regular employees - should also check the parking lot and vicinity, as often as every 15 minutes during peak hours. If you don't have enough staff to watch trouble spots, you will need to increase staff or make physical changes that will allow better observation.

- **Consider a video-monitoring system.** Besides the advantages of providing surveillance, a monitoring system gives you a video record if an incident should occur. In addition, it can act as a deterrent - customers who know they are monitored, or see themselves on a video screen as they come in, are less likely to cause trouble.

While some large-scale installations can be expensive, there are many systems appropriate to the needs and price range of smaller establishments. Some systems you can even install yourself. Aggressive shopping - comparing products and prices - should get you the system you want.

KEEP THE PREMISES LOOKING CARED FOR. Keep the building's exterior clean and freshly painted. Address "nuisance" issues promptly: litter, graffiti, and petty vandalism attract more, and worse, problems if left unchecked. Steps include:

- **Keep landscaping fresh.** Remove weeds, and keep garden strips looking well tended. A well-kept exterior will attract good customers and announce that your standards are high.
- **Clear away litter.** Discarded alcohol containers, in particular, may promote illegal drinking in nearby streets or parks. Have employees routinely pick up litter around the premises - it's easier to prevent litter if you have a clean lot to start with.
- **Remove graffiti.** Graffiti may be the random work of a juvenile delinquent, or the work of a gang member marking territory. Regardless, it serves as an invitation for more problems. If you believe graffiti may be gang related, call the Gang Enforcement Team (*see last page for phone numbers*). Then remove it or paint it over immediately. Remove it again if it reappears.
- **Repair vandalism.** As with graffiti, an important part of discouraging the behavior is to repair the problem fast. If you have reason to believe the vandalism is directed against you personally, advise the police immediately and discuss additional approaches to address the situation.

DON'T LET THE PREMISES BECOME AN "OFFICE" FOR ILLEGAL ACTIVITY. Once your premises becomes a "contact point" for drug deals, the dangers to you, your neighbors, and your legitimate customers increase. Take steps to stop drug dealers from borrowing your establishment to transact their own business:

- **Discourage incoming calls to pay phones.** If you have pay phones in or near your establishment, make sure they are used appropriately. Most pay phone users place outgoing calls. If incoming calls occur regularly, it could indicate drug or other problem activity. One solution: have the phones made useable for outgoing calls only.
- **In taverns, if you charge a cover, charge a reentry fee.** Don't "stamp hands" at the door and let people come and go at will. Allowing free passage in and out may encourage patrons to go to their cars to drink, bringing added disturbance into the neighborhood. Of still greater concern, this practice makes it easier for those involved in the drug trade to make their deals outside and then wait inside for the next one.

ANNOUNCE YOUR APPROACH IN WRITING. While the preceding steps will go a long way to setting the desired tone, it never hurts to spell it out:

- **Post rules where they are visible to customers and employees.** Rules should spell out the activities that will not be tolerated, and the steps taken if they occur. Having it in writing can make it easier when a problem *does* occur - you can show offenders that you are "just following the rules."
- **Add specific requests for consideration of the neighborhood.** If you are in a residential neighborhood, for example, post signs in the parking lot asking for quiet during late hours. If your business is near a park, advise patrons that alcohol consumption in parks is illegal.

CRISIS CONTROL

"Calling the police won't solve the problem, if you still have 'rocket fuel' on the shelf." — a Drugs and Vice officer.

*"If you **don't** stop the problem, you're going to lose your good customers - they aren't going to come in."* — a grocery store operator.

Ideally, managers who pursue the recommendations of the preceding sections will rarely need to take more severe action. But even with crisis control, the rule stills holds: the sooner you act, the better. Take the following measures, as necessary, to protect yourself, your customers, and your property:

LOWER THE ODDS OF RETALIATION. Some licensees hesitate to enforce their rules with problem customers because they fear retaliation. Precautions include:

- **Act while problems are still small.** Not only is it easier and less expensive to deal with small problems, it is also safer.
- **Enforce rules consistently.** Operators who are seen as enforcing the same standards with everyone are less likely to provoke individual resentment.
- **"Blame" the regulations.** Gain additional safety by presenting enforcement actions as necessary for meeting license requirements. Patrons who see you as "forced" to act will be less likely to blame you personally.
- **If force is required, let the police handle it.** If a problem customer won't leave peacefully, call the police and have the customer arrested for trespassing. The "86" list and trespass process is described later in this section.
- **If you haven't sought help already, do it now.** Contact both the OLCC and the Portland Police Bureau. They can give additional advice, tailored to the situation, which may lead to improved safety for all people involved. See *Others Who Can Help* for more information.

"86" PROBLEM CUSTOMERS, IF NECESSARY. It is appropriate to bar - or "86" - customers from the premises in the face of unruly behavior, or for any illegal activity such as shoplifting, drug dealing, drug use, or prostitution. You are not only entitled to bar such people, you *should* bar them before problems get worse. Steps include:

- **Tell them they are no longer welcome, and request they leave.** If the disturbance is light, bar them for the evening, and tell them if there is trouble again, they will be barred permanently (then follow through if there is). If the disturbance is serious (including refusal to leave when barred for the night), bar them permanently. Make them understand that, if they come back, you will have them arrested.
- **If they don't leave, call the police.** Unruly customers may be belligerent about leaving. If they show signs of getting physical, call the police. When the police arrive, explain the circumstances and ask that the customer be arrested for trespassing. Also, if they come back *after* being barred, ask that they leave. If they don't, call the police immediately. Barring someone from your premises will have little impact if you don't enforce it.
- **If you ask the police to arrest, follow through with a criminal complaint.** A trespass arrest will have minimal effect unless you take these next steps:
 - **Go to the District Attorney's office the next day and sign a complaint.** This is an important follow-up step that few licensees take. *Do* it. By doing this, a citation against the problem patron will lead to a court date - and a warrant if they don't appear.
 - **Show up to the court date.** If you don't show up, charges will not be pressed. If you do show up, while it's unlikely offenders will spend time in jail, the act of putting them through the court process may drive home the message.
- **Document the incident.** Whether or not you called the police, you should keep a record of problem people and their activities:
 - **Keep an "86" list of barred customers.** Keep the list behind the bar or cash register and make sure *all* employees understand which people are barred - it does no good to have one employee bar a customer, and have someone else allow that person in the next night.
 - **Keep an "incident log."** If a patron is barred, or if there's a fight or other illegal activity, instruct your employees to write down in detail what happened. The log is a valuable tool for working with the police, the OLCC, and the neighbors - it is much harder to agree on the scope of a problem if it isn't written down.
- **Continue to enforce your decision.** A barred customer is not necessarily barred for life - but you should have a convincing reason for letting that person return. If you keep an "86" list because you are *required* to by the OLCC or

the police, you will need to provide documented support for your decision before letting anybody back in.

CONSIDER HIRING, OR INCREASING, PRIVATE SECURITY. Although private security can be expensive, if the situation has reached crisis proportions, it may be one of the least costly ways to begin saving the business. Depending on the size of the establishment and the severity of the problem, the investment might range from having an extra employee come in a few hours a night, to hiring additional professional, uniformed security officers.

The best - and most expensive - choice is to hire a uniformed security service. It is your best bet for getting pre-screened, dependable people who have received professional training. Some security companies can provide additional support, with backup cars and other services, in cases of emergency.

If a security service is outside your price range or needs, and you choose to hire your own personnel, keep two points in mind:

- **Screen very carefully.** While all employees should be screened, it is particularly important to screen those who apply for security jobs. Hiring gang members or drug dealers as security personnel will make a bad situation much worse. At minimum, follow all screening steps described in the section *Working With Employees*, with this adjustment: criminal background checks should be mandatory.
- **Choose individuals with good “people” skills.** To be an effective security guard or “bouncer,” a sense of psychology and crowd control is important. Look for people who are not only physically capable of handling a problem situation, but also know how to deal with people without resorting to physical confrontation. Bouncers who get into fights on a regular basis create more problems than they solve.

AVOID MARKETING TO PROBLEM CUSTOMERS. Problem customers become regulars when they learn that: 1) the manager will allow the problem behavior, and 2) the establishment sells the products they want. If problem customers become regulars, it is time for major changes:

- **In retail outlets, take problem products off the shelves.** You may need to stop selling the products that problem customers want. Some store operators have stopped selling fortified wines, so street alcoholics will come in less and good customers feel safe to come in more. Others have suspended sales of

malt liquor in 40-ounce containers after discovering that some gang members prefer it over regular beer. Undoubtedly the preferred products will change in the future. Bottom line, if problem customers continue coming to your establishment, you may need to stop selling what they come to buy.

For problems limited to evening hours, a modified approach could work - stop sales of problem products early, or do not restock them as the day wears on.

- **If problems continue, restrict the hours of alcohol sales.** For a retail outlet, this could mean closing the liquor section before the 2:30 a.m. cut-off, or closing the store entirely for a few hours each night instead of staying open 24 hours. Some retail operators even barricade the liquor section during hours when liquor is not for sale. For a tavern, restricting hours of sale means closing earlier, perhaps 12:30 or 1:00 instead of waiting until 2:30 a.m.
- **In taverns, change your clientele by changing your approach.** If problems are increasing, take a look at the elements of your establishment that make it attractive to problem customers. If you catch the problem early enough, you can change emphasis one step at a time and slowly attract more good customers and fewer problem clientele. Emphasize food sales over alcohol, offer non-alcoholic beers, have last call earlier or don't announce it at all. Modify your entertainment format - for example, a hard rock format might be changed to something softer after midnight.

Work hard to make these steps succeed. If they don't, only one option remains.

THE FINAL OPTION: CLOSE TEMPORARILY. If problem customers control the establishment, temporary closure may be the only option short of closing permanently. When problems become extreme, short-term revenue loss must be weighed against the chances for long-term survival. Shutting down may be the only way to announce finally that bad customers are no longer welcome.

Once closed, you will need to make sure the business you reopen is different. During the closure period give the place a new look, make layout changes, and hire new employees as appropriate. It may be necessary to reopen under a new name, with a new marketing and advertising strategy, and a complete change in format. Your problem customers will have moved on, and your new approach should give them little reason to come back. Obviously, this is an expensive and risky solution, but it may be the only way to avoid losing the business entirely.

OTHERS WHO CAN HELP

Note: Phone numbers for all agencies mentioned follow this section.

Some licensees avoid seeking help because they fear the enforcement powers of the agencies they might contact. In fact, staying silent is the riskier path. The very act of getting in touch helps show a good faith effort and increases the likelihood of finding cooperative solutions. As with every step discussed in this manual, sooner is better - so early notification is best.

The *first* people to work with are your own employees. The section on *Working With Employees* gives ideas in detail. After that:

CUSTOMERS. Like employees, customers can be “eyes and ears.” Talk to them. Listen to them. Encourage their feedback. Whether you operate a tavern, a convenience store, or a grocery store, when a customer tells you of a problem, you have the chance to fix it and keep the customer coming back.

NEIGHBORS. Neighbors can be good customers and helpful “eyes and ears,” or they can be bitter adversaries wanting only to close you down. A combination of promotions, public relations, and a willingness to listen can help make sure the community is united in supporting your business. Encourage neighbors to call when they see a problem - and when they do, work to solve it.

Note: If you have difficulty resolving disputes with neighbors, contact your field representative at the Bureau of Licenses and request help. Field representatives are experienced in setting up mediation to resolve such issues. Mediation won't work in every circumstance, but you will have your best chance of resolving the problem if you try it before problems get out of hand.

YOUR LOCAL NEIGHBORHOOD ASSOCIATION. In Portland, neighborhood associations address community concerns. If citizens are worried about a local liquor outlet, they may discuss the issue at an association meeting. While you may not need to attend every meeting, it will be worthwhile to attend periodically - at least every six months - to ensure involved neighbors know the person behind the business, and to get an update on concerns in the community. To find out which neighborhood association you belong to, contact the Office of Neighborhood Associations or one of the crime prevention offices listed on the final page of this manual.

OREGON LIQUOR CONTROL COMMISSION. If you have a problem, call an OLCC inspector, describe it, and ask for advice. In addition to providing employee trainings, the OLCC offers other help as well, including setting up meetings with neighborhood associations, the Police Bureau, and other concerned parties. They also can act as intermediaries to put you in touch with licensees who have dealt with similar problems, giving you an opportunity to hear from others who have "been there."

BUREAU OF LICENSES. The OLCC requires that liquor license applications, renewals, or changes in ownership be reviewed by the City of Portland. The License Bureau administers the review process, and makes recommendations to the City Council and OLCC. They solicit input from applicants, the Police Bureau, nearby residents, and neighborhood and business organizations. Field representatives assigned to your neighborhood can assist in several ways. For example, if you need help resolving neighborhood liveability issues, they can coordinate meetings for you and the various regulatory agencies as well as help facilitate agreements between you and neighbors. If you haven't already, get to know your field representative.

POLICE. The police are more than a 9-1-1 emergency service. They can also work proactively to help you keep illegal activity off the premises and out of the neighborhood. However, police assistance won't solve chronic problems unless you do your part as well. Don't use officers as "bouncers," calling them back repeatedly to remove the same people. If you ask police to arrest a customer, follow through with the criminal complaint process described earlier, and pursue other steps to make sure problems don't recur. Calling 9-1-1 is appropriate for a crisis situation. It is not appropriate as a daily management technique.

- **District Officers.** Many neighborhood associations now have "liaison" officers - district officers who attend association meetings. In addition to getting to know a liaison officer, encourage other officers to stop at the establishment from time to time. If officers learn you are committed to running a respectable business, you may solve problems more rapidly - officers will contact you more quickly when criminal activity occurs, instead of first having to figure out whether you are part of the problem. To find out the name of an officer assigned to your district, contact your local police precinct.
- **License Investigators, Drugs and Vice Division.** The Portland Police Bureau's Drugs and Vice Division has officers assigned to investigate issues related to liquor outlets. If complaints about an establishment are on the rise,

officers at Drugs and Vice will know. In addition to investigating problems, the officers also can help you solve them. That's their job, so get in touch with them if you need assistance.

- **The Gang Enforcement Team.** "GET" can provide assistance on criminal activity that is specifically gang related. If you suspect gang activity, contact them.

OTHER SUPPORT ORGANIZATIONS. These include:

- **Local Business Association.** Business associations in different areas of the city can provide additional help. To find out about local business associations in your area, call the Office of Neighborhood Associations.
- **Professional Support Organizations.** The primary ones are the Oregon Restaurant Association and Oregon Food Industries.
- **Cultural Support Organizations.** In Oregon, there are several organizations that provide assistance from a specific cultural perspective. For more information, call the Refugee Program Coordinator at the City of Portland's Office of Neighborhood Associations.

WHERE TO CALL

EMERGENCY ASSISTANCE 9-1-1

Portland Police Bureau:

Drugs & Vice, License Investigations	796-3250
Drugs & Vice Division, main number	796-3246
Gang Enforcement Team	823-4106
East Precinct	823-2143
North Precinct	823-2120
Central Precinct	796-3097

Oregon Liquor Control Commission:

Field Inspectors, Portland Area	653-3025
Field Inspectors, Statewide	1-800-452-6522
General information & administration	653-3055

City of Portland, Bureau of Licenses:

Field Representative, north of Burnside	796-5139
Field Representative, south of Burnside	796-5140
Liquor licenses and regulatory permits	796-5152

Neighborhood Crime Prevention:

Gang Hotline	823-GANG
North Portland	823-4098
Inner Northeast Portland	823-4763
Central Northeast Portland	823-3156
Southeast Portland	232-0010
Southwest Portland	823-4592
West/Northwest Portland	223-3331
Downtown Portland	295-0912
Outer East Portland	256-0014

Other Support Organizations:

Office of Neighborhood Associations	823-4519
Oregon Restaurant Association	684-4422
Oregon Food Industries	1-800-824-1602

City of Portland Refugee Program Coordinator	823-3049
International Refugee Center of Oregon	234-1541
Southeast Asian Vicariate	249-5892