

# CITY CENTER BUSINESS IMPROVEMENT DISTRICT

Downtown Clean Team and Safety Guides  
Deployment Plan

*Downtown Columbia  
is the Capital of Southern Hospitality.*



CITY CENTER  
PARTNERSHIP, INC.

COLUMBIA, SOUTH CAROLINA

# **CITY CENTER PARTNERSHIP BUSINESS IMPROVEMENT DISTRICT**

## **HOSPITALITY TEAM DEPLOYMENT PLAN**

City Center Partnership’s hospitality team deployment plan is a reference guide provided to property owners and tenants so they can quickly understand and evaluate environmental, safety, and hospitality services that are provided throughout the business improvement district’s (BID) 36-square block area. This plan explains where and when services are delivered and how property owners and tenants can request services.

City Center Partnership’s deployment plan is intended to be a fluid document. City Center Partnership expects to make regular changes to improve services, respond to the needs of property owners, and address evolving issues.

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## **HIGHLIGHTS OF DEPLOYMENT PLAN**

### ***Overview of City Center Partnership's Hospitality Team—Clean Team and Safety Guide Services***

#### **Environmental Maintenance**

Services include activities that make the BID cleaner. Examples include sweeping of sidewalks, pressure washing of sidewalks, and removal of graffiti on first floor building facades.

#### **Hospitality**

Services include activities that welcome and assist the public. Examples include offering directions, responding to requests for assistance, and providing a reassuring presence.

#### **Supplemental Security**

Services include activities that make the BID safer and improve perceptions of safety. Examples include providing surveillance and communication with the police to assist in the intervention of crime and escorting employees and visitors on request.

#### **Hours of Services**

##### **Safety Guides/Bike Patrol**

Sunday thru Thursday 11:00am – 10:30pm

Friday and Saturday 11:00am – 11:30pm

##### **Off-hours Supervisor**

5:00pm – 10:30pm Sunday thru Thursday

5:00 pm – 11:30pm Friday and Saturday

Cell phone # 803-309-7758

#### **Contact Numbers**

For all safety or medical emergencies: **911**

City Center Partnership' office for BID related comments, questions and suggestions:

**803-233-0620**

### ***Overview of City Center Partnership***

City Center Partnership, Inc. is a non-profit organization established to implement and manage the BID in the 36-block area bounded by Gervais, Elmwood, Assembly and Marion streets in downtown Columbia. City Center Partnership began operating July 2002.

## ***Overview of Services***

City Center Partnership will employ up to 13 hospitality team members who will provide cleaning, safety, and hospitality services. The following services are included:

### **Environmental maintenance**

The clean team:

- Control litter daily
- Power wash sidewalks
- Control and remove weeds
- Wash public telephones, benches, and other fixtures
- Remove stickers and handbills from public fixtures and building facades
- Remove graffiti from public fixtures and the first floor of building facades

### **Hospitality**

The entire hospitality team:

- Provides a reassuring presence
- Furnishes information on retail services and attractions
- Offers directions
- Responds to other requests for assistance
- Provides a friendly, customer-service presence

### **Supplemental security**

Safety guides:

- Provide surveillance and communicate with police to assist in the intervention and prevention of crime
- Distribute crime advisories and provide crime prevention advice
- Reduce panhandling
- Connect people to social services
- Reduce public inebriation and consumption of alcohol
- Escort employees and visitors on request

## ***Hours of Service***

The City Center Partnership entered an agreement with Block by Block, a division of Brantley Services, on July 1, 2002 to provide clean and safety services. The following table provides information regarding hours of services.

### **Safety Guides/Bike Patrol**

Sunday thru Thursday 11:00am – 10:30pm

Friday and Saturday 11:00am – 11:30pm

### **Clean Team**

Monday thru Saturday 7:00am – 7:30pm

## ***Scheduling of Services***

City Center Partnership schedules services to occur on a daily basis throughout the BID. Service needs vary from block to block. For example, some blocks require more litter control, while other blocks have a greater need for evening safety guides. Although the level of particular services may vary from block to block, the goal of the BID is to provide an overall package of service that is spread uniformly throughout the area.

Cleaning team and safety guides are each assigned to one particular “zone” in the BID, with the exception of a special projects team that provides specialized services throughout the area.

City Center Partnership takes the following factors, among others, into account when scheduling services:

- Commuting patterns from bus stops and parking lots to and from work
- Peak pedestrian periods and locations during the work week
- Existence of “take out” restaurants that generate trash or grease
- Theatre, sports, entertainment, and convention schedules
- Evening activity generators, including social clubs and restaurants
- Areas that attract people who engage in illegal activity
- Reported felonies
- Reported Quality of Life crimes
- Requests for services

## ***Requests for Services***

**Call 911 for all safety or medical emergencies.** City Center Partnership is not affiliated with the City of Columbia Police or Fire departments.

City Center Partnership maintains a “hotline” telephone number for service requests. That telephone number is:

803-233-0620 Monday – Friday 8:00am – 5:00pm

803-309-7758 Sunday – Thursday 11:00am – 10:30pm  
Friday – Saturday 11:00am – 11:30pm

Property owners and their tenants may use this “hotline” to request a special “run” or to schedule a reoccurring service. If the request warrants an immediate response, City Center Partnership will dispatch personnel to provide the requested service. Examples of the service runs include responses to the following situations:

- Aggressive panhandling
- Public inebriation
- Loitering that is perceived as threatening
- Urine odors on a sidewalk or building
- Spilled food
- Broken glass or litter
- Human or animal waste
- Graffiti (within 24 hours of request)
- Plugged storm sewers
- Political demonstrations

City Center Partnership will also respond appropriately to requests for the following services:

- Safety and cleaning services before and after theatrical performances, concerts, sports events, and other activities at entertainment or meeting facilities
- Safety and cleaning services in “hospitality corridors”, anticipated routes used by visitors to walk from one venue to another, such as a hotel or theater
- Pressure washing and extra litter-control services prior to an important event

*\*City Center Partnership business hours are: 8:00am – 5:00pm Monday thru Friday*

*Property owners and tenants who call at times other than those listed above, may either leave a message on City Center Partnership’s voice mail system or contact City Center Partnership’s Operations Manager, Shane Hillard, at 803-309-6967 or Jimmy Cofield, Operations Supervisor, at 803-309-6965.*

## **HOSPITALITY TEAM—DOWNTOWN CLEAN TEAM & SAFETY GUIDES**

City Center Partnership's Hospitality Team consists of up to 13 team members who provide cleaning, safety and hospitality services.

Each clean and safety team member attends a series of training sessions, is radio-equipped and uniformed and able to provide assistance throughout the day and most of the night.

### ***Standard Operating Procedures for All Personnel***

The Clean Team and Safety Guides understand their job is to maintain a high level of visibility at all times. Each team member provides directions, assistance, and information to downtown workers, residents, and visitors. Each guide carries a radio and maintains communication with supervision and management personnel regarding activity and location.

### ***Clean Team Job Description (Summary)***

*The Clean Team* operates on foot. They are primarily responsible for sweeping sidewalks, and cleaning public telephones, benches, trash receptacles, and other fixtures in pedestrian rights of way.

*ATLV operators* primarily sweep curb areas where litter and debris collect along the street. They also sweep large areas and hard-to-clean areas.

*Pressure washer operators* use equipment to clean sidewalks, remove gum, wash benches and trash containers, and remove graffiti from building facades and public fixtures.

*Special projects team* completes a variety of tasks throughout the district. The exact nature of the work depends on the BID's specific needs. Examples include spot washing, the removal of weeds from tree grates and the removal of handbills from utility poles and utility boxes.

### ***Safety Guides Job Description (Summary)***

*Safety guides* patrol on foot. Should an individual need help, safety guides are able to request assistance from such entities as the City of Columbia Police department and social outreach agencies. Safety guides improve the perception of safety by discouraging panhandling, the public consumption of alcohol, and intimidating behavior.

*Bicycle patrols* provide the same services as safety guides; however, these patrols are able to provide surveillance to a larger area downtown and, in some cases are able to respond to requests more quickly because they are on bicycles.

*Vehicle patrols* provide the same services as safety guides; however, these patrols are able to provide surveillance to a larger area downtown and are able to respond to requests more quickly because they are using a vehicle to complete the patrols. Areas patrolled include city owned parking garages.

### ***Administrative Team Job Description (Summary)***

The *Operations Supervisor* is responsible for ensuring the clean team and safety guides carry out all assigned duties and maintain communication and databases. Supervisors also serve as the liaison between City Center Partnership and various departments of the City of Columbia.

The *Operations Manager* works closely with City Center Partnership's management personnel, oversees the entire clean team and safety guides and its daily operations, and implements new strategies to enhance the level of hospitality services. The operations manager is responsible for hiring, training, and supervising the entire hospitality team and serves as a daily contact with property and business owners.

### ***Contact Numbers***

The following table contains contact information for management and supervisory personnel.

Phone: 803-233-0620      Fax: 803-233-0621

Matt Kennell, Executive Director ([matt@citycentercolumbia.sc](mailto:matt@citycentercolumbia.sc))

Cindy Christy, Associate Director ([cindy@citycentercolumbia.sc](mailto:cindy@citycentercolumbia.sc))

Shane Hillard, Operations Manager ([shane@citycentercolumbia.sc](mailto:shane@citycentercolumbia.sc)) Cell: 803-309-6967

Jimmy Cofield, Operations Supervisor ([jimmy@citycentercolumbia.sc](mailto:jimmy@citycentercolumbia.sc)) Cell: 803-309-6965

### ***Deployment Schedule***

Clean team and safety guides are responsible for concentrating services in one particular "beat" in the BID, with the exception of special projects guides who provide services throughout the entire district. The deployment schedule is detailed below.

The clean team and safety guides consist of up to 13 employees that include one operations manager, one operations supervisor, six clean team members, and five safety guides. The number of guides and team members working varies throughout the day, from 2 guides and late night hours, to 11 guides providing services in the afternoon.

City Center Partnership's deployment chart is attached in Appendix A. This chart details staffing levels throughout the week. Although staffing levels are at a minimum on Sunday, property owners or tenants needing extra assistance with a special event that day may contact the operations supervisor or operations manager at least two days prior to the event. City Center Partnership may adjust coverage appropriately.

With the exception of the special project team and bike patrollers, the clean team and safety guides are assigned to a specific area. Some zones overlap with one another. The overlapping areas demand an additional level of service due to large amounts of pedestrian activity. Maps of zones may be found in Appendix B.

### ***Deployment Zones***

- **Zone 1**        Near side of Gervais, far side of Marion, near side of Hampton, far side Assembly
- **Zone 2**        Far side of Hampton, far side of Marion, near side of Laurel, far side of Assembly
- **Zone 3**        Far side of Laurel, far side of Marion, far side of Elmwood, far side of Assembly

The clean team and safety guides are to maximize visibility to the public and make rounds through all public right of ways. Guides are only permitted outside their assigned zones when authorized by the operations manager, operations supervisor or management staff of CCP. Guides work alone throughout the day and are permitted to work together after dark or when dispatched to provide assistance to another guide.

### ***Service Response***

In addition to providing the general clean and safety services that were described earlier, the clean team and safety guides also provide more specialized services. These specialized services are described below.

#### **Graffiti Removal**

City Center Partnership's clean team removes graffiti within 24 hours from private property and fixtures in public rights of way. The clean team removes graffiti from first floor building facades that front public streets and alleys. Graffiti will be removed from buildings within 24 hours, providing a graffiti removal consent form is on file. Fixtures include such items as utility boxes, newspaper racks, and bus shelters.

#### **Snow Removal (when necessary)**

The clean team generally do not remove snow and ice; however, areas in the district that are not addressed by property owners or the City of Columbia will be serviced, including storm sewer grates and the intersections of sidewalks and crosswalks.

#### **Assistance for Publicly Intoxicated Individuals**

Safety guides are instructed to confront public intoxication in a number of ways, depending on the situation. A number of situations are described below.

- **Situation 1:** Individual is intoxicated and has an open container.

**Response:** Safety guides will remind the person of the city's open container law and ask the individual to dispose of the alcohol.

- **Situation 2:** Individual is intoxicated, has an open container and will not comply with the request to dispose of alcohol.

**Response:** Safety guides walk away and contact the supervisor who then contacts the City of Columbia Police department.

- **Situation 3:** Intoxicated individual has passed out.

**Response:** Safety guides contact the office that contacts the Division of 911.

- **Situation 4:** Intoxicated person is requesting assistance.

**Response:** Safety guides radio the supervisor who contacts a social outreach agency to provide transportation to an engagement center.

### **Assistance for Mentally Ill People**

In cases where a mentally ill person is posing a risk to himself/herself or others, a guide radios the office that contacts the police department's emergency number. In instances where a mentally ill person's behavior seems to indicate a need for social services, a guide requests the office contact an appropriate social service agency that can provide outreach services.

### **Assistance with Panhandlers**

Guides often politely ask the person to move on and not panhandle in the area. (Non-aggressive panhandling is legal.) If the person is aggressively panhandling, a safety guide contacts the office and requests the assistance of the City of Columbia Police department.

### **Assistance for Homeless People**

Safety guides interact with homeless persons daily and are often times aware of their need for services. Guides provide a list of service providers; and if necessary a guide will transport the homeless person to an appropriate service provider.

### **Assistance with the City of Columbia**

Guides will report services that need to be addressed by city personnel. Examples of service requests to the City of Columbia include the following:

- Inoperative traffic signals
- Inoperative crosswalk signals
- Street light with inoperative bulbs
- Uncollected trash
- Damaged or missing street trees
- Broken curbs

## ***Communications***

Safety guides, clean team, and supervisory personnel are equipped with two-way radios for communication purposes. Additionally, all management and supervisory personnel are equipped with a cellular telephone for both routine and emergency communication. The following represents different forms of communication.

### **Shift Commencement**

The clean team and safety guides are assigned to one of four shifts. At the beginning of every shift, the operations manager and/or operations supervisor inform all guides of the day's goals and inform them of important matters that will effect their deployment. For instance, if a series of automobile break-ins have been reported in Zone 3, guides assigned to that area would be asked to pay special attention to the parking area where the break-ins occurred and to report any suspicious activity. Shifts are from 7 a.m. to 3:30 p.m., 11 a.m. to 7:30 p.m., 2 p.m. to 10:30 p.m., and 5 p.m. to 11 p.m.

*In cases where a problem arises that may affect a number of property owners or tenants, the office will issue an advisory to property owners, managers, security personnel, and other appropriate contacts.*

### **Two-Way Radios**

City Center Partnership's clean team and safety guides are equipped with two-way radios that connect guides to each other and the office, supervisor, and manager. Property owners, tenants, and the public can request help by approaching any guide.

### **City Center Partnership Office Number (803-233-0620)**

The office fields calls from property owners, tenants, and other individuals in the BID. Once a call is received, the office records the requested service and determines the appropriate response. In many cases, a guide is deployed immediately to address a problem. If the issue does not merit immediate response, the office will either schedule the service or contact the appropriate City department.

### **Reports**

The City Center Partnership maintains a database of information and tracks all services performed and responses to calls for assistance. Additionally, there is a safety incident report completed on all types of crimes witnessed, reported or responded to by the safety guides. The City Center Partnership publishes and distributes monthly reports for quality and financial tracking.

# APPENDIX A: DEPLOYMENT CHART

City Center Partnership, Inc.  
Columbia, South Carolina

POSITION	HOURS	WED	THU	FRI	SAT	SUN	MON	TUE	HRS
Ops Manager	0800-1700	9	9	9			9	9	45.00
		A	A	A			A	A	
		Hillard	Hillard	Hillard			Hillard	Hillard	
Ops Supervisor	0700-1530	8	8	8			8	8	40.00
		B	B	B			B	B	
		Colfield	Colfield	Colfield			Colfield	Colfield	
Clean/Panther 1	0700-1530	8	8	8	8		8	8	48.00
		C	C	C	C		C	D	
		Robinson	Robinson	Robinson	Robinson		Robinson	TBF	
Clean/Panther 2	0700-1530	8	8	8	8		8	8	48.00
		D	D	D	D		E	E	
		TBF	TBF	TBF	TBF		Drayton	Drayton	
Clean/Panther 3	0700-1530	8	8	8	8		8	8	48.00
		E	E	E	F		F	F	
		Drayton	Drayton	Drayton	Cofer		Cofer	Cofer	
Clean/Panther 4	1100-1930	8	8	8	8		8	8	48.00
		F	F	G	G		G	G	
		Cofer	Cofer	Wells	Wells		Wells	Wells	
Clean/Panther 5	1100-1930	8	8	8	8		8	8	48.00
		G	H	H	H		H	H	
		Wells	Lewis	Lewis	Lewis		Lewis	Lewis	
Safety/Inferno 1 Bike Patrol	1100-1930	8	8	8	8	8	8	8	56.00
		I	I	J	J	J	J	J	
		Vaughn	Vaughn	Miller	Miller	Miller	Miller	Miller	
Safety/Inferno 2	1100-1930	8	8	8	8	8	8	8	56.00
		K	K	K	K	I	K	I	

# APPENDIX B: DEPLOYMENT MAP

## City Center Partnership, Inc. Business Improvement District Grid

