

## Tina's Night Club Project

San Diego Police Department (Mid City Division)



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#### Summary

##### Problem:

For several years, Tina's night club has been the source of numerous calls for service for the SDPD Mid City Division. Homicides, assault with deadly weapons, drunk in public, narcotics, gambling, urinating in public, shots fired, violent fights, etc. have all occurred in or near the location of this establishment. Tina's was well known within the Oak Park community as a local gang hang out. Tina's was also known as "neutral" territory for any gang members visiting the club. The neutral status was only honored inside of the club. Any parking lots, taco shops or liquor stores in the immediate area were fair game for gang violence. Many of the subjects generating the crime were patrons of Tina's.

##### Scanning/Analysis:

In January of 2011, Officer Holslag was assigned an acting patrol sergeants position at Mid City Division working the grave yard shift. Within his first week, A/Sgt. Holslag noticed numerous calls to one particular area of his squad's beat. Tina's nightclub was located within the beat. Most of the calls for service were high priority calls and violent in nature. Most calls were generated around bar closing time. A/Sgt. Holslag and his squad also noticed Tina's was extremely busy and the calls for service increased on Thursday nights. The increase of business was because Tina's offered free food and drink specials only on Thursday night. A/Sgt. Holslag directed his squad to apply the SARA model to the Tina's Night Club problem in an attempt to reduce violent crime, reduce the calls for service, increase the quality of life in the surrounding community and ensure that the patrons of Tina's would be safe coming and going to the establishment.

##### Response:

After several weeks of scanning, A/Sgt. Holslag and his squad came up with a plan of attack to battle the issues at or about Tina's. The squad implemented a proactive policing stance in and around the proximity of Tina's night club, enforcing all state and local municipal laws. Any units that were out of service on paper were requested to write their reports in the area.

On Thursday nights, a "ghost" patrol car was left in front of the bar on the street for high visibility.

A/Sgt. Holslag requested the assistance of the SDPD Vice squad to work with Tina's management from the inside to ensure they were following all liquor/entertainment license requirements.

A/Sgt. Holslag arranged a meeting with Tina's management and vice to form a partnership and team effort to combat the issues at hand.

Assessment:

As a result of the all the combined efforts, priority and violent calls were drastically reduced. No homicides, shootings or assault with a deadly weapon calls occurred during the shift.

An open working relationship with Tina's management and the SDPD was developed. Tina's is now one of the safest bars in the area to visit.

**Description:**

**A. Scanning:**

Tina's Night Club is a known local gang hang out in the San Diego Mid City neighborhood of Oak Park. Numerous rival gang sets in the area frequent the club. Inside of the club is known as "neutral" ground in the gang world and as a general rule no "beefs" are settled there. The problem arises outside of the club in the parking lots and businesses in proximity to the area. It is mostly at these locations where the calls for service are generated. The calls range from urinating in public to homicides. Tina's has been a problem in the San Diego Oak Park neighborhood for numerous years. Most of the problems arise at bar closing time, approximately 0030 hours to 0200 hours. The busiest day of the week for calls for service occurs on Thursday nights when Tina's offers drink and food specials. Attached as APPENDIX A is a crime analysis statistics report.

Acting Sergeant Holslag and his squad began a grave yard shift in January of 2011. They immediately noticed numerous calls to Tina's or the immediate area. Most of the calls for service were violent in nature, involved gang members and alcohol. After a few nights of observation, it was determined Tina's was the common denominator for all of the calls.

Tina's was selected as a primary concern for A/Sgt. Holslag and his squad because of the violent nature of the calls being received. The area is known for violent gang activity and it was just a matter of time before the area was going to erupt with more gang violence, damaging the community and possibly seriously injuring innocent bystanders. The problems needed to be dealt with quickly and thoroughly.

**B. Analysis:**

Observation and interview was the key component used to identify the root problems stemming from Tina's Night Club.

Tina's has been a problem area in the Mid City Division for numerous years. The calls for service have always been at the bar or in the area of the adjoining parking lots and businesses.

The problems generated from patrons coming and going to Tina's generally involved gang members from rival gang sets fighting but also involved innocent victims (patrons of the bar who were not gang affiliates, residents living in the area or businesses) getting caught in the middle of the gang issues. See APPENDIX B which are photos of Tina's and surrounding area. The motivation and gains for the gang members was primarily name recognition and respect. The losses for the victims were sometimes serious injury, death, loss of business and quality of life issues for the residents.

Prior to A/Sgt. Holslag and his squad, the only police response was reactive. Calls for service were on the rise and most of the calls were violent in nature. For years, reactive policing had no direct effect on the types or number of calls for service.

Analysis revealed Tina's was a multi-faceted problem. (See APPENDIX C attached hereto: recommendations from the Vice Unit visit). Tina's Night Club was lacking proper security personnel for the number of patrons visiting. Tina's security/management was not patrolling the parking lots in the front or the rear of their business or enforcing open alcohol or loitering laws as listed in their liquor license agreement.

Tina's was also lack luster of their policies regarding compliance of entertainment permit rules and ABC code. Tina's also did not enforce any type of dress code.

Through analysis, the team realized proactive patrol alone would not solve all of the problems stemming from Tina's. Tina's would have to work from the inside on their issues with the help of SDPD Vice Unit and patrol units.

A/Sgt. Holslag facilitated a community meeting with Tina's Night Club ownership, management and security team. He included the SDPD Vice Unit, the Mid City Division Captain/command staff as well as any community leaders who wished to attend.

The primary goal of the meeting was to establish a partnership between SDPD and Tina's Night Club owner/management team. We utilized the meeting as an open forum to discuss concerns from both points of view and help each other solve the problems at hand.

**C. Response:**

Our initial response to the calls for service at and around Tina's were reactive only. Once we determined there was in fact a serious problem in the area, we discussed various response options. Some of the options included proactive patrol, high visibility and a "letter of law" enforcement stance. After several fights broke out right in front of units in the area, we realized that technique alone was not working. We discussed utilizing state of California's ABC and SDPD Vice to possibly revoke Tina's liquor license thus, possibly shutting down the bar. We ultimately used a blend of several response options (proactive, reactive, community oriented policing) to solve the problem. On Thursday nights, we would stage a ghost car directly in front of Tina's Night Club. Patrol Units would make proactive "D" runs of the area and enforce any violations in the parking lots around Tina's. Patrol units who were out of service writing police reports would randomly park in the vicinity of Tina's. Tina's management implemented all of the recommendations from our community meeting. A new security company was employed to monitor the club and adjoining parking lots. Security also changed uniforms and utilized several armed and well trained guards. They also began enforcement of a strict dress code inside of the club. A/Sgt. Holslag established a working relationship with the security team and gave the director his cell phone number for direct access in case of emergency and or information exchange.

All of the responses selected to solve Tina's problems were based on potential effectiveness, cost, practicality and community concerns.

**D. Assessment:**

Within weeks of the implementing our new plan, we began to notice an immediate change. Reactive calls for service were greatly reduced. Tina's dress code and security measures created an entirely different atmosphere at the night club. Gang members were still patrons but because of the enforced dress code and lack of outward signs of gang affiliation, conflicts were all but eliminated. A possible drive by shooting was prevented because the director of security at Tina's (Bert Gines) was able to contact A/Sgt. Holslag without delay. Both subjects were safely arrested and a gun was located

the following morning in the area of Tina's parking lot. Both subjects were documented gang members with prior violent criminal charges. See APPENDIX D, Bert Gines Commendation. Community response to the changes was very positive and citizens began to comment that "Tina's is now the safest bar in Mid City". The San Diego Police Department's vision is committed to working together, within the department, in problem solving partnerships with the communities, government agencies, private groups and individuals to fight crime and improve the quality of life for the people of San Diego. The Tina's Night Club project achieved this goal.

### **3. Agency and Officer Information:**

- Key Project Team Members
  - Tina's Night Club Management Team
    - General Manager Herb Doughty
    - Director of Security JDS-Bert Gines
    - Vice Detective Dave Spitzer
    - Vice Detective Sergeant Tom Underwood
    - SDPD Officer Scott Spillane
    - SDPD Officer Lisa Smith
    - SDPD Officer Justin Garlow
    - SDPD Officer Brent Devore
    - SDPD Officer Robbie Davis
    - SDPD Officer Ta Truong
    - SDPD Officer Kyle Triba
    - SDPD K9 Officer Dave Bethard
    - SDPD K9 Officer Randy Burgess

Project Contact Person:

Officer Scott Holslag SDPD  
1401 Broadway  
San Diego, CA 92101  
(619) 388-7960

## APPENDIX A

### Police Calls for Service

Tina's - 1956 54th St

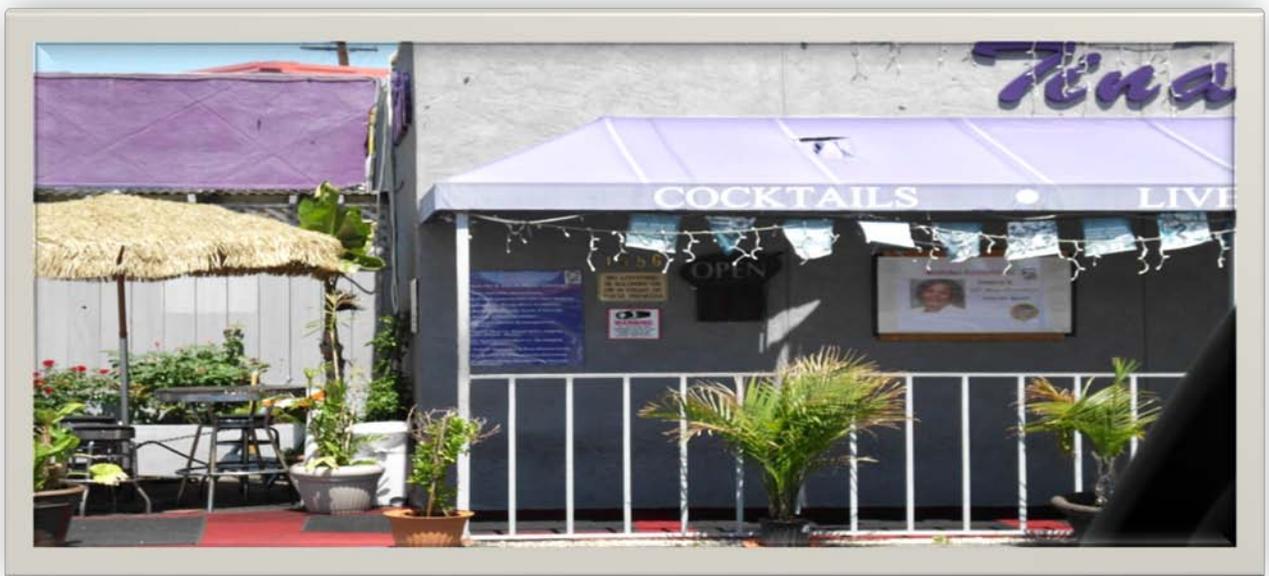
October - December 2010 vs January - April 2011

Call Type	2010	2011	% Change
Selective Enforcement	2	18	800.00%
Disturbing Peace	4	11	175.00%
Disturbing Peace W/Violence	4	4	0.00%
Flag Down/Field Initiated	1	3	200.00%
Threatening w/Weapon	2	2	0.00%
All Units Information-Pri 2	1	1	0.00%
Ped Stop/Field Interview		2	N/A
Request For Cover	1	1	0.00%
Security Check	1	1	0.00%
Tampering W/Veh In Progress	1	1	0.00%
PSI		2	N/A
ADW		1	N/A
Attempt Suicide	1		-100.00%
Battery Report	1		-100.00%
Burglary Alarm		1	N/A
Burglary In Progress		1	N/A
Burglary Report	1		-100.00%
Car Theft Report		1	N/A
Citizen Contact		1	N/A
Disturbing Peace Noise Only	1		-100.00%
Domestic Viol/Occurring Now	1		-100.00%
Finish 1110/Field Initiated		1	N/A
Follow-Up By Field Unit		1	N/A
Prisoner In Custody		1	N/A
Special Detail	1		-100.00%
Traffic Stop/No License		1	N/A
Traffic Stop/With License		1	N/A
Vehicle Caser		1	N/A
<b>Total</b>	<b>23</b>	<b>57</b>	<b>147.83%</b>

<b>Total (minus Selective Enforcement)</b>	<b>21</b>	<b>39</b>	<b>85.71%</b>
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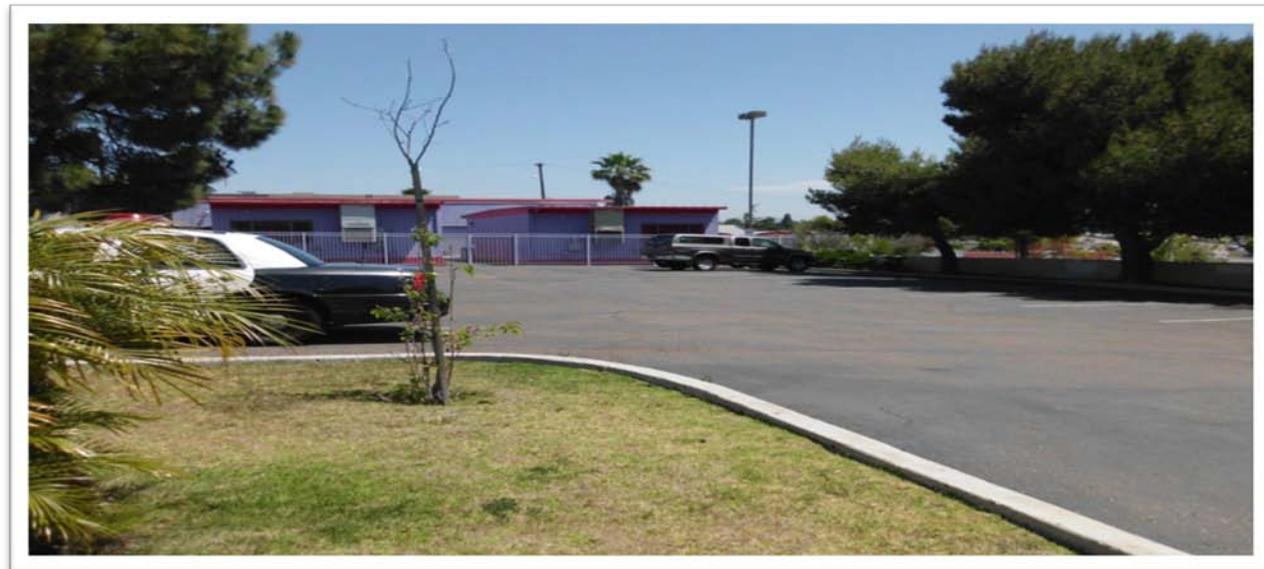
## APPENDIX B

View of Tina's from one of the observation parking lots the team used to combat issues stemming from Tina's Nightclub.



## APPENDIX B

Lower and upper parking lots of Tina's Night Club where most of the calls for service occurred.



## APPENDIX B



Large empty lot across the street from Tina's at bar closing time. Many calls for service in this area at bar closing time.



## APPENDIX C

### Notes/Observations

March 9, 2011

Approx: 9:45 pm

#### Vice Unit visit dialogue/ recommendations -

- Visibility of guards, change uniform from black to brighter color.
- Security guard being/appearing more assertive with difficult customers/patrons i.e. (drinking, trash/loud talking, wearing of gang apparel, etc)
- Controlling the parking lot, avoid appearance of drinking and loitering.
- Two clickers to control ingress and egress including count pad.
- Larger dress code sign.
- Possible add more guards if required for exterior control.
- Ensure compliance of Entertainment permit rules and ABC code
- Sound decibel within acceptable range outside.
- Ensure compliance with accountability of attendance load.
- Change the perception of customer attending to more positive image.

#### Herb Doughty (General Manager) –

- Indicated to vice representatives operations/evening manager was sick for the evening and he was filling in.
- Just recently became aware of concerns last week and requested a meeting with Mid-City division to identify/discuss and resolve concerns.
- Emphasis a formal sit down meeting would be effective instead of a site/evening meeting.
- Consider the problem a matter of communication and if the minimum standards need to be improved, business is willing to do so when formally identified to Tina's to avoid misinterpretations or unfavorable opinions.
- Want to provide copies of the business security SOP for review and possible adjustment by appropriate agencies.
- Dialogue with Mid-city and any other agencies would be an opportunity/consideration as a "Tune-up" to the business operations.
- Guards are encouraged to use buddy system when resolving conflicts and walkie talkies are provided by security for communications.
- One guard visible with weapon included non-lethal and one guard with concealed weapon. Designated employees are assigned non-lethal weapons for deterrent purposes.

#### Summary-

- Vice unit indicated their role will be as mediator between Tina's Night club and Mid City if required.
- Want's Tina's night club to be successful...keep paying the taxes.
- Drop by visit was not a substitute for the requested formal meeting.
- Will be monitoring activities on busy business night to ensure compliance of permit requirements.
- Adjustments may be required for renewal of permits within a few weeks.
- Vice unit will start/continue discussions with Mid-City to establish a detail description of problems.
- Vice unit indicated training opportunity for guards and employees.

#### Conclusion –

- **Very positive impromptu dialogue and both Vice unit and General Manager agree a formal meeting is needed with Mid-City to identify, address and resolve concerns.**
- **Vice unit will continue to coordinate and follow-up that formal meeting with Mid-City will/should be scheduled and occur.**

**APPENDIX D**

Bert Gines Commendation



**THANK YOU OFFICER'S**

<b>Date:</b>	05-03-2011	<b>Time In:</b>		<b>Time Out:</b>	N/A
<b>Shift:</b>	GRAVE	<b>Location:</b>	TINAS NIGHT CLUB		
<b>Officer:</b>	BERT GINES		1956 54 <sup>th</sup> St. San Diego, Ca.		

TIME	I Bert Gines would like to thank these three officer's very much for their help.
6:30am	SARGENT: HOLSLAG SCOTT 858-531-1101 Thank You
	SARGENT: GARLOW JUSTIN 619-820-7736 Thank You
	K-9 UNIT: RANDY BURGEIOUS Thank You
	Good Morning Captain McKinney. My Name is Bert Gines and I'm an Armed and
	Well trained Security Officer who works at Tina's Night Club on Thursday,
	Friday, and Saturday s from 9:00pm to 2:30am. Located at 1956 54 <sup>th</sup> St.
	I've been in the security field for about nine years now and love what I do for
	A living at this time. Since my first day as a security guard I have worked my way
	Up the ladder during these past few years of wanting to be a leader in the security

	Field. I started as trainee, to post assistant, to post supervisor, to field trainee,
	To field supervisor, to lead supervisor, to Sargent, and then big jump to captain,
	To assistant operations trainee, to full time operations manager in charge of 250+
	Security guards and security officers.
	I am very well trained and self-educated when it comes to the rules and regulations
	Of the Bureau of Security and investigations as well as self-educated on police
	Rules and regulation, laws and powers. (but I don't always trust what I read on the
	Internet☺). I'm working on becoming POST certified with your department sir.
	Thanks to the three officers I have mentioned above in this letter, I have been
	Getting all the hands on training I need to become a great police officer one day.
	I have worked with many, many police officers as a security officer and have
	Made numerous arrest, as well as gathering intelligence, steak outs, drug bust,
	Counterfeit money operation bust, identity theft operation bust, and much more as
	A security officer for the past nine years. Because of the trust in the matter, I was
	Always asked to tag along and assist as back up if needed until other units arrived.
	It felt great to be a part of the winning team of great educated policed officers
	Who have brought me this far in my field of work as a security officer.
	As a security officer in my field of work, I see and pay attention to anything and
	Everything around me as well as listen to what's being said and who's saying it.
	I don't speak much, but will let you speak all you want. This way I can tell what
	Type of officer, or person you are just by the words that come out of that persons

	Mouth.
	With that said. I would like to say that OFFICER: SCOTT, OFFICER: JUSTIN
	And K-9 is three great officers you have on your team sir. GREAT GUYS!!!!!!!
	I have ran into a few other good officers of yours out on the beat that would also
	Stop by Tina's Night Club to check on everyone's safety. Two of the patrol
	Officers are LAURIE and SCOTT 619-302-3002. Thank you two as well!!
	I have also run into some of your officers sir that don't seem to have a clue to
	What's going on in the streets as well as an understanding to the code they were
	Sworn into which is( Gain The Public Trust and Keep The Peace) Needless to say
	Sir, you do have a couple of your officers who I have seen treat everyone they
	Run into like their on parole, including ME!!!! I paid it no mind on my part but
	I will not share any info with these two officers at all!!! I go the other way when
	Ever I see these officers drive by Tina's Night Club. It's sad a person has to do
	This to an officer in uniform. Not everyone can be what they have been trained
	To be while in uniform no matter how much you train them. These two officers
	Are only book smart and far from street smart.
	I thought I should share that little information with you sir. I know I'm only
	A security officer, but I can read a person very well when speaking with him or her.
	Back to the reason of this letter sir.

	The three officers above are some really great officers to work with. I would, and
	Feel I can trust the three of them with my life as police officers.
	OFFICER: SCOTT THANK YOU SIR.
	OFFICER: JUSTIN THANK YOU SIR.
	K-9 UNIT: RANDY THANK YOU SIR
	If it were not for these officers patrolling the streets of 54 <sup>th</sup> St. Near Tina's Night
	Club We would have had a shooting by now!!!!!!! That's the honesty truth!!!!
	When I first started at Tina's Night Club It was a mess!!!! Blood Gang Members
	In very large numbers running the place as if it were the movie New Jack City!!!
	This was outside in the Tina's parking lot! Gambling, Drinking, Fighting,
	Set tripping, Dealing, Smoking, Talks of gun play, talks of who has the better
	Strap, talks of known shootings of other gangs, talks of pimping women, talks of
	Hiding straps under the hoods of their cars next to the radiator coolant, talks of
	People working at department stores helping them steal by the truck loads, and
	Much more.
	I would always see your three officers driving in the area of Tina's Night Club
	On Thursday, Friday, and Saturday s. we would only wave at each other as they
	Would slowly drive by keeping an eye on things. At some point we your officer
	Started stopping to speak with me which was a big help!!!! From this point on
	All four of us have developed a relationship with each other in my area of work.

	With the help of these three officers putting out the information to the other officers
	Patrolling Tina's Club On what's going on in the streets has saved many of these
	Known gang members from getting hit in a drive by shooting at Tina's Club.
	These three officers have also kept me safe. All information I have passed on them
	Has been kept confidential and I thank them for that very much.
	Your three officer would do a great job of getting a team of officers to clear out
	The parking lot and streets of all known gang members and street thugs so they
	Call themselves on the streets. I like the fact that these officer would in a very
	Polite way let everyone one in the Tina's area know that they would and will
	Be around at all times to keep things in order and safe.
	These officers also have made it a lot more safer for the security officers at Tina's
	Club. The more they see us speaking to you officers now the less problems we
	Have out of them.
	The word on the streets is that Tina's club is about the safes place you can go to
	Now because they have police cars up and down the street all night waiting to
	See who's going to act up.
	Because of this police present, and these three officer's paving the way with
	Their other officers on the beat Tina's night Club has become very Popular. When
	I started nine months ago; it was only a large Group of known BMAs gangsters.

	Because of the police sweeps and presents the club has changed for the better
	Now. Security was only needed Friday, and Saturdays in the past, but now with
	The police clean up Security is now needed on Wednesday, Thursday, Friday,
	Saturday, and Sunday s. Tina's is now making a lot of money now off of new
	Customers who spend \$150 on drink. A lot of the new customers are now Black,
	White, Mexican, Pilipino, Indian, Columbians, and more. These hard working
	Tax payer's come to have a good time and have money to spend.
	The only problem is that these good people have no idea what's going on
	Around them.
	(1) They don't know that the club is full of hard core gang banger's!!!!
	Because of the new dress code, it's hard to tell who's who now.
	(2) Two at the end of the night they have no idea that there are rival gang
	Members in the area driving around with guns looking to set trip on any hood.
	So far since I've been at Tina's Club I can easily say that if it were not for these
	Three officer listening and working with me we would have had a shooting by now.
	I wish we had more police officers like these three sir. It's because of officer like
	This is the reason I want to become an officer myself and be a part of the team.
	All of their beat officers are great as well. I don't talk much with them , but they
	All seem like great officers. All but two, who I believe need more people skills,.
	With this said, I could go on and on about these three officers and my thinking of

	Them. I look forward to working with these fine officers again someday☺
	Also these three officers have put me in touch with other sources they have in the
	Department to pass on and share information with as it comes off the streets.
	I ask of you sir that we can still get the much needed police present at Tina's Night
	Club? Without it sir, I know for sure one ,or many are just waiting to make a move
	On the bloods at the beginning or at the end of the night because of what's going
	On right now with the bloods and Crips and bad drug deals.
	TOO ALL THREE OFFICERS, THANK YOU VERY MUCH! Bert Gines
	Also Gang Unit: S. Barnes 619-453-8904, a friend of Sargent: Scott