

THE BOOGIE! A NIGHTCLUB THAT DEFIED TRADITIONAL PROBLEM SOLVING EFFORTS

or

when Jack met SARA

Anaheim Police Department
South District Community Policing Team
Tourist Oriented Policing Team
District Commander, Lieutenant David Vangsness

Summary

The Boogie, a nightclub that operated in Anaheim for over 25 years, maintained a reputation as one of the most popular clubs in Southern California. It operated under various banners including: *The Crescendo, The Cowboy, The Bandstand, The Cowboy-Boogie* and finally *The Boogie*. Each change in name represented a change in both the music format and the clientele who patronized the club. What remained constant were the challenges the club created for the community. As is often the case, the police department would be the driving force in addressing these challenges.

The Boogie brought all of the common problems expected of a large nightclub. As with any concentration of alcohol, high-energy music and young adults, the club's problems included: fights, intoxicated patrons and parking and traffic congestion. Beyond these "traditional" problems, in later years The Boogie severely impacted surrounding businesses, forcing them to hire security, close their doors during peak hours, and endure ongoing customer complaints. As the club evolved into a Hip-Hop and Rap format, stabbings, shootings and firearms seizures became routine. Two homicides were committed by patrons leaving the club in its last year of operation, 2006.

The Anaheim Police Department became stuck in a recurring loop while trying to solve the challenges in and around The Boogie. Scanning revealed a problem; analysis suggested a fix; responses were usually effective; but assessment often turned into a new round of response and assessment, as a problem recurred, or a new problem arose. Many of these efforts took place long before SARA became the siren call for effective problem-solving. The Anaheim Police Department, through various work units (Vice, Narcotics, Patrol, Community Policing...) addressed problems as they ebbed and flowed at The Boogie for decades. The question became, how long will we continue to respond, assess, respond, assess...? The most obvious tools for such a dilemma include abatement suits or eminent domain measures. But what if the city government does not support such measures? Can municipal government dictate a new business plan? To what extent do we continue to ask “legitimate” businesses to incur expenses to deal with the fallout from a night club? Do we wait until someone gets killed? What if that someone is a tourist? What if it’s a police officer?

The end came in the form of an investigation that produced a “perfect storm” of publicity, the threat of administrative and criminal prosecution, and the inability to renew an insurance policy. Ironically, most of the information gleaned in the investigation came from publicly available documents. Civil pleadings and accusations, bankruptcy filings, real estate titles and transfers, depositions and decades old police reports all formed the backbone of a case that would ultimately lead the owner to close the club that had been his life for decades.

The results were immediate. No more calls at The Boogie. No more impacts to surrounding businesses. No more traffic congestion. The lessons are less clear. What of

displacement? The club and the circle of individuals who controlled it left Anaheim. They were not prosecuted and may move elsewhere, perhaps to your town. The cautionary tale is that when such a business operates in your locale, it may do so at the margins. It may violate municipal codes from time to time. It may run afoul of various state and county regulatory agencies from time to time. But as long as the operator makes some attempt at, or appearance of compliance, few agencies are equipped to close a licensed, legal business. If abatement measures are off the table in your jurisdiction, don't overlook a traditional gumshoe investigation of those running the club. You may find the tool to break an endless SARA-cycle.

A problem night club evolves with Problem Oriented Policing at Anaheim PD

Problem solving efforts at The Boogie would fill a book, but more importantly they provide an extensive case study in the evolution of Community Policing in an urban setting. The Anaheim Police Department in the 1980's was a traditionally structured agency with an enforcement oriented work-ethic. The 1990's saw us approach the Community Policing philosophy with the same cautious enthusiasm of many similar departments. In the early 1990's a free-standing Community Policing Team addressed rampant gang and narcotics activity in the city's neighborhoods. The responsibility for a night club fell to the Vice Unit, due to its traditional role in monitoring alcohol licensees. Efforts focused on license compliance rather than any holistic approach to finding long-term solutions. As the police department led other city departments in implementing a neighborhood improvement plan and created a Community Policing Team in each of four geographic districts, things began to change. A lieutenant was assigned as the District Commander and represented the Chief to coordinate policing efforts in each district. The overall responsibility of The Boogie fell to the South District Commander. This district

included all of the Disney properties, the Anaheim Convention Center, the city's sports venues, thousands of hotel rooms and residential and commercial zones. The Boogie received attention from the District Policing Team in proportion to the level of complaints at a given time. Although the tactics employed were reflective of some of the best practices in collaborative problem-solving, they seemed to only provide short-term relief. By the time the department had assigned its third District Commander to the South District in November, 2005, The Boogie had evolved into the most popular Hip-Hop and Rap nightclub in Southern California. It also accounted for the most calls for service at a single location in the city and multiple aggravated assaults were commonplace. It was clear a permanent solution had to be found.

Scanning

When the department designated a District Policing Team for each geographic area of the city, responsibility for a given problem coalesced. The Boogie began to receive the undivided attention of members of the South District, Community Policing Team beginning in the year 2000.

Scanning methods included:

- Meetings between surrounding businesses and police to determine impacts from the club or its patrons
- Examination of call volume and type at club and surrounding locations
- Review of police reports
- Observation of club operations
- Anecdotal evidence from patrol officers assigned to the area

Initial scanning revealed a very savvy owner. Jack Wade had ushered this club through many years and many changes. In operation for over 25 years, The Boogie was by all

accounts very successful. Jack was quick to spot a trend and capitalize on the evolution of the night club scene. The club seemed to ride each new trend in popular music until just the right moment when Jack would change the format. Customers frequently lined up around the building to get in. Although Jack had received fines and short suspensions from state Alcoholic Beverage Control (ABC) authorities over the years, he showed no sign that he intended to quit the business. He retained one of the state's top law firms and appealed significant cases to the highest level. This always created delays and usually resulted in relatively minor monetary fines. Jack also kept lines of communication open with police representatives and rarely refused to cooperate.

Characteristics:

- Large single-story structure with capacity of 1,100 patrons
- Several bars and dancing areas
- Operated only 15 hours per week, Thursday – Saturday 2100-0200 hours
- Gross receipts over \$300,000 per month
- Admitted anyone 18 years and older
 - Cover charge reduced for patrons over 21 who could buy alcohol
- Drew kids from all over Southern California
 - Patrons driving 100+ miles not uncommon
- Easy access, surrounded by arterial streets and I-5 interstate
- Several music format changes over the decades
 - Oldies, Disco, Country-Western attracted an older demographic
 - Techno, Hip-Hop and Rap attracted younger crowd
- California “Type 47” liquor license, issued to Jack Wade in 1980
 - Required full restaurant menu to be served
- Jack Wade rented property from landowner who was long-time friend

- No formal lease, approximately \$40,000 per month
- Adjacent property
 - Hotels, convenience store, gas station, fast-food restaurant, small commercial strip including a liquor store, light industry
- Outlying property
 - More hotels, 24-hour restaurants, Disneyland, Anaheim Convention Center, residential neighborhoods

The level of awareness of the club was high throughout the department, since it had been a city fixture for so long. The level of attention paid the club depended upon one's assignment in the organization. Patrol officers working the area considered the club a problem, but the institutional culture did not encourage patrol officers to undertake large problem-solving efforts. Vice investigators addressed complaints as they occurred, and prioritized their efforts with other traditional vice concerns citywide. Narcotics investigators reacted similarly. Detectives were responsible for filing cases generated at the club, but bore no responsibility for a long-term solution. As the department's POP philosophy evolved, and as larger, more serious street-crime problems were eliminated in the late 1990's, the organization began to concentrate on The Boogie.

Analysis

Analysis revealed that although the club had created a certain level of concern over the years, its newest method of operation and clientele had created a sense of urgency. The traditional "low-level" issues we had been dealing with for years had centered on traffic impacts, fistfights and parking. While these remained concerns, the bigger issue became the dramatic increase in crime in and around the club. Assaults had become common and

more violent. Rapes were reported, and after-hours incidents had spread several blocks from the business.

Documented harm in the club included:

- Aggravated assaults, shootings and stabbings
- Simple assaults, fistfights
- Rape
- Rave drug use and dealing
- Club bouncers assaulting patrons
- Intoxicated patrons

Harm surrounding the club included:

- Parking in surrounding businesses
- Drinking in cars in neighboring parking lots
- Traffic congestion
- Hotels had complaints from their guests about noise and speeding vehicles
 - Loss of nightly revenue and corporate contracts
- Thefts from convenience stores
- Vandalism
- DUI and traffic collisions
- Nearby parking lots became gathering points after club closing
- Unruly crowds at 24-hour restaurants
 - Thefts of meals
 - Fights
 - Loss of existing customers

Particularly distressing were the impacts on surrounding businesses. Patrons from The Boogie, which served virtually no food, left the club and proceeded to two nearby

Denny's restaurants. Each restaurant manager reported similar problems. A large crowd of unruly, often intoxicated "twenty-somethings" would descend on their restaurant just after 2 am. The parking lot and dining room quickly filled beyond capacity. People began gathering in the parking lot waiting for a table. The dining room became unmanageable as people milled about replicating the club atmosphere in the restaurant. Bills weren't paid, staff members were intimidated and customers complained. An adjacent Best Western hotel received complaints from guests trying to sleep. One, more remote restaurant is surrounded by a large open parking lot. The lot filled with dozens of cars and those who didn't enter the restaurant simply loitered outside, often drinking and continuing the party. The landowner hired private security officers to patrol the property. There were many reports of "shots fired" in this lot, culminating in a homicide inside Denny's. A second homicide committed by club patrons took place in a car-to-car shooting on the I-5 interstate, ending in the neighboring city of Buena Park.

The mix of age groups was also identified as a concern. The club allowed entry to anyone over 18. Those over 21 were identified with wristbands and allowed to purchase alcohol. This created an atmosphere ripe for underage drinking, as there was little effort to monitor who actually consumed the alcohol once purchased from the bar.

There was also growing evidence that employees of The Boogie were a significant part of the problem. Apart from the usual concerns with bar staff, we became aware that Wade had an out-of-control group of bouncers. Security in the parking lot had been contracted to a reputable local private security firm. Security inside, and at the entrance to the parking lot however, was handled by employees of The Boogie.

Analysis of the many police reports began to show a disturbing pattern of allegations by patrons; that they had been assaulted and sometimes seriously injured by bouncers. In 2005, a group of bouncers chased a group of patrons across the street; four customers were stabbed and required emergency surgery. Kids too drunk to walk were routinely tossed out the back door of the club. At least one woman who had ingested a tainted drink was driven to an area emergency room by club employees and dumped there with no call to police. Later inquiries revealed the *majority* of these employees had criminal records and many were on active parole. Police reports generated in these incidents rarely produced criminal complaints. Victims and witnesses were often intoxicated and there was a lack of independent witnesses. There was reluctance on the part of the City Attorney's office to prosecute cases from the club.

Although the Anaheim Police Department had no Crime Analysis Unit at the time, the District Policing Team and Tourist Oriented Policing Unit (the South District's detective arm) conducted ongoing analysis and tracking of cases stemming from The Boogie.

- In the years 2000-2006, The Boogie generated 2,534 calls for service
 - An average of 500 per year
- These same years averaged 27 police reports per month from The Boogie
- Calls for service in 2004 at The Boogie resulted in a crime report 80% of the time
 - The citywide rate was 58%

Civil abatement, injunction and eminent domain were discussed over the years with support from the police department and some private stakeholders. These options however, were not supported by the City Attorney's office or the political leadership in Anaheim.

Response-Assessment-Response-Assessment...

As noted previously, the police department's early response to problems at The Boogie were traditional.

- Zero tolerance enforcement around the club
 - Including traffic infractions
 - Drinking and loitering in parking lots
- Multi-agency saturation
 - Parole and Probation officers
 - Police gang investigators
- Concentration on strict enforcement of ABC statutes
- Overwhelming uniformed police presence, particularly at closing time

While all of these tactics generated large numbers of cites and arrests, most provided only short-term relief. It was not until the individual District Policing Teams were established that a coordinated effort to permanently solve the problem began.

Response measures began by establishing two areas of responsibility. The problems inside the club, alcohol sales and regulation and narcotics use, would be the responsibility of the Vice Detail. This was due to their expertise and ability to work undercover. The problems outside and in surrounding areas would be handled by the South District Community Policing Team. The District Commander had overall responsibility.

Officers from the South District brought the surrounding stakeholders together to get an overview of the problems. A contact list was created and potential solutions were sought from the group. Suggested responses included enforcement operations, liquor license

revocation, and communication with the owner, physical changes (CPTED), criminal abatement and civil lawsuits.

This was followed by a meeting at the police department between Jack Wade and representatives from Community Policing, Vice, Code Enforcement and the Traffic Bureau. The tone of the meeting was amicable, reflecting the operating philosophy at the time, which was to collaborate with club management to fix the problems. Mr. Wade agreed to adopt some suggestions, but declined to change the music format or restrict admission to those over 21.

Analysis indicated that many of the current problems stemmed from demographic changes at the club. The previous format during the Country-Western phase admitted only those over 21. The admission of younger patrons created conditions that encouraged underage drinking. It also increased the number of people loitering outside drinking in cars. This dispersion to surrounding areas triggered community outcry that we had not experienced previously. Response measures at this point were aimed at getting the kids back onto The Boogie property.

The District Policing Team coordinated several environmental changes and led enforcement programs focused on these outlying areas. New signage prohibiting parking on private, off-street lots was installed. The city's 'Dusk to Dawn' lighting program was tapped to illuminate many of the dark business areas. A nearby city street was posted for *No Parking*. Driveways into private businesses were chained off. Zero tolerance enforcement measures focused specifically on underage possession of alcohol, public

drinking, illegal parking, littering and the myriad smaller offenses that were occurring before, during and after club hours in surrounding areas.

These efforts were successful. Within a few months, the peripheral problems had been eliminated or were significantly reduced and the surrounding stakeholders reported general satisfaction.

Such a high level of operational tempo, directed at one particular business on weekend nights can rarely be maintained. Most enforcement efforts required adjusted work schedules and the use of overtime. Additionally, each work unit had citywide responsibility, and could ill afford to dedicate resources full-time to The Boogie. The South District Policing Team consisted of a Sergeant and four officers at its highest staffing level. These officers were also responsible for problem-solving throughout the District, which still included areas with significant gang and narcotics activity. As high-visibility efforts were reduced, problems on the periphery re-emerged.

Although the Vice Detail had conducted several successful undercover operations inside the club; it was evident by the pace of ABC proceedings, that these would have no immediate impact. Some cases were not sustained, while those that were, usually resulted in fines of a few thousand dollars or short suspensions. At one point, a year-long compilation of police reports was presented to ABC personnel to pursue a “disorderly house” liquor license revocation. When the police department inquired as to the status of this particular case, we learned it had lapsed due to the file having been lost. The statute of limitations required dismissal of the entire case.

Additional efforts centered on the classification of Jack's liquor license. A "Type 47" license is intended for use in a bona fide restaurant that serves alcohol as a component of a full menu. A bar or night club requires a "Type 48" license. This license also prohibits those under 21 years of age from entering the premises. While it was obvious to all that The Boogie was using its license out of compliance, ABC investigators were slow to pursue the matter.

At this point, South District officers began to more directly engage the club management and employees with problem-solving measures. There were additional meetings with Jack Wade and his managers, and training sessions were held on a variety of topics.

- In response to concerns about underage drinking and over-serving, a class on state alcohol laws was presented. ID scanners were introduced and utilized.
- In response to an increase in rave drug overdoses and sexual assaults, a class on date-rape drugs was presented. An awareness/prevention flyer aimed at female patrons was developed and posted inside the club, including the women's restroom.
- In response to increased weapons seizures in and around the club, and concerns that patrons were not being properly searched, a class on pat-downs was presented.
- In response to problems identifying assault suspects, Wade installed a new recorded video surveillance system.
- In response to gang members bringing weapons onto the property, but leaving them in their cars, we encouraged Wade to implement a new security measure. Anyone parking on the property was required to allow a search of their car by club employees.

- In the first 3 months of 2006, 17 firearms were seized at the club!
- While this proved successful in seizing many firearms, we also received information that employees were stealing from patron's cars.
- In response to the general chaos in the expansive parking lot, we encouraged Mr. Wade to increase security. He contracted with a reputable private firm to patrol the parking lot, but kept inside operations under his direct control.
- In response to allegations of bouncers committing assaults and the difficulty in identifying them, we asked Wade to provide white polo shirts with large numbers printed on them. He complied, however we began receiving reports of bouncers removing their shirts during altercations.
- In response to occupancy limit concerns, the Fire Marshal was asked to conduct inspections. This resulted in a \$1,000 fine, but little else.
- In response to complaints of public nudity, a two-month undercover operation was conducted in early 2005, resulting in eleven cases presented to the City Attorney, alleging after-hours service and indecent exposure. These cases were refused for criminal prosecution. They were then presented to ABC investigators to begin another "disorderly house" case.
- Area stakeholders were encouraged to pursue resolution via civil "public nuisance" suits. The numerous major corporate entities involved made a coordinated suit impossible. While individual hotel managers supported these efforts, their corporate legal departments prohibited such action. Some stakeholder groups did initiate letters of concern and support to the city and the landowner. (See attachments)

The South District's Tourist Oriented Policing detectives took full responsibility for all criminal cases that were associated with The Boogie. Previously, cases were assigned by crime type and distributed to specialized units in the Detective Division. Channeling all cases related to the club to a single detective group allowed a clearer and quicker analysis of trends. This also provided stronger advocacy for presenting cases from the club for prosecution. This change also revealed the disturbing rate at which the club's bouncers were actually suspects in incidents. In 2005, employees of The Boogie were listed as suspects in 40% of all crimes reported at the club.

Resolution

The rising level of violence in and around the club and the increasing pressure from area stakeholders in particular made it clear that a more permanent solution was necessary. It was also clear that even if The Boogie operated in full compliance with all state and local codes, the potential for crime and violence to occur would remain. The dynamics that made The Boogie a tremendously popular and successful nightclub, seemed to conflict with peace and harmony more often than not. Given these circumstances, an effort was made to investigate those involved in operating the club to see if any leverage was available to bring the business to a close.

What followed was a relatively low-key, behind the scenes investigation of mostly public records. A minimal amount of physical surveillance took place to determine the relationships between several club principals. The result of this research revealed a surprising amount of information about a complex web of associates who appeared to have profited from the club throughout its existence. Many of these people had become very wealthy. Some had extensive criminal records, and several were involved in

ongoing civil litigation and bankruptcy proceedings. The various records revealed conflicting sworn testimony about who actually owned and controlled the club, and where the profits were going. The investigation also revealed a concerted effort to maintain liability insurance coverage for the club, despite a significant claim history.

The key to the club clearly lay with the liquor license. A liquor license in California is owned as an asset and can be bought and sold. Jack Wade had held the license for The Boogie since 1980. Our investigation revealed that although he was the licensee, and oversaw day to day operations at the club, there were several people who controlled Jack Wade to varying degrees over the years. Wade appeared to be the front man due to his experience in the business, keen awareness of music trends, and lack of significant criminal history. While Jack had no visible assets, his associates lived in multi-million dollar homes, owned vast tracts of real estate and collected high-end cars. These facts came to light after a corporation known as Chesterman Incorporated, filed a Chapter 7 Bankruptcy in early 2006. Chesterman Inc., had been formed in 2004, to be the parent company of The Boogie. This had never been reported to state liquor authorities as required. The purpose of Chesterman was to create a new corporation with no litigation history, in order to obtain new liability insurance coverage for the club. Previous lawsuits and numerous settlements, primarily to patrons who had been assaulted by bouncers, had created the need for a new policy.

Review of the facts in many of the civil suits revealed a disturbing pattern. The club maintained an insurance policy with a \$50,000 deductible, and many cases were settled without an insurance claim. In one case, a patron was allegedly assaulted by club bouncers and Jack Wade himself. A short time later the victim was given a job at the

club. Chesterman Inc., then arranged to pay off loans on the victim's parents' house, saving it from foreclosure. Within a year however, Chesterman Inc., had obtained a quitclaim deed to the house and sold it at a profit of \$300,000.

Jack Wade and his attorney and partner Ed Weiss created Chesterman Inc., and used the name of the club's bookkeeper's sister on the articles of incorporation. She was the CEO and sole corporate officer. New insurance was obtained based on applications that falsely stated that the club was a new business with no claims history. By 2006, new civil suits had begun to stack up at an alarming rate. As one case with significant potential for loss approached trial, the organization attempted to avoid liability by having Chesterman file for bankruptcy. Bankruptcy proceedings require sworn testimony from the debtor, in this case a woman who had no knowledge of any of the club's operations. She had simply allowed her name to be used on the incorporation documents. The Anaheim Police District Commander attended these proceedings and arranged for ABC attorneys and investigators to be present as well. The woman was represented by Ed Weiss. Jack's lawyer-partner attempted to shield the woman by offering an innocent explanation for Chesterman and its bankruptcy, but ultimately both made statements under oath that were clearly perjurious. The ABC attorney was allowed to question the woman and directly accused Ed Weiss of lying about the ownership of the nightclub. These discrepancies triggered an allegation of "false ownership" by ABC authorities. This is a serious offense in California liquor law, usually resulting in license revocation. While a new case was initiated, it could potentially take years to make its way through the available levels of appeal.

At a second hearing in the Chesterman bankruptcy, the police were allowed to question both the debtor and the club's attorney directly under oath, as a party-in-interest. The District Commander took this opportunity in a public forum to make it clear the department was aware of the fact the bankruptcy was a ploy to avoid liability. Additionally the attorney was grilled about his knowledge of, and relationship with, each of the individuals identified in the investigation. This was the first time anyone associated with the club was made aware of the police having connected all of the principals involved. It also created a publicly available record naming the several individuals who had been profiting from the club for years.

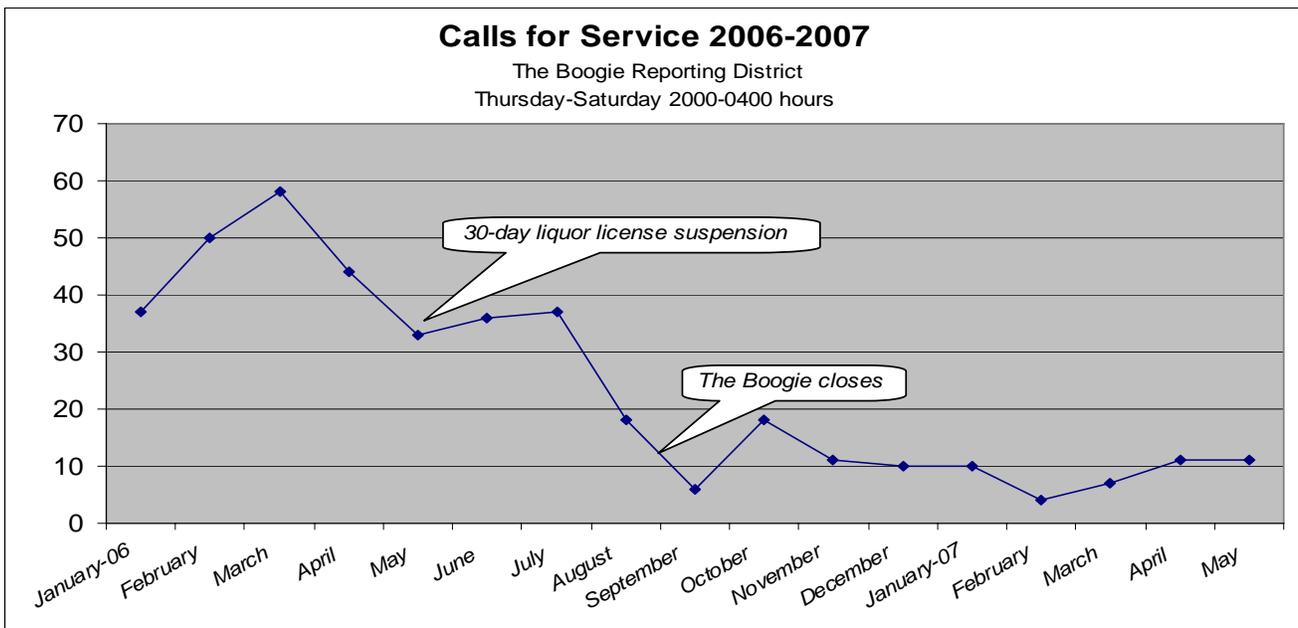
As a result of the investigation, inquiries were made to prosecute the case at several levels. The facts were presented to the U.S. Trustee's office for possible bankruptcy fraud charges. The IRS was briefed for possible tax consequences and the U.S. Attorney and Orange County District Attorney's offices were briefed for potential conspiracy and perjury filings. State Insurance Department investigators were contacted with regard to the fraudulent statements on policy applications. The many plaintiffs' attorneys in the pending civil matters were directed to the various public records, allowing them to coordinate their lawsuits.

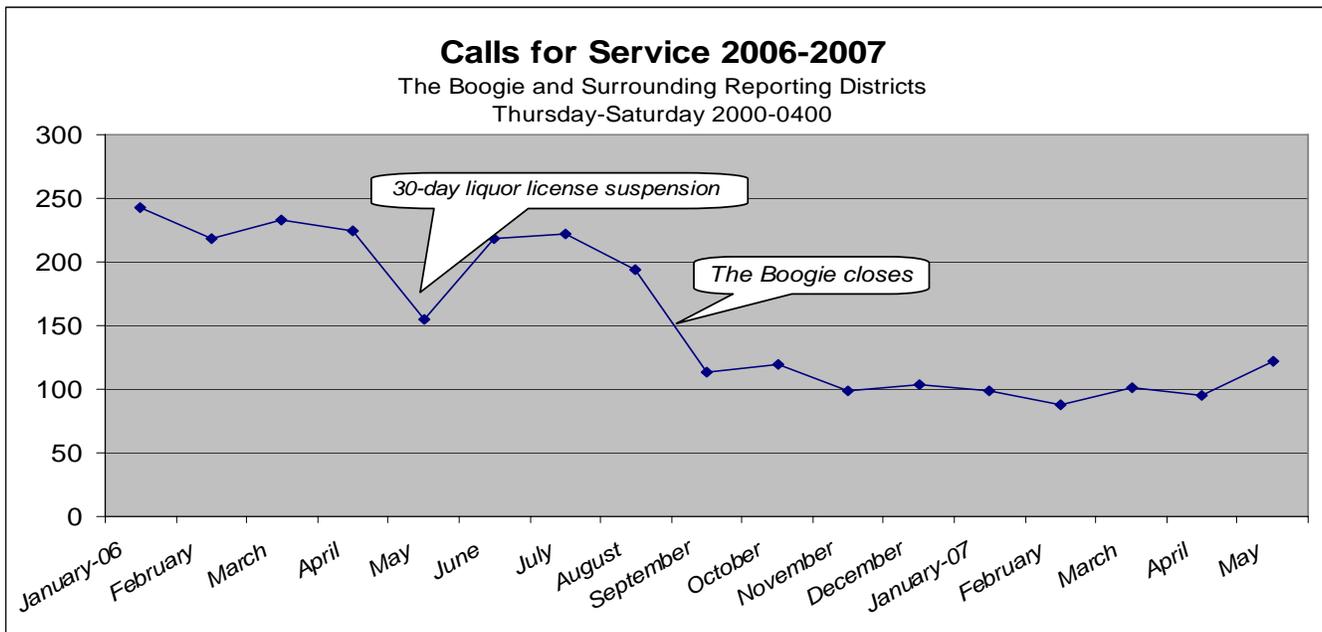
The city's planning director also took the initiative to pursue revocation of the club's dance-hall permit. A case was prepared showing the club was failing to comply with the restrictions of its liquor license and was failing to "prevent the unlawful conduct by employees or patrons..." Notice of this action was met by a request for a delay and extensive discovery demands. The City Attorney's office granted the continuance and began to negotiate with the club's attorney.

Ultimately, none of the prosecuting authorities elected to charge any of the principals of the club. The bankruptcy judge declared the Chesterman case a “bad faith” filing and admonished Wade’s attorney. However, the specter of prosecution seemed to create a sense that the end of the road was near for Jack Wade. He quickly negotiated the surrender of his city business license and dance-hall permit, and agreed to sell his liquor license in lieu of the pending revocation. The effective date of termination of these licenses coincided with the expiration of his liability policy in August of 2006. The club closed that month, and the property owner is currently seeking a developer to build a large hotel.

And finally...Assessment

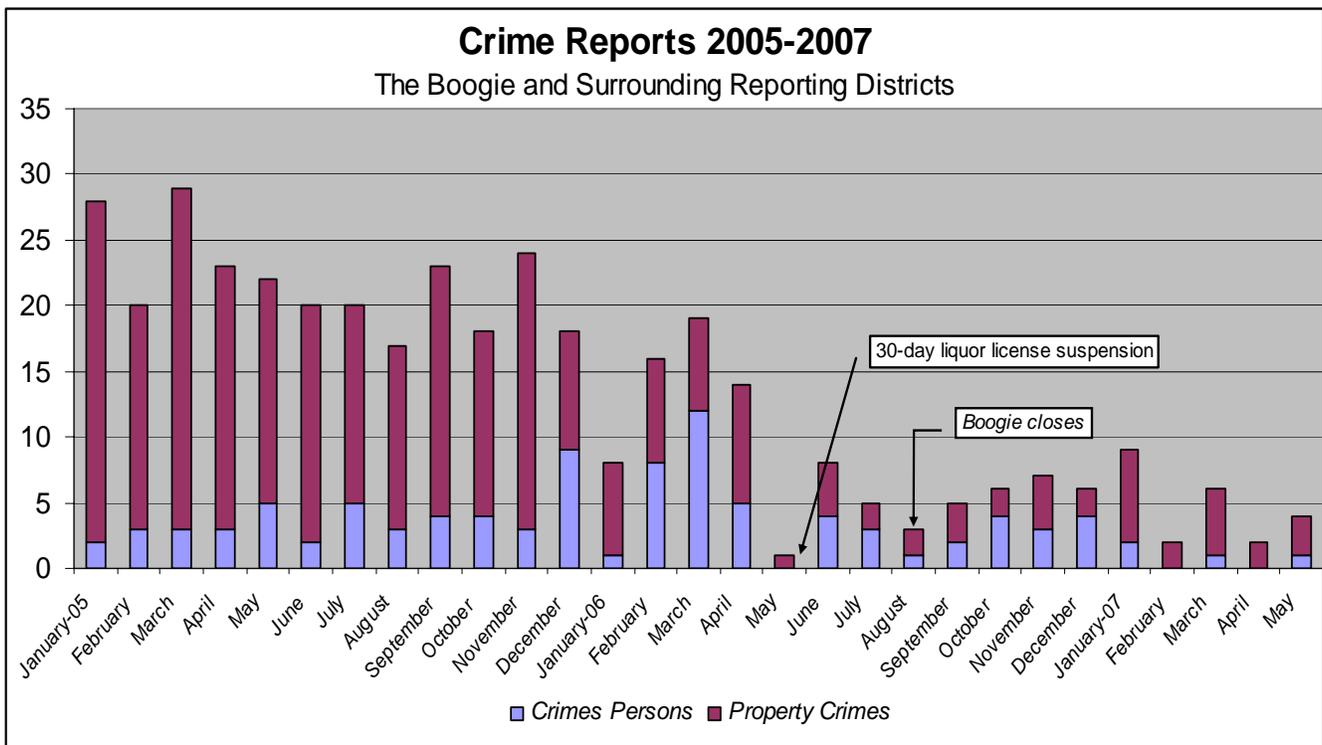
While it is simple to say that closure of the club produced an immediate end to all of the problems in the area, one must examine the data to legitimately reach such a conclusion. Calls for service are the most obvious indicator of workload, and the numbers speak for themselves in the club’s immediate and surrounding reporting districts.





Additional factors not captured in statistics are the impacts on surrounding businesses.

Location	Boogie impact interviews	After closure interviews
Best Western Hotel 2 miles west	Vandalism to guest vehicles. \$4,000/year in extra security costs. \$5,000 in room refunds in final year. Lost bookings via Travel Agent complaints.	No problems in parking lots. Decreased security costs and no more lost bookings or refunds.
Red Roof Inn Across street	Added security costs of \$12,000/year for 5 years. Complaints from guests.	\$12,000 annual savings in security costs. No complaints from guests.
Peacock Suites Across street	Guest complaints. Security increased by approx. \$2,000/month. Loss of corporate booking revenue of \$574,000 in years 2004-2006	No guest complaints. Reduced security costs. Recovering corporate bookings.
Denny's Restaurant 1 mile East	Increase in late night business. Better customers scared away. Parking congestion, unruly patrons Homicide in restaurant	Business dropped 3% initially, but has recovered. Better customers, no problems.
Denny's Restaurant 2 miles West	Parking congestion, Unruly patrons, Thefts of meals	Late night business increased 20%. Better customers.
AM/PM Gas station/market 1 mile East	Store closure during Boogie closing. Fights, employees fearful. Shots fired	Store open 24/7. Employees feel safer.
7-11 Market Across street	Business increase, large police presence, shoplifting increased, Hired security.	Business dropped \$1,000/week. No longer uses paid security. Shrinkage decreased.



The security company that patrolled The Boogie parking lot and filled contracts for surrounding properties lost business. The owner reported he had six contracts directly related to the club totaling \$14,000 per month. Four of these were cancelled as soon as the club closed. His personal observations also capture the change:

...Significantly noticeable improvement; no longer any violent shootings, stabbings, assaults, car-jackings, rapes, assaults with deadly weapons, gang fights and near riot melees. Local hotels have no wild raging parties; no overflow parking issues at the hotels; no more Boogie crime related issues being brought into the hotels; no complaints from hotel guests; no more traffic congestion on the weekend nights; no street shut downs. Local hotels have reported a drop in vehicle break-ins. The area has returned to a tourist destination on the weekends.

...and his observations of our own department are also telling:

Police have quicker response times; more police officers appear to be on the street and available; Officers are in better moods. Patrol Officers seem to have a more proactive role within the resort area and surrounding communities.

The years 2004-2006, saw the police department alone commit over 57,300 labor hours to special actions at The Boogie. This figure does not include patrol officers' labor while responding to calls-for-service at the club. Since closure there have been no special actions at the property. The recovery of such a large amount of time cannot be underestimated.

Agency Information

While the entire Anaheim Police Department was involved with problem-solving efforts at The Boogie over the years, the members of the South District team were the driving force in the final outcome. This team consisted of the District Commander, South District Community Policing Sergeant, Tourist Oriented Policing Sergeant, District Community Policing Officers and Tourist Oriented Policing Detectives.

Training in the SARA model has occurred formally and informally throughout the organization for many years. POP-Center guides (e.g. Assaults in and Around Bars) and previous Goldstein Award submissions (Let's Dance, Halton Regional Police Service, 2002) were used in analyzing and responding to problems at The Boogie.

Project Contact:

Lieutenant David Vangsness
Anaheim Police Department
425 S. Harbor Blvd.
Anaheim Ca 92803
714-765-1905 office
714-765-1807 fax
dvangsness@anaheim.net



April 6, 2006

The Honorable Curt Pringle
Mayor
City of Anaheim
200 S. Anaheim Boulevard
Anaheim, CA 92805

Dear Curt:

Our Board of Directors has asked me to write to you about a matter of mutual interest. We'd like to join with the Anaheim/Orange County Hotel & Lodging Association and express our concerns regarding the violent crimes, both past and present, surrounding the Boogie Nightclub property.

Anaheim has worked diligently to develop its reputation as a safe city and a safe visitor destination. The Anaheim Police Department does an outstanding job in preserving that reputation through its Tourist Oriented Policing unit and its willingness to work with tour operators, meeting planners and trade show operators.

Unfortunately, the notoriety that the Boogie Nightclub will inevitably bring to the City will severely damage our reputation. Cities like New Orleans and Atlanta as well as the State of Florida have suffered a great deal from the violence that penetrated the fabric of their good reputations. These destinations had a distinct drop in convention and leisure activity as a result of domestic and international press bringing their violent crime stories to the forefront. With Pow Wow 2007 approaching, we are more concerned than ever with our image.

Please let us know if there is any way that we can collaborate with the City and other interested parties to solve these ongoing safety issues. We offer our full support.

Sincerely,

Charles W. Ahlers
President

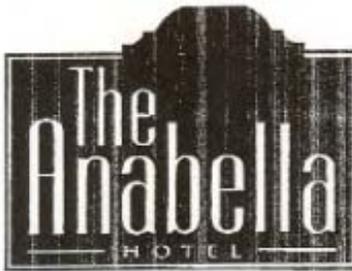
OFFICE OF THE MAYOR

APR 11 2006

AND CITY COUNCIL

Cc: Board of Directors - Anaheim/Orange County Visitor & Convention Bureau

Celebrating 45 Years of Service



April 26, 2006

Mayor Curt Pringle
City Hall East
200 so. Anaheim Blvd.
Anaheim, CA 92802

Re: Lawlessness in the Anaheim Resort

Dear Mr. Pringle:

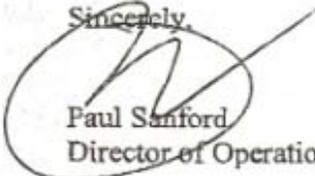
My name is Paul Sanford. I am the Director of Operations for The Anabella Hotel and Carousel Inn & Suites as well as a Chairman of ART and Board Member of The Anaheim/Orange County Visitors and Convention Bureau. I am sending this letter in regards to concerns over increased crime associated with The Boogie nightclub. As a hospitality executive in the Resort area I feel that the population of tourism is our most important consideration. As you are probably aware, there have been many incidents at The Boogie that reflect unfavorably on the Resort area, (i.e. shootings, carjackings, disruption of nearby business), just to name a few.

I realize that there have been many steps taken in the past few years to try to curb this influence of unfavorable clientele, but all seems to be futile in the attempts. The situation is getting worse and the safety of guests has become questionable. Not only are the clientele The Boogie attracts of negative influence also the club itself takes away from the Resorts beauty. This is presumably one of the first things a visitor sees coming off the 5 freeway into the Resort area from Orange County Airport.

I believe further steps should be taken to rid the Resort of this "thorn in our sides".

Thank you for taking the time to read this letter. I do hope you consider what I have said above, as I do believe we need to keep the Resort area a family friendly place.

Sincerely,


Paul Sanford
Director of Operations

C: CITY COUNCIL



OFFICE OF THE MAYOR

APR 28 2006

AND CITY COUNCIL

May 17, 2005

Charles & Celeste McNees
11211 Orange Park Ave.
Orange, Ca 92869

Dear McNees Family:

We would like to bring to your attention an issue several businesses in the Anaheim Resort Area consider detrimental to the area's image. It involves a business tenant of yours, Mr. Jack Wade and the "Boogie" nightclub.

We would like to start by saying that Mr. Wade has been very engaging in talking with business owners and the City about the nuisance and unsafe feelings created by the nightclub. He has made some improvements in areas discussed at such meetings. However, we feel that not enough is being done to truly combat the problem.

The "Boogie" is open for business Thursday – Sunday and attracts a very diverse clientele to the Anaheim Resort area. The nightclub tends to attract a younger crowd and does cater to the social expectations of the 18-25 year old demographic. The nightclub is also one of the few that offer persons 18 and older a place to socialize. Because of the mix of alcohol, music and generally large, often obnoxious crowds, several local businesses have been forced to hire security, change business hours or even completely close for fear that the "Boogie's" patrons will continue the accepted behavior in the nightclub out in public, where unsuspecting guests, visitors and staff members can (and do) become victims of crime or other socially unacceptable acts.

Over the past few years "Boogie" patrons have been responsible for a myriad of crimes and calls for police assistance. It is not uncommon for police officers to respond to the nightclub every night to deal with some type of criminal activity.

In the past few weeks the appearance of "gang members" has steadily started to increase. Just a few weeks ago, on Friday April 22nd there was a drive by shooting that resulted in several gang members being taken into custody after a short pursuit. A loaded weapon and expended shell casings were recovered in the suspect vehicle. The incident made the local news and could have been a black eye to the entire resort community.

We are not proponents of closing Mr. Wade's business, as he does have a viable product that has a place in the dynamic Anaheim Resort. Our concern is for the safety of the thousands of people that choose Anaheim as a vacation destination. Our hope is that you will be a strong voice and speak to your tenant with regard to the way he currently conducts business. The potential liability exposure the "Boogie" puts on you as a landowner—with its documented problems—is enormous.

Please contact us at your earliest convenience so we may schedule a time to meet and address the concerns we feel are a major concern to the Resort area businesses.

Sincerely,

Bob Berges
General Manager
Residence Inn

Jeff Pank
Regional Vice President
Shell Hospitality, Inc.

Patrick Tanion
General Manager
Red Roof Inn

Art Lucero
General Manager
O.C. Metro Patrol

Richard Van Der Haar
General Manager
Extended Stay America

Steve Feters
General Manager
Peacock Suites Resort

Dan Marweg
Director of Security
Hilton Hotel

N. "Peter" Bhagat
General Manager
Super 8 Motel

Fred Brown
Representative
LaQuinta Hotel

Cc Mayor Curt Pringle – Anaheim City Mayor
David Morgan – Anaheim City Manager
John Welter – Anaheim City Chief of Police
Jake Wade- The Boogie Owner



PEACOCK SUITES

Shell Hospitality, Inc.
Managing to Make a Difference

April 18th, 2006

To: Anaheim Chief of Police
From: Steven C. Fetters
General Manager, Peacock Suites Resort
Ref: The Boogie

Dear Chief,

It is with regret that I write this letter, as it interrupts the lives of many local citizens, but most importantly Anaheim is viewed as an unsafe destination. With potential losses of millions of dollars in revenue for the Private sector, but also millions of dollars in tax revenue that our city needs, we cannot afford to let this go unattended another day.

Please review the attached letter from Travel Connections. Travel Connections has been one of my largest accounts, which was producing over 6,000 room nights per year with over 22,000 guest at my resort alone. Travel Connections has been one of my clients for over seven (7) years, and have produced over 500,000.00 per year. This does not include the potential losses to the city in TOT Taxes. Simple math tells us that over \$75,000.00 has been lost in potential tax benefits from just this one client. This does not take into consideration the money spent on gas, car rental, air & shuttle services, attractions, food & beverage, gifts and souvenirs.

I am confident that you have heard all of the issues that have surrounded our area over the last five (5) years. After numerous incidents at the "Boogie", our client (Travel Connections) finally could not take the heat any longer, and ceased doing business at Peacock Suites because their guest did not feel safe in this environment.

In the words of Mr. Glenn Bonner (Vice President of Travel Connections), he says that no guest should experience the unrest and outright fear that no family should ever experience while on vacation, but especially one bought on the premise as being the "Happiest Place on Earth".

If my memory serves me correctly, I believe that a tourist was gunned down in Miami several years ago, and it has affected south Florida ever since, and continues to be a major topic in most major cities today.

Please do not let this happen to Anaheim.

Respectfully submitted,

Steven C. Fetters, CHA
General Manager-Peacock Suites

1745 S. Anaheim Blvd., Anaheim, CA 92805 • (714) 535-8255 • Fax (714) 535-8914
website: www.peacocksuitesresort.com