

Summary

Reducing Crime and Disorder at Motels and Hotels in Chula Vista, California

Scanning

In the mid-1990s, business organizations asked for the City's help in improving the quality and safety of Chula Vista's motels. In response, police increased enforcement at motels and implemented a new law requiring all motel guests to show photo ID at check-in. Despite these efforts, police continued to respond to a high number of calls for service at motels, which remained platforms for criminal activity and inhibited efforts to bring tourist dollars to the City. With a mandate for improvement, police staff, along with other City staff and business groups, began working on a problem-oriented policing project to improve public safety levels at motels.

Analysis

The problems at motels were analyzed in a variety of ways, including motel user interviews; motel manager interviews; environmental surveys; analysis of calls for service (CFS), crime, and arrest data; and a comprehensive review of the literature pertaining to crime and disorder at motels. Project staff tested and rejected a number of hypotheses regarding the cause of the problems at Chula Vista motels. Ultimately, the project team concluded that motel managers and owners could effectively control crime and disorder on their properties through good management practices -- if they chose to do so.

Response

Working together, Police, Code Enforcement, and Chamber of Commerce staff spent several years reaching out to motel managers and owners, offering information on the nature and level of problems at motels and ways those problems could be reduced. Code Enforcement staff began an annual motel inspection program in 2003, to ensure that the properties met state and local housing codes. However, these efforts did not substantially reduce public safety problems at motels. In 2005 and 2006, police worked with staff from the City Attorney's Office, Planning & Building, Community Development, Finance, and Fire Departments to develop an ordinance that enabled the city to hold motels accountable for meeting a CFS-based public safety performance standard.

Assessment

- CFS to Chula Vista motels declined 49%
- Violent crimes and crimes against persons at motels declined 49%; Part I and Part II crimes at motels went down 70%
- Drug arrests at motels decreased 66%
- The quality and appearance of several motels improved dramatically

- Motel management practices improved
- The number of motel rooms that did not meet basic safety standards declined from at least 378 to 0
- Aggregate transient occupancy tax reported to the City increased

Project Description

Reducing Crime and Disorder at Motels and Hotels in Chula Vista, California

Scanning

Chula Vista is a city of 233,000, located seven miles south of San Diego and seven miles north of the Mexican border. The City is perfectly situated to accommodate tourists visiting both the San Diego area and Baja, Mexico. However, for many years, the City's overnight lodging industry consisted primarily of cheap motels¹ that were havens for serious crime, drug dealing, parolees, and prostitutes. Efforts to bring tourist dollars to such Chula Vista attractions as the U.S. Olympic Training Center, Knott's Soak City, and Coors Amphitheatre², were inhibited by the lack of safe and clean lodging in the City. Olympic Training Center athletes were actually housed in San Diego hotels, because none of the motels in Chula Vista were deemed safe enough for the athletes.

In the mid 1990s, business organizations, such as the Chula Vista Chamber of Commerce and Convention & Visitors Bureau, asked for the City's help in improving the quality and safety of Chula Vista motels. Police developed a working partnership with the Convention & Visitors Bureau staff and began meeting with and organizing motel managers and owners. As a part of these efforts, police increased enforcement at motels, and passed an ordinance in August of 1999 that prohibited hourly room rentals and required motel guests to present photo IDs at the time of check-in.

Despite the new law and stepped up enforcement efforts, police continued to respond to a high number of citizen calls for service (CFS) (more than 930 in 2000) at

¹ Because the majority of overnight lodging facilities in Chula Vista are motels, rather than hotels, the term 'motel' is used throughout, but refers to both types of properties.

² Now called Cricket Wireless Amphitheatre

motels. A number of these calls involved interpersonal violence; 91 were domestic violence incidents, 52 were assaults or fights. City Code Enforcement staff routinely fielded complaints about unsanitary conditions and code violations from unhappy motel guests. A number of motels still rented to undesirable guests who chased away tourist business, and one motel continued to rent adult-oriented rooms on a 2-hour basis.

By early 2001, business leaders, elected representatives, and the police were increasingly frustrated by the seemingly intractable crime and disorder problems at the City's 27 motels.³ The motels were becoming the blight of a city with high hopes for future redevelopment and growth. Under the leadership of Chief Rick Emerson, police staff, along with other City staff and business groups, began working on a problem-oriented policing project to improve public safety levels at motels.

Analysis

Initial CFS Analysis. In 2001, police analysts began looking at CFS datasets and found that the total number and annual ratio of CFS per room⁴ varied quite a bit from one motel to the next. A review of call narratives at two high-CFS motels indicated that many incidents occurred in the motel rooms, as opposed to the parking lots or lobbies. Typical reasons for the person-related disturbances in rooms at these motels included complaints that guests or visitors would not check out, pay for a room, or leave the premises when asked.

Motel User Surveys. Project staff sought to gain insight into the backgrounds and motivations of problem guests and visitors who patronized City motels. In the summer of

³ The number of motels in Chula Vista has varied over time. There are currently 24 motels in the City.

⁴ Individual CFS per room ratios were calculated by dividing the total annual number of CFS at a motel by the total number of rooms at the motel.

2002, police officers surveyed 58 individuals located on the grounds of several problem properties. The survey results indicated that 75% of those questioned were residents of San Diego County, and many were at a local motel because they were either homeless, in between homes, or not welcome in their primary residence (see Appendix F for the full survey instrument). From the survey, police also learned local motel users were high-risk guests and visitors. Motel users with in-County home addresses were 13 times more likely to be on probation and 4 times more likely to be on parole than the general adult California population. The few tourists at the motels indicated they were not on probation or parole.

Manager Interviews and Environmental Assessments. Project staff were aware that academic research on crime and place⁵ indicated that place managers had a great deal of influence over the level of public safety at apartment complexes, but had seen no studies on the impact of place management on budget motels. To help build the body of research on problems at budget motels, the Chula Vista Police Department (CVPD) contracted with the Center for Criminal Justice Research at California State University, San Bernardino (CSUSB) in 2002 to develop and administer motel manager interviews and environmental surveys at Chula Vista motels.

CSUSB staff teamed with police staff to develop and administer survey instruments; 23 motel managers were interviewed and 26 environmental surveys were conducted. The management survey included questions on the estimated percentage of motel clientele that was “local,” the kinds of crime and disorder problems experienced at the motel, and the number of long-term guests at the motel (see Appendix G for the full survey). By combining the management survey data with CFS data, CSU staff identified

⁵ Eck, J. and J. Wartell. (1999). “Reducing Crime and Drug Dealing by Improving Place Management: A Randomized Experiment.” *National Institute of Justice Research Preview*, Office of Justice Programs.

several management practices that were correlated with high calls for service at motels, including catering to a local clientele and renting to long-term guests. These associations had long been suspected, but never scientifically substantiated. At the time of the survey, 70% of Chula Vista motels indicated that half or more of their clientele was local; 45% of motels said they rented to guests for more than 30 days at a time.

The environmental survey looked at room security measures, access control, and signs of visible disorder at the motel properties (see Appendix H to review the full survey). An important finding of the environmental survey was that a relatively large percentage of Chula Vista motel rooms lacked basic room security measures. Sixty-two percent of the motels had no chain or swing bar on their external room doors; 33% had no peephole; and 28% had no deadbolt. These three security features were considered so basic by the courts and the motel industry that the lack of them was essentially prima facie evidence of unsafe lodging.

The problem analysis conducted up to this point in the project was very helpful in identifying basic problems that needed attention at the motels (such as room security) and factors associated with high CFS (renting to local and long-term guests), but these analytical findings did not fully explain the extreme variation in CFS per room ratios found at Chula Vista motels (from a high of 2.77 CFS per room to a low of 0.11 CFS per room in 2005⁶) (see Appendix I). While many motels that catered to a local clientele had high CFS per room ratios, some did not. Staff sought to determine whether there were other factors

⁶ Prior to 2006, CFS per room ratio calculations included calls canceled prior to dispatch. As a result, the CFS per room ratio calculations noted here were slightly higher across the board than those used to assess the impact of the project in the last section of this submission.

that affected the level of public safety issues at motels, such as location, room price, and the amount of police attention received by the motels.

Testing Hypotheses. To determine whether motels had problems because they were located in high-crime areas, staff mapped and color-coded motels according to their 2003 CFS per room ratios⁷ on top of a grid map that showed overall CFS density (see Appendix J). The map showed that motels with relatively high CFS ratios were located right next to motels with relatively low CFS ratios. In addition, the independent motel with the second highest CFS ratio in 2003 was located across the street from the independent motel with the lowest CFS ratio that year -- and both were located in a high CFS area. Staff subsequently rejected the “bad neighborhood” hypothesis.

For quite some time, it was thought that Chula Vista motels had crime and disorder problems because they charged low nightly rates, which attracted problematic motel users. However, a 2005 analysis found that four motels with low CFS ratios charged essentially the same rates as four motels with high CFS ratios. In fact, the motel with the highest CFS ratio in 2005 charged almost \$60 on weeknights and nearly \$70 on weekends; a motel with one of the lowest CFS ratios charged \$55 every night. Clearly, room prices were not the determining factor in motel CFS levels.

Another hypothesis about what caused motel problems was the level of police attention at the property. Project staff theorized that enhanced enforcement efforts at motels could reduce citizen-initiated CFS levels. However, when staff compared the annual

⁷See footnote 6.

number of officer-initiated CFS⁸ with the annual number of citizen-initiated calls between 2000 and 2004, they found little relationship between the two (see Appendix K).

Literature Review. During the course of the project, a team member was invited to author a guidebook on disorder at budget motels for the U.S. Department of Justice. Research from the Chula Vista project helped inform the guidebook and an expanded literature review conducted to write the guidebook helped inform the Chula Vista project. The literature on public safety problems at motels documented that several municipalities were able to reduce problems by holding motels accountable for their performance. The Oakland Police Department had negotiated an agreement with a motel chain that required the company to reduce the CFS ratio of a problem motel to that of neighboring chain motels. The problem motel subsequently improved its management practices, with an emphasis on pedestrian and vehicle access control, and within seven months, reduced calls for service to the property by 59%⁹.

In Stockton, the City Council passed an ordinance that required motels to meet minimum standards to obtain a permit to operate. These standards included adherence to building, fire and health codes, and maintenance of a level of calls for service that was not “excessive.” During the program’s first year of operation (2002), 20% of the city’s motels were closed because they were not able to meet the requirements; as a result, Stockton staff reported a substantial reduction in CFS¹⁰.

⁸ This analysis looked at all officer initiated CFS, including pedestrian and traffic stops.

⁹ Oakland Police Department (2003). “The Oakland Airport Motel Program.” Submission for the Herman Goldstein Award for Excellence in Problem-Oriented Policing.

¹⁰ Schmerler, K (2005). *Disorder at Budget Motels*. Office of Community Oriented Policing, U.S. Department of Justice.

In Charlotte, North Carolina,¹¹ and in Chula Vista, there was evidence that management practices and access control were related to low CFS. For example, one independent Chula Vista motel catered to a local clientele, yet had one of the lowest CFS ratios in the City. This property was managed by the owner who lived on site with her children. She had a long list of “house rules” and routinely screened out guests she considered undesirable. This motel manager’s office was situated in such a way that she could see all pedestrian and vehicle traffic coming through the single property entrance.

Finally, during informal conversations with motel managers in other cities, they admitted to project staff that they could tell whether a potential guest was likely to cause problems based on their prior experiences evaluating motel customers. Managers that didn’t want to risk problems didn’t rent to guests that raised concerns.

Ultimately, staff concluded that motel managers and owners could effectively control crime and disorder on their properties through good management practices -- if they choose to do so. This finding drove the development and implementation of a series of responses designed to reduce motel problems in Chula Vista.

Responses

In October 2003, police staff invited all City motel owners and managers to an informational meeting for motel personnel held at the Chamber of Commerce. The purpose of this meeting was to share the results of the local manager interviews, as well as options for improving motel safety levels that were identified through national research.

Representatives from 13 Chula Vista motel properties participated. Attendees were offered the option of on-site, follow-up technical assistance meetings at their individual motels.

¹¹ Charlotte-Mecklenburg Police Department (1998). “Independence Lodge.” Submission for the Herman Goldstein Award for Excellence in Problem-Oriented Policing.

Several motels that had a history of problems but did not send representatives to the meeting were contacted by telephone and encouraged to accept on-site technical assistance. As a result, 15 on-site meetings were held with motel managers and/or owners. At these meetings, police staff walked the properties with motel staff, and shared more in-depth information on calls for service to the property, as well as a checklist document that outlined management practices and environmental features that had been used by motels in other cities to reduce problems or had promise based on criminological theory (see Appendix L). Code Enforcement staff and a representative from the Convention & Visitors Bureau also attended a number of the on-site motel meetings and provided suggestions for improving the facilities and attracting tourists.

In 2003, Code Enforcement began an annual hotel/motel inspection program to ensure that the properties met state and local housing codes. During the first round of inspections, a number of properties required multiple re-inspections and modifications to come up to code. Two properties were ultimately unable to meet code requirements and were subsequently closed.

In September of 2003 and 2004, April of 2005, and June of 2006, informational reports that included the number of police calls for service and drug arrests at individual motels were mailed to each property. These reports were designed to let motel staff know the nature and level of problems at their properties. Later versions of the reports included CFS totals and ratios for all motels in the city, so properties could see how their performance compared to other motels.

Despite these efforts, the total annual number of police calls for service to motels declined just 7% between calendar years 2001 and 2005. Further, motels remained the top

drug arrest locations in the entire city of Chula Vista. In 2005, the number one drug arrest location was an independent motel, with 26 drug arrests; the second worst drug arrest location was a national chain motel with 24 arrests.

Because the educational and outreach efforts had not produced the desired reductions in public safety problems at motels, in 2005 police department staff began working closely with staff from the City Attorney's Office, Planning & Building, Community Development, Finance, and Fire Departments to develop an ordinance that would address a variety of issues affecting the City's budget motels. Staff reviewed motel ordinances adopted by other cities (most notably one in Tukwila, Washington, which referenced a CFS per room ratio standard, as well as regulatory ordinances in Oakland and Stockton, California), and developed an ordinance that met the needs of Chula Vista. Under the Chula Vista ordinance, all motels would be required to apply for and obtain an annual permit-to-operate from the City. Motel operators that failed to display a valid permit would be subject to a fine of up to \$1,000 and/or six months in jail.

Grounds for denial of a permit included unsanitary rooms, lack of basic crime prevention devices in rooms, such as deadbolts and window locks, and unacceptable numbers of drug arrests and/or CFS. Although a specific CFS standard was not codified in the permit ordinance, police had indicated to motels, both verbally and in writing, that the city standard would be 0.61 CFS per room, per year¹². This standard was selected because it was the median CFS ratio for Chula Vista motels in 2005. Because half of the motels in Chula Vista had already achieved this standard, it was perceived to be a reasonable goal.

¹² The CFS standard did not include such officer-initiated calls as pedestrian and traffic stops that did not result in an arrest.

A specific CFS standard was not written into the ordinance on the advice of the City Attorney's office, to allow for the consideration of mitigating circumstances and some flexibility in the permit granting process. In addition, specific remediation measures for motels that did not meet the public safety standard were purposefully not prescribed by the ordinance¹³. Each motel faced somewhat different problems (different property layout or clientele, for example) and would require solutions tailored to their specific situations. Project staff felt that motel owners and managers were in the best position to decide what steps they needed to take to meet the City CFS standard. Holding motel operators accountable for performance, rather than for making procedural changes, also had appeal because of the simplicity and outcome-oriented nature of this approach.

City staff shared the draft ordinance with motel managers and owners at two meetings in June 2006. Representatives from 11 of the motels attended the meetings, and provided staff with useful feedback on the proposed ordinance. City staff subsequently sought and obtained the endorsement of the ordinance from the Chamber of Commerce and Third Avenue Village Association. The Chula Vista City Council passed the permit to operate ordinance in August of 2006 by a vote of 5-0.

Assessment

Implementation of the Permit Ordinance. Just 2 of the 24 motels that requested 2008 permits (the first year they were required) did not clearly meet the CFS standard during the corresponding performance review period (October 2006 to September 2007). Both properties ultimately entered into MOUs with the City that provided financial

¹³ In contrast, the Tukwila ordinance required motels with high CFS ratios to implement certain management practices to stay in business.

guarantees the motels would implement substantial changes in management practices and security enhancements in 2008. Both properties were in compliance with the ordinance during the 2007-2008 performance review period. A different motel did not meet the 2007-2008 performance standard and was granted a 2009 permit only after a corporate representative submitted a letter detailing the steps she would take to reduce problems at the property.

Reduction in CFS. CFS to Chula Vista motels declined 49% citywide as a result of the project (from an average of 104 CFS the first 52 months of the project to an average of 53 CFS the final 27 months of the project¹⁴). The majority of the CFS decline (73%) occurred after the motel permit ordinance was passed (see Appendix A). Although three motels permanently closed during the project, the average number of CFS per motel property also declined 38% from the pre-response period to the post-response period. Additionally, the median CFS per room ratio for Chula Vista motels was reduced from 0.71 to 0.36 as a result of the project. The reduction was most pronounced among the motels with CFS ratios above 0.99 during the 2003-2004 performance period (see Appendix B).

Most of the reduction in call levels at motels was due to a decline in citizen-initiated CFS. So was it a true decline? Did motel staff just stop calling the police for assistance to obtain their permits, or train guests not to call for help? An examination of call type data does not indicate that citizens stopped calling the police when they needed help. For

¹⁴ As noted earlier in this submission, the methodology for counting CFS to motels has evolved since 2001. However, for the purposes of this pre- and post-response assessment, a standardized CFS dataset was used for the entire period from 1/1/01 through 9/30/09 to ensure that true change over time would be captured. Unless otherwise noted, this dataset did not include any of the following CFS: traffic or pedestrian stops, traffic collisions, extra patrols, lost or found property, vehicle impounds, or any calls canceled prior to dispatch. In addition, CFS to the Moana Court Motel, which was in the process of closing prior to the beginning of the response phase of the project, were not included in this analysis.

example, vehicle theft reports at motels dropped from 33 in 2000-2001¹⁵ to just 11 during the 2008-2009 measurement period, mirroring the drops in other types of citizen-initiated calls. However, it is unlikely that vehicle theft victims were persuaded not to report these crimes. National data indicates that 85% of vehicle thefts are reported to police¹⁶, because victims do not view reporting this crime as discretionary. Also, although all types of police-initiated calls at motels declined 19% from 2000-2001 to 2008-2009, officer-initiated “arrest felony” calls went down 86% (from a total of 44 to 6)¹⁷.

Reduction in Officer Time Spent at Motels. After the permit ordinance was passed, several problem motels hired security staff to prevent and handle foreseeable public safety issues at their properties. We believe the existence of these staff helped to reduce the level of incidents that both occurred at motel properties and necessitated a call to police. Several properties also implemented access control measures over the course of the project. Because motels had assumed responsibility for security at their properties, the amount of time spent on officer and citizen-initiated CFS at motels declined from more than 2,400 hours in 2000-2001, to about 1,160 hours in 2007-2008. The value of saving 1,240 officer hours during a 12-month period was approximately \$73,000 in 2008 dollars.

Reduction in Crime and Drug Arrests. Crime at Chula Vista motels also declined substantially over the course of the project. Violent crimes and crimes against persons went down 49% between 2003-2004 and 2008-2009; Part I and Part II crimes went down 70%¹⁸

¹⁵ Unless otherwise noted, the 2000-2001 and 2008-2009 measurement periods run from October 1 through September 30.

¹⁶ “Criminal Victimization, 2007.” Bureau of Justice Statistics, Office of Justice Programs.

¹⁷ This analysis included all officer-initiated calls types at motels, including pedestrian and traffic stops.

¹⁸ Crime data figures include drug crimes against the state logged as crime cases. If these incidents are excluded, overall reduction is 65%.

during the same measurement periods (see Appendix C). Drug arrests at motels increased prior to the passage of the permit ordinance, but ultimately declined 66% between 2003-2004 and 2008-2009 (see Appendix D).

Improvement of Motel Properties. The quality and appearance of several motel properties improved tremendously between 2000 and 2009. The El Primero Hotel, which originally catered to people renting by the week, was sold and extensively renovated in 2004-2005; it is now a beautifully appointed boutique bed and breakfast property. The Tower Lodge, one of the most notorious properties in Chula Vista, was closed by Code Enforcement in May of 2005. In May of 2009, a brand-new affordable housing development with a platinum LEEDS certification¹⁹ opened on the former Tower Lodge site. And finally, the former Royal Vista Inn changed ownership in 2005 and became a Comfort Inn & Suites franchise in 2007 (see Appendix E for before and after photos of these three properties).

Improvement in Management Practices. A motel management survey that followed up on the 2002 administration was conducted by CSUSB in the spring of 2008. The results from this survey indicated that fewer Chula Vista motels were targeting a primarily local clientele (30% in 2008 compared to 70% in 2002); just under a third continued to rent to long-term guests (30% in 2008 compared to 45% in 2002); and a larger percentage of motels reported having written check-in procedures (90% in 2008 compared to 55% in 2002). One caveat regarding the management survey is that the 2008 response rate was 42%, compared to the 2002 rate of 88%; also, the former was administered online and the latter in person. However, certain measurements remained similar over the two

¹⁹ This is the highest distinction in green building.

administrations. In 2008, 50% of respondents indicated their motels were family operated compared to 62% in 2002, and 30% of 2008 respondents said their motels were part of a chain or franchise, compared to 35% in 2002.

Increased Number of Safe, Clean Lodging Units. The number of motel rooms in Chula Vista that did not meet basic safety standards declined from at least 378 pre-response, to 0 post-response, due to Code inspections and requirements in the permit ordinance that all rooms have deadbolts, peepholes (or a nearby window) and door chains/security bars. In addition, all motels that applied for operating permits had acceptable health inspections.

Increased Revenue Reported by Motels. Despite the need for some motels to invest in additional security measures and change management practices, the lodging industry remained economically viable. Records from the Chula Vista Finance Department indicate that aggregate transient occupancy tax receipts for the slower rental months (October through March) increased the first two winters after the permit ordinance passed.

Displacement Not Evident. Project staff attempted to look for two types of displacement of motel crime and disorder: target and spatial. To start, staff compiled the home zip codes and home cities of 643 people arrested at Chula Vista motels during the nearly 24-month period between January 9, 2004, and December 31, 2006. Approximately 28% of all arrestees -- the single largest group -- hailed from the two Chula Vista zip codes where all of the City motels are located. Because the largest single group of arrestees who could potentially be displaced by the motel project lived in Chula Vista, staff first looked for target displacement to apartment complexes (with 8 or more units) within the City. However, after reviewing apartment complex CFS for the four performance periods

between October 1, 2004, and September 30, 2008, staff found that CFS to apartment complexes remained relatively steady during each 12-month comparison period, with no increase or decrease of more than 6% from one period to the next.

To look for geographic displacement, project staff identified 17 budget motels located within 3 miles of Chula Vista motels and obtained CFS datasets for these properties. Staff found no evidence of displacement during the first two post-permit ordinance review periods (2006-2007 and 2007-2008).

Agency and Officer Information

Key Project Team Members

Captain Don Hunter
Sergeant David Eisenberg (retired 2007)
Sergeant Mark Jones
Senior Public Safety Analyst Karin Schmerler

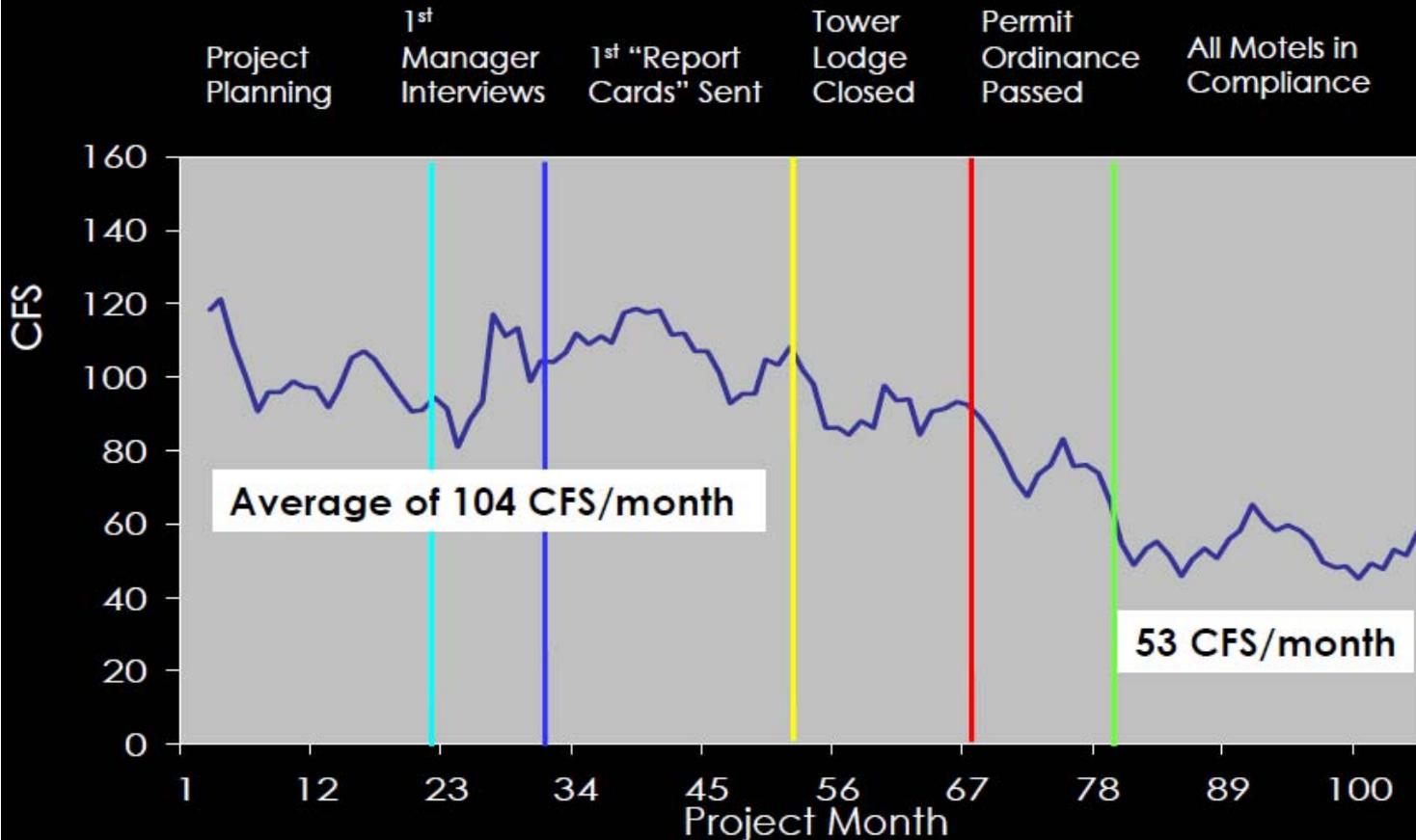
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(619) 476-2458
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Appendix A

CFS to Motels Reduced 49%

2001-2009 (3-month rolling average)



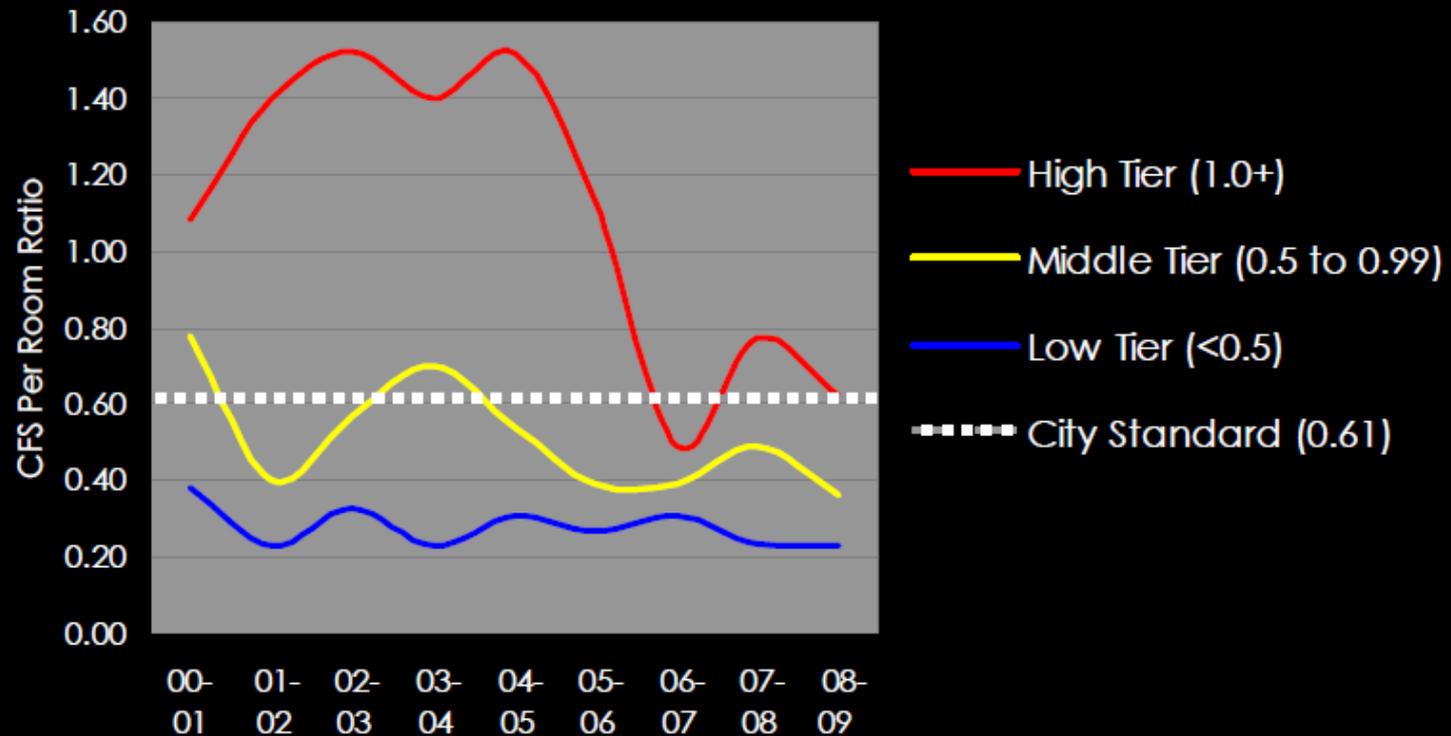
(This graph includes certain officer-initiated CFS, such as vehicle theft recoveries)

Chula Vista Police Department

Appendix B

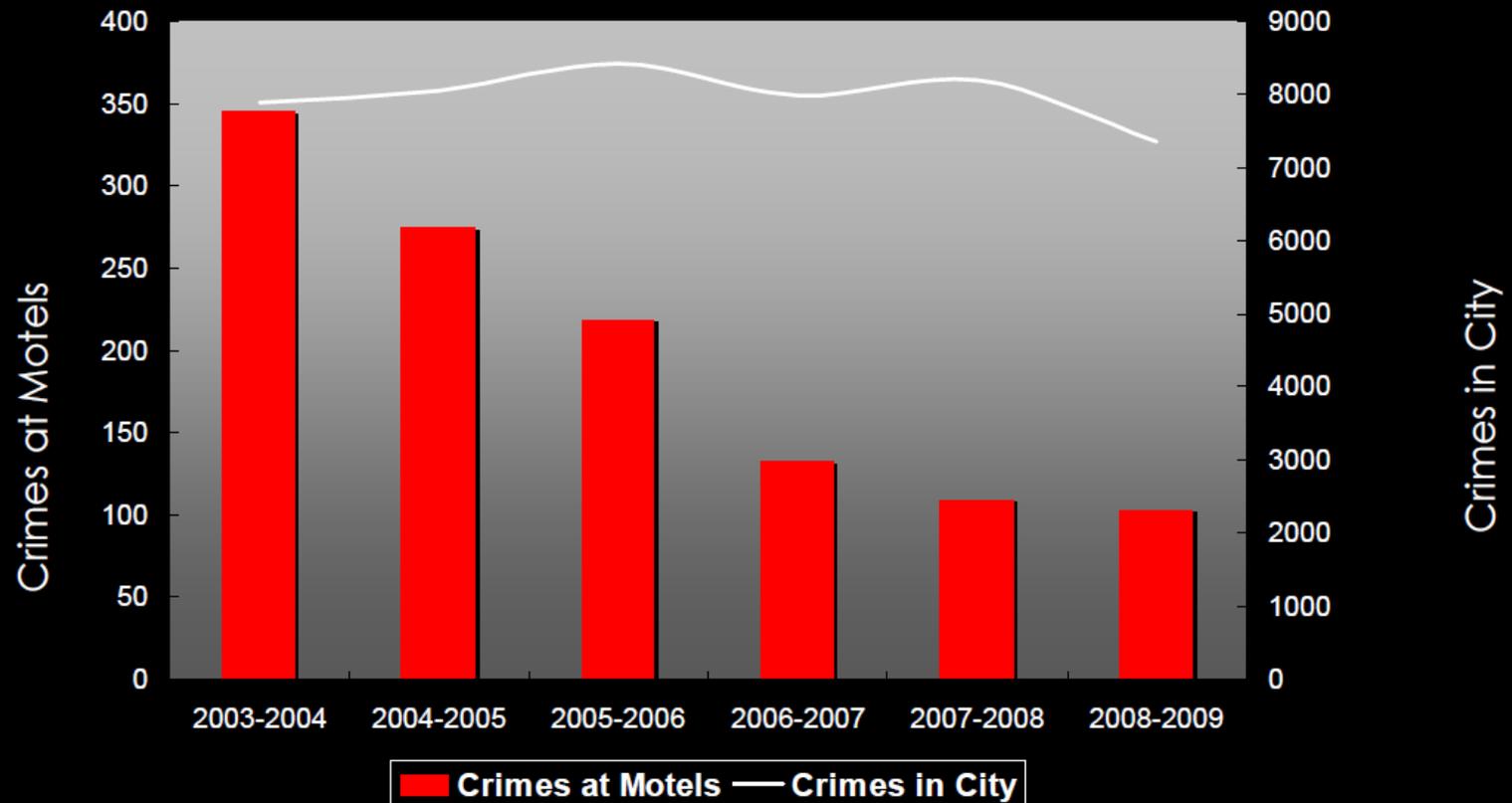
Change in Median CFS Ratios of Motels in High, Middle and Low Ratio Tiers

(as of 2003-2004)



Appendix C

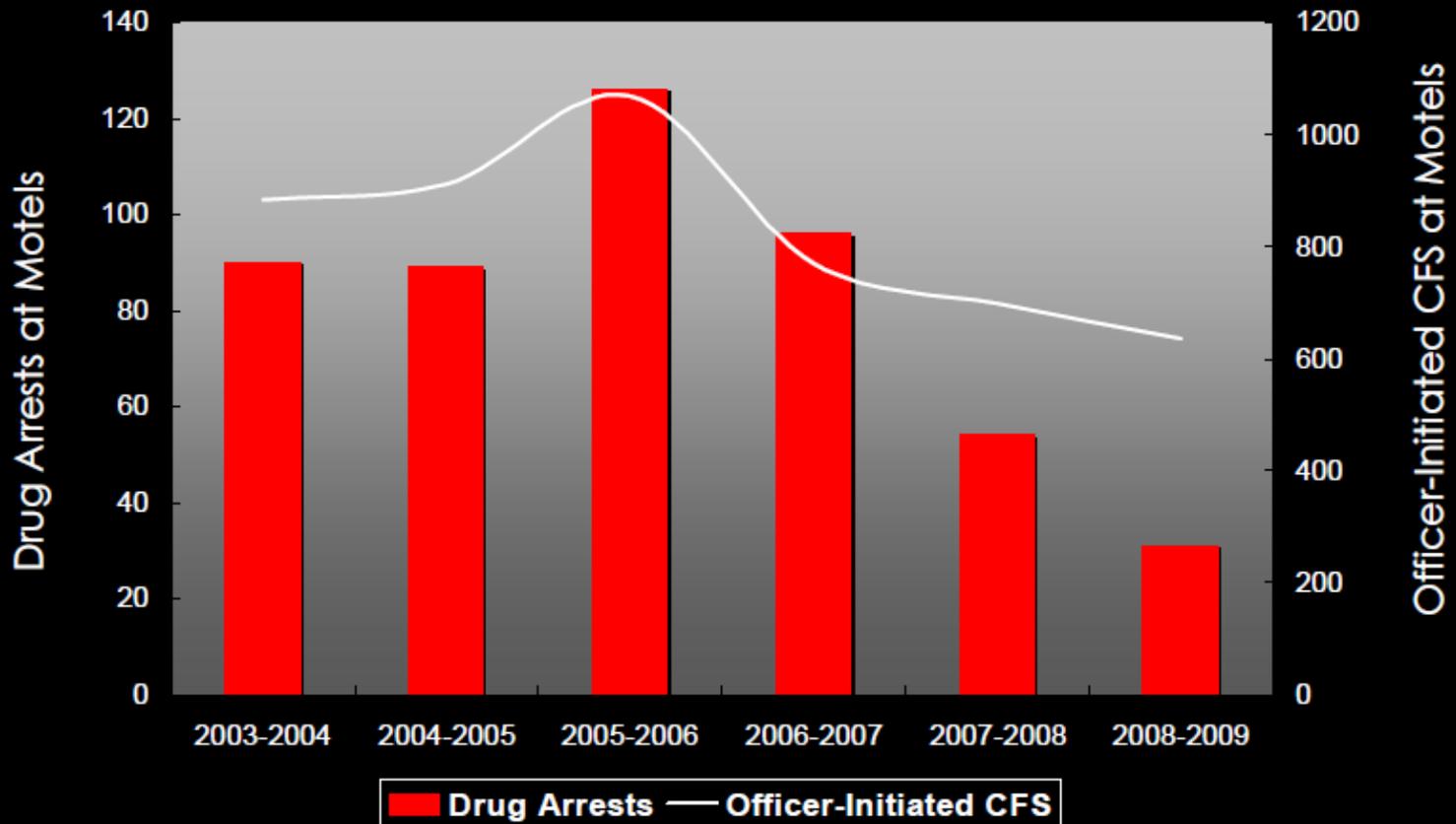
Crime at Motels Reduced 70%



(Data includes drug crimes against the state logged as crime cases. If these incidents are excluded, overall reduction is 65%. Crimes in city are by calendar year, beginning in 2003)

Appendix D

Drug Arrests at Motels Reduced 66%



Appendix E

El Primero Hotel

2002



\$200 per week

CFS Ratio: 1.6

2005



\$100 per night (2008)

CFS Ratio: 0.15

632 E Street

Royal Vista Inn - 2005

Comfort Inn & Suites - 2009



\$45 per night (2003)

\$109 per night (2009)

CFS Ratio: 0.76

CFS Ratio: 0.33*

(*0.33 ratio for 2008)

Chula Vista Police Department

1501 Broadway

Tower Lodge

Los Vecinos



2004

CFS Ratio: 3.97



2009

CFS Ratio: 0.57*

(*0.57 ratio projected for 2009)

Chula Vista Police Department

Appendix F

Motel Name: _____ **MOTEL SURVEY** Date: ___/___/___ Time: _____

1. Are you a Guest Visitor Neither : _____
2. Have you rented here before? yes no How many times? _____
Have you visited here before? yes no How many times? _____
3. What's the main reason you rented or visited here?
Price Accommodation Reputation : _____ explain
Location : _____ explain Other : _____ explain
4. How much did you pay? \$ _____
5. Are you on Probation Parole Offense: _____
6. How did you hear of this place? Friend Advertisement On your own
7. Gender: Male Female Age _____ Race: B W H As O
8. City of residence: _____ If you're just *visiting*, is the guest local? yes no
If you/guest is local (SD County), why staying at a motel? _____
9. How did you get here?
Trolley Car Cab Bicycle Walked
10. Officer's reason for contact? Radio Call Observation Citizen Flag

Appendix G

Crime Reduction in Motels in Chula Vista Business Respondent Consent Form

The survey you are about to participate in is designed to collect information about public safety issues facing motel businesses in Chula Vista. This is an anonymous survey created by the Motel Project Team, comprised of representatives from departments of the City of Chula Vista and a research team from California State University, San Bernardino, led by Dr. Gisela Bichler-Robertson, professor of Criminal Justice. The Institutional Review Board of California State University, San Bernardino, has approved this survey. This means that the survey questions were designed to protect your identity by keeping your answers anonymous and confidential.

A letter should have arrived last week with information about the survey. To review, this survey is being administered to owners or managers of all motels in Chula Vista. The survey takes approximately 30 minutes to complete. In about one year, a researcher will return to this business to ask the same questions again. The purpose is to see if anything has changed. Data collected through this survey is going to be used by the Motel Project Team to address public safety issues in this community. Your opinions and experience are very important in this effort.

Your participation in this study is voluntary and you may stop answering questions at any time. If you answer questions today, you are not obligated to answer any survey questions in the future. All information that you provide will be held in strict confidence by the researchers. At no time will your name be reported along with your responses. The results will be presented to the community collaborative as average responses of all surveys. **No individuals or businesses will be identified in the presentation or final report.** At the conclusion of the study, you may receive a report of the results. Results will also be presented at community meetings by the Chula Vista Police Department.

By signing this form, I acknowledge that I work for or operate a business in Chula Vista, CA, have been informed and understand that my survey answers include confidential information. I have been informed and understand that this information is collected in an anonymous fashion and at no time will my answers be reported along with my name or business affiliation. I acknowledge that I have been informed of, and understand, the nature and purpose of this study, and I freely consent to participate. I acknowledge that I am at least 18 years of age.

Participant's Signature

Date

Researcher's Signature

Date

Subject ID

California State University, San Bernardino
For Research Purposes Only.

Note: This survey instrument was developed by the Institute for Criminal Justice Research, Crime Prevention Analysis Lab, California State University, San Bernardino (Gisela Bichler-Robertson, Ph.D., Director, and Melanie Tennant, Program Manager) in collaboration with the Chula Vista Police Department. May be reproduced with attribution. For additional information, please contact Dr. Bichler-Robertson at (909) 880-5510.

Crime Reduction in Motels in Chula Vista
Survey Form for Motel Managers

Consent Signed: _____ Date: _____

Researcher: _____ Time of Interview: _____

Background Information

B1 What kinds of concerns/issues do you as a motel owner face in Chula Vista? (These concerns do not have to be public safety-related. We are interested in knowing more about the issues of most concern to you as a motel manager in this city.)

B2 How many years has the motel been in operation under the current owner/management? _____

B3 How many rooms do you have to rent out at this motel? _____

B4 Is this motel family operated? 1=yes 0=no _____

B5 Is this motel part of a chain/franchise? 1=yes 0=no _____

If no, go to B6. If yes,

B5a Does the chain tell you what you can do regarding security? 1=yes 0=no _____

B5b Does the chain tell you what the room rates are? 1=yes 0=no _____

B5c Does the chain tell you how to manage the motel (provide policies)? 1=yes 0=no _____

B6 How many people work at this motel? (Not including contracted service) _____

B7 Do you contract out any services such as maid service or security? 1=yes 2=no _____

B8 If there is security ask:
Have you given your security personnel/company any specific direction? 1=yes 0=no _____

B8a If so, what directions?

B8b When does security show up?
1= random patrols 2= come when called 3=on property all night 4= other _____

B8c Name of company: _____

B9 Who has the discretion to decide how much to charge?

- 1= owner 2=front desk staff 3=franchise 4=other _____
- B10 What's the lowest room rate you charged yesterday? (dollars) _____
- B11 What's the highest room rate you charged yesterday? (dollars) _____
- B12 What is your weekly rate for a standard room with single occupancy? (dollars) _____
- B13 What is your half night rate for a standard room with single occupancy?
(enter NA if they do not have a half night or hourly rate) _____
- B14 How many rooms were rented out last night? _____
- B15 On a **typical weekday**, how many rooms are rented out? _____
- B16 On a **typical weekend**, how many rooms are rented out? _____
- B17 Do you have a peak season? 1=yes 0=no _____
- B17a When is it? _____
- B18 What is the average length of stay for your guests? (in nights) _____
- B19 Do you rent rooms to guests staying over 30 days? 1=yes 0=no _____
- B19a If yes, how many people staying here now have been here longer than 30 days? _____
- B20 How many current guests were referred by county welfare? _____
- B21 ... by probation/parole? _____
- B22 ... by community services (South Bay/other)? _____
- B23 ...Red Cross/Churches? _____
- B24 Do you have any other groups of major clients/guests, such as labor contractors? _____
- B25 Please estimate the percent breakdown of how most of your guests arrive at the motel:
B25_____ 1=Car B25a_____ 2=Walking B25b _____ 3=Trolley/Public Transportation
- B26 Can you estimate what percent of your guests come from the local area
(Chula Vista, National City or San Diego) _____
- B27 What percent of your business involves regulars/repeat customers? _____

Policies and Procedures

- PP1 What methods of payment do you accept? (circle all that apply) _____
1=Cash 2=Check 3=Debit/credit card 4=I.O.U.
5=3rd party (probation, parole) 6=Other
- PP2 Do you require a full payment or deposit/credit card imprint when a guest arrives?
1=full payment 2=deposit/credit card 3=neither _____

- PP3 Please describe your ideal guest

- PP4 What do you do about lost keys? _____
- PP5 Are driver's license numbers or numbers from govt.-issued picture IDs recorded for each guest at check-in? 1=yes 0=no _____
- PP5a If yes, who records the driver's license/govt. ID number?
 1= guest 2= motel employee _____
- PP6 What do you do if someone has no picture ID? _____
 1=Usually Rent them a room 2= Sometimes rent a room
 3=Refuse to rent a room 4=Other _____
- PP7 If the guest has a car, is the license plate number recorded at check-in? 1=yes 0=no _____
- PP7a If yes, is the license plate number visually verified by the desk clerk before the guest is allowed to check in? 1=yes 0 = no _____
- PP8 How many people do you allow to sleep in a room? (per bed) _____
- PP9 Do motel personnel ask how many people will be staying in a room? 1=Y 0=N _____
- PP10 Is there a limit on how many people can be visiting a room at one time? 1=Y 0=N _____
- PP11 How old does someone have to be to rent a room? (minimum age) _____
- PP12 Do you have visitor rules? 1=yes 0=no _____
- PP12a If so, what are the rules on visitors? [obtain copy, if possible]

-
- PP13 **If this is a hotel** [or some motels]: Is the lobby door locked at a certain time? 1=yes
 0=no _____
- PP13a If so, from when to when? _____
- PP13b How do guests access rooms after this time? _____
-
- PP14 Do you post any signs regarding motel rules or provide guests with any handouts on motel rules? 1=yes 0=no [If so, obtain copy] _____
- PP15 Are there written policies on check-in procedures? 1=yes 0=no
 [If so, obtain copy] _____
- PP16 Many motels have been changing policies to conserve energy during the past year. Could you please explain your policy on changing sheets? When are the towels and sheets refreshed?
 i.e. every day, when the customer leaves, when they are dirty

PP17 Some motels have been doing a number of things to reduce power bills (i.e. asking guests to turn out lights when they leave the room, dimming outside lights), has this motel changed policies to conserve power? 1 = yes 0 = no _____

PP18 When you hire new employees, do you check references or talk to past employers? 1=always 2= sometimes 3=never _____

PP19 Do you do a criminal record check on any of your employees? 1=yes 0=no _____

PP19a If yes, when would you check? _____

Troublesome Guest Behavior

TGB1 On occasion, some motel managers in Chula Vista have refused to rent a room to someone. Have you ever refused to rent a room to someone? 1=yes 0=no _____

TGB1a If yes, about how often do you refuse a rental in a typical week? _____

TGB1b If yes, why have you refused to rent room(s)? [check all that apply] _____

- | | |
|--|--|
| 1=Person was known to cause problems in the past | 5=Guest was Drunk |
| 2=Suspected guest was involved in Prostitution | 6=Person did not have any ID |
| 3=Suspected guest was involved in drugs | 7=Person did not have any/enough money |
| 4=Guest was underage | 8=Other |

TGB2 Do you keep a list of people you won't rent to based on prior problems with them? 1=yes 0=no _____

TGB2a If yes, how many people are on the list? _____

TGB3 Do you allow calls to a room if the caller doesn't know the guest's name? 1=yes 0=no _____

TGB4 Can guests make telephone calls from your motel rooms without a credit card? 1=yes 0=no _____

TGB5 Have you ever had guests leave early because of undesirable activity on the property (loud parties, concern about safety, etc.)? 1=yes 0=no _____

TGB6 Are there certain rooms that seem to cause the most problems? 1=yes 0=no _____

TGB6a If yes, where are they located? _____

Some motels in Chula Vista have experienced the following problems. We are trying to determine whether this motel has also experienced these problems.

TGB7 During the last month, have you had to deal with the following?

	PROBLEM	Yes/No	# of times	Ever Called PD?
a	Guest would not leave			
b	Guest would not pay			
c	Too many people in a room			
d	Threats to motel staff			
e	Someone stealing from motel			
f	Drunk person causing problems			
g	Domestic disturbance			
h	Guests partying loudly			
i	Suspected prostitution			
j	Suspected drug dealing			
k	Vandalism/graffiti			
l	Sexual assault			
m	Drug use by people at motel			
n	Heard about a robbery on property			
o	Theft of/from car			
p	Guests hanging out in parking lot or in front/back of motel			
q	Unregistered guest/visitors hanging out in parking lot or in front/back of motel			
r	Unauthorized guests/visitors in rooms			
s	A guest renting a room and not using it, as they are renting it for someone else			
t	Rooms with a lot of people visiting guests			
u	Other: _____			

TGB8 Has this been a typical month? 1=yes 0=no _____

TGB8a If no, how has it been different from usual?

TGB9 If didn't call the Police Department for any of the above, why not? _____

1=They are too busy 2=They don't care 3=They don't do anything
4=It takes them too long to get here 5=had security guard handle 6= situation was handled by myself or other motel staff 7= problem didn't seem serious/important enough to report 8=company policy is not to call police unless a crime is reported to us/clerk in danger
9=Other _____

TGB10 Do you feel like you can easily report problems to the police? _____
1=yes 2=no 3=Don't know/have never called the police 4= other

TGB11 How often do you have problems with guests or visitors? _____
1=every day 2=1-2 times a week 3=once a month 4=once a year 5=never

TGB12 At what time of year do you have the most problems? _____

TGB13 What days of the week do you have the most problems? _____
1=Monday 2=Tuesday 3=Wednesday 4=Thursday 5=Friday
6=Saturday 7=Sunday 8=Always the same

TGB14 At what time of day do you have the most problems? _____
1=morning (until noon) 2=afternoon (until 5pm) 3=evening (until 9pm) 4=night time

TGB15 What kinds of guests seem to cause the most problems?

TGB16 Do you have written procedures/policies for handling robberies, assaults, guest disturbances, etc.?
1=yes 0=no _____

TGB17 Do employees receive any training on handling disturbances and reporting crimes or suspicious behavior?
1=yes 0=no _____

Factors Affecting Business Success

BS1 In your opinion, has this motel rented out more or less rooms than _____
when you first started working here?
1=less 2=more 3=same 4=don't know

BS2 In your opinion, do you think this business is profitable? _____
1=yes 2=no 3=break even 4=don't know

BS3 If all motels were located in the same area, what do you think is the most _____
important factor that determines what motel guests will stay at?
1=Look of Motel 2=Room Rate 3=Cleanliness
4=Reputation/past experience 5=Other_____

BS4 How important do you think security is for guests when they decide on _____
which motel to stay at?

BS5 What kind of things have you tried to improve security and reduce problems at your motel?

BS6 Which things have worked the best?

BS7 Which things have not worked at all?

BS8 Are there some security measures you would like to try, but can't due to cost or company policy? If so, what are these measures?

BS9 What do you think would make your motel seem more attractive to potential guests passing by?

BS10 Would you like to increase your average daily rate? 1=yes 0=no _____

BS10a If no, why not?

BS10b If yes, how much would you like to charge per night for single occupancy? _____

BS11 Would you be willing to work with the police department and the City to address safety issues at Chula Vista motels by participating in:

BS11a Individual meetings with City personnel 1=yes 0=no _____

BS11b Group meetings with other motel managers 1=yes 0=no _____

BS11c Learning about Crime-Free motel Management 1=yes 0=no _____

BS11d Sending employees to 1-2 hours of free video training on handling disturbances/security do's and don'ts 1=yes 0=no _____

BS12 If you are not already listed, would you be interested in being listed in the AAA motel guidebook? 1=yes 0=no _____

BS13 What could the City do to make things better for your motel?

BS14 What could the police department do to increase guest/employee safety at your motel? [If answer "more police patrols," probe for additional suggestions.]

Appendix H

Chula Vista Motel Project Environmental Assessment	Revised 10-30-02
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Property Code: _____

Researcher: _____

Date: _____

Time of Day: _____

Pedestrian Accessibility

Factor	Code	Photo #	GPS
Footpaths bisecting property Y=1 N=0			
Alley accessible at rear of property Y=1 N=0			
Are there potential entrapment zones Y=1 N=0			
Property is bounded by: 1. razor wire fence = 0 2. wall or solid fence = .25 3. climbable fence =.5 4. thorny foliage/plants = .75 5. nothing = 1 6. other _____			

Vehicle Accessibility

Parking is restricted to guests/employees Y=1 N=0			
Single vehicle access onto property Y=1 N=0			
Vehicle access in view of front office/lobby Y=1 N=0			
Is there parking in front of rooms Y=1 N=0			

Social Climate

Social climate is measured on and within 20 feet of the motel property

Evidence of litter on or within 20 feet radius of property None=0, Some=1, Heavy =2			
Evidence of drug use including: needles, needle caps, alcohol swab bottles, dime baggies, squares of foil None=0, Some =1, Heavy =2			
Evidence of prostitution including: condoms, condom wrappers, lubricant packages None=0, Some=1, Heavy=2			
Evidence of graffiti on adjacent properties None=0, Some=1, Heavy=2			
General upkeep of property exterior None=0, Some=1, Good=2			
People hanging around within 20ft of building None=0, Some=1, Heavy=2			

Note: This survey instrument was developed by the Institute for Criminal Justice Research, Crime Prevention Analysis Lab, California State University, San Bernardino (Gisela Bichler-Robertson, Ph.D., Director, and Melanie Tennant, Program Manager). May be reproduced with attribution. For additional information, please contact Dr. Bichler-Robertson at (909) 880-5510.

Factor	Code	Photo #	GPS
People hanging around within 20ft of property perimeter None=0, Some=1, Heavy=2			
Is there a pool Y= 1 N= 0			
Is the parking lot well lit Y=1 N=2			
Is the parking lot well maintained Y=1 N=2			
If yes, is pool in usable condition Y= 1 N=0			
Pool rules posted in pool area Y=1 N=0 N/A=2			
Guest behavior rules posted in lobby Y=1 N=0 N/A=2			
Parking rules listed in lot Y=1 N=0 N/A=2			

Awareness Space

Is the motel in sight of an intersection Y=1 N=0			
Is there a bus stop within view of the property Y=1 N=0			
Surrounding area: Commercial=1 Resident=2 Industrial=3 Mixed=4			
Type of property/business on each side: Commercial=1 & Specify type Resident=2 & Specify type Industrial=3 & Specify type	L R F B		
Within View of Property: bar=1, liquor store=2, convenience store=3, none=4			

Lighting

Rate all items on lighting continuum, 1=well lit at pedestrian level, 2= good lighting but some dark areas 3=lit at street level, hard to ascertain details, 4=selective lighting with lots of shadows, 5=lighting only by entrances, 6= no lighting. 7=N/A

1 _____ 2 _____ 3 _____ 4 _____ 5 _____ 6 _____
well lit _____ no lighting

Left Side			
Right Side			
Front Side			
Back Side			
Entrance			
Lobby			
Lighting outside of rooms			
Outdoor pool			
Parking lot			

Visibility

Factor	Code	Photo #	GPS
Parking lot from lobby 1=100%, 2=50-75%, 3=25-50%, 4=0%			
Rooms from lobby 1=100%, 2=50-75%, 3=25-50%, 4=0%			
Pool from lobby 1=100%, 2=50-75%, 3=25-50%, 4=0%			
Rear of property from lobby 1=100%, 2=50-75%, 3=25-50%, 4=0%			
Street from lobby Y=1 N=0			
Rooms overlook parking lot 1=100%, 2=50-75%, 3=25-50%, 4=0%			
Rooms overlook alley 1=100%, 2=50-75%, 3=25-50%, 4=0%			
Are there concealed areas around property? Y=1 N=0			

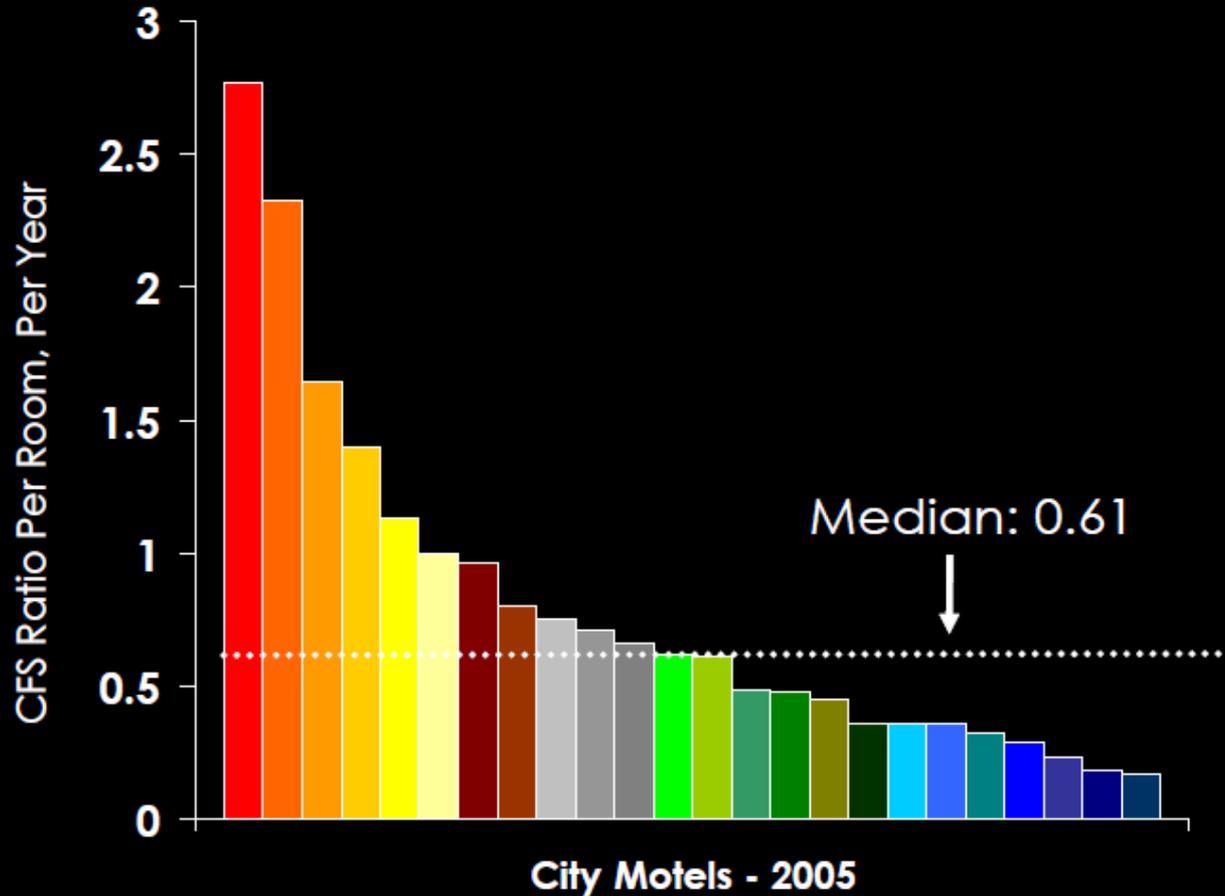
Target Hardening

CCTV? If so, where?			
Bullet proof glass in lobby Y=1, N=0			
Vertical landscaping on sides of buildings. none=0, one wall=1, more than one wall=3			
Signs in windows stating limited amount of cash or other reward reductions Y=1 N=0			
Type of lock on guest doors. 1=key 2=swipe card			
Does the motel have a walk up window during daytime or after hours Y=1 N=0			
Are there deadbolt locks on the doors in the rooms Y=1 N=0			
Is there a peephole in the room doors? Y=1 N=0			
Is there a chain or other device on the room doors? Y=1 N=0			
Does the room have a phone? Y=1 N=0			
Are doors made of solid material? Y=1 N=0			

Additional Comments:

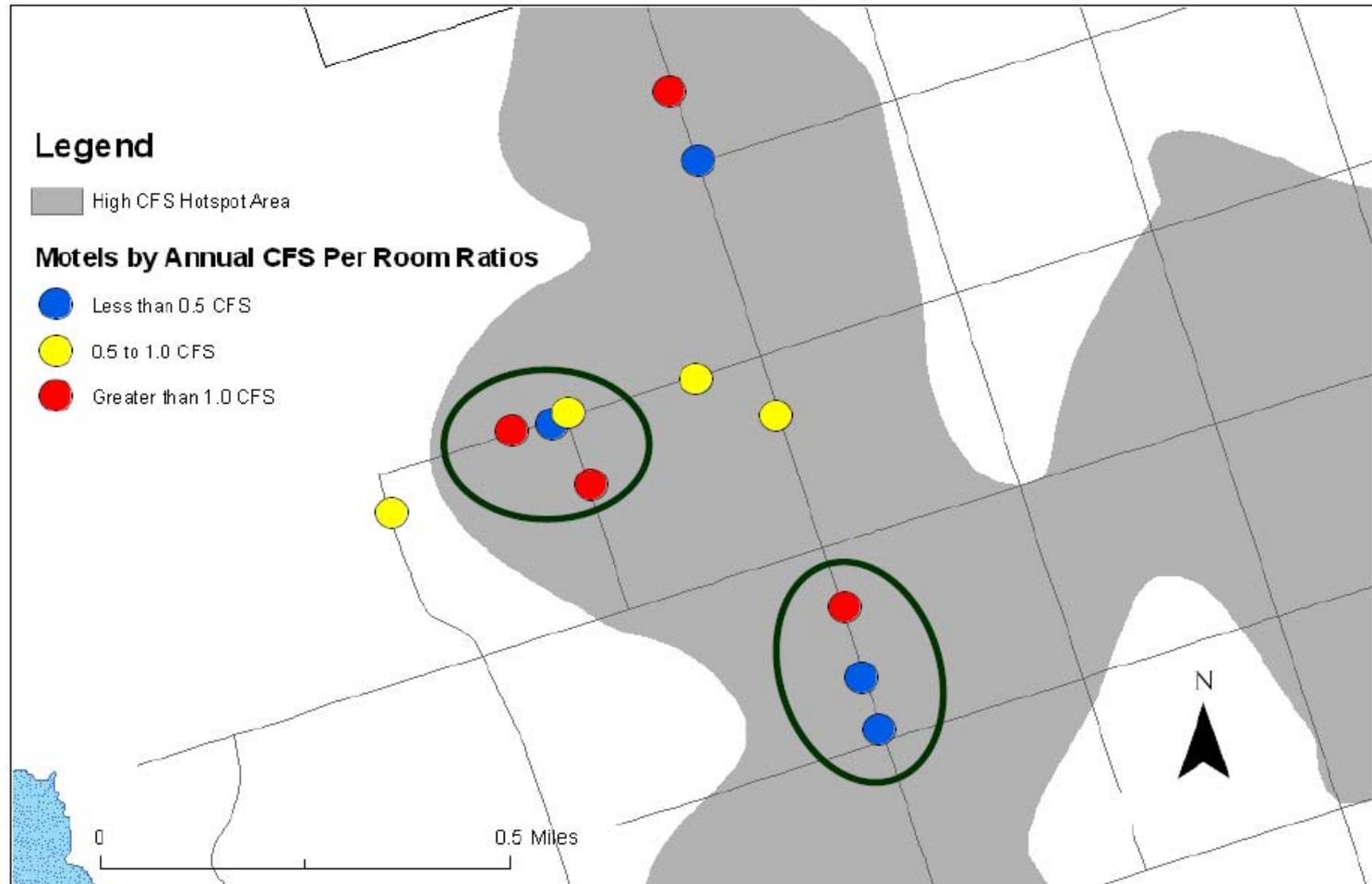
Appendix I

CFS Per Room, Per Year to Motels: 2005



Appendix J

Northwest Chula Vista Motels and Hotels by Annual CFS Per Room Ratios: 2003

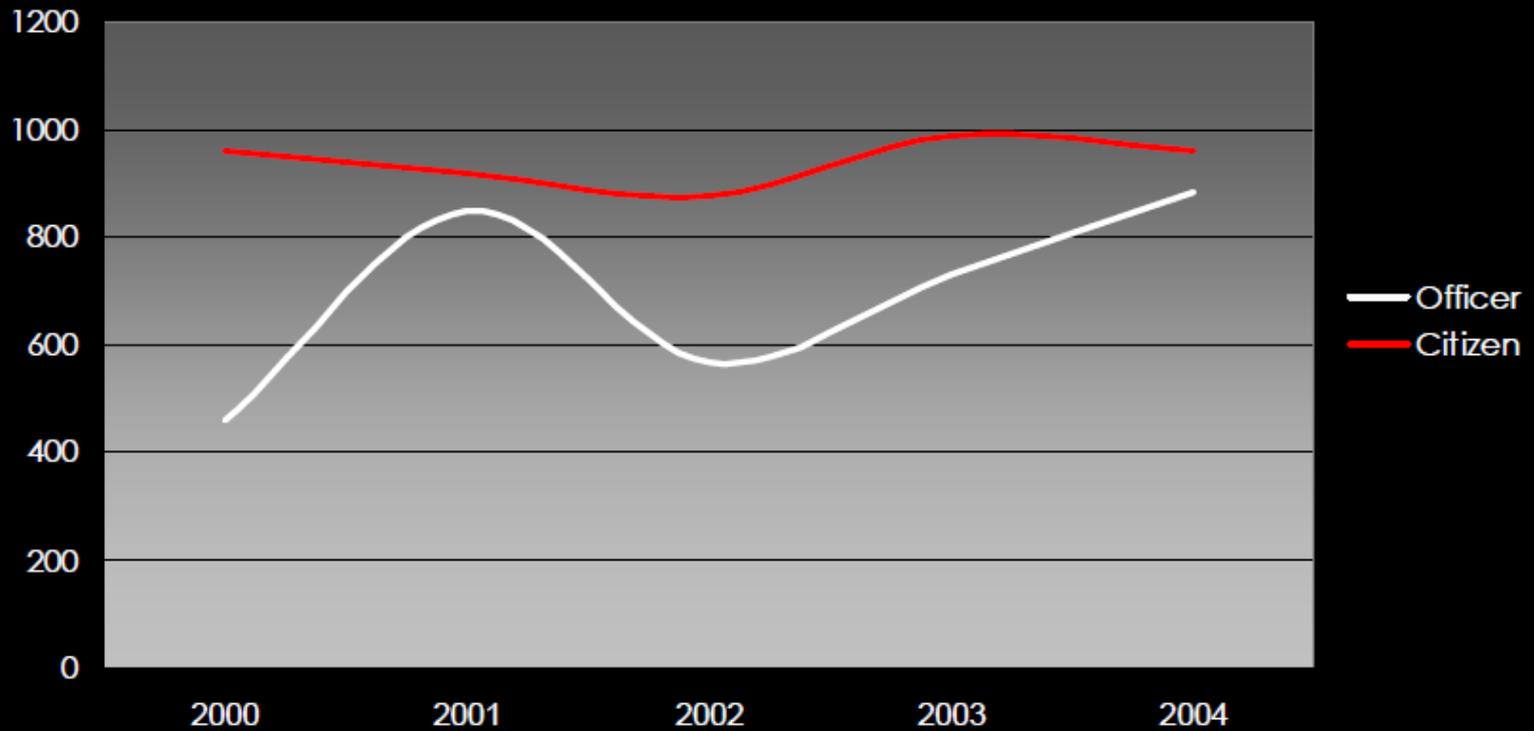


Prepared By:
CVPD Research & Analysis Unit (K. Scherle)

Sources:
Chula Vista Information Technology Services,
Geographic Information Systems,
Chula Vista Police Department

Appendix K

Officer vs. Citizen Initiated CFS



Management Practices/Environmental Features that Can Reduce Problems at Motels*

Policy/Action	Already Do	Will Implement	Comments
Completely limit pedestrian and vehicle access to the property and rooms by a fence, gate, security guard or other means	<input type="checkbox"/>	<input type="checkbox"/>	
Require and record information from a photo ID from all visitors , as well as for all guests	<input type="checkbox"/>	<input type="checkbox"/>	
<i>(For local guests – a high risk clientele)</i> Collect name, address and phone number of person's employer, and name and telephone for emergency contact	<input type="checkbox"/>	<input type="checkbox"/>	
Collect vehicle license #, visually verify # and issue parking permit	<input type="checkbox"/>	<input type="checkbox"/>	
Require guests and visitors to be 21 unless with guardian	<input type="checkbox"/>	<input type="checkbox"/>	
No visitors between 10 p.m. and 6 a.m.	<input type="checkbox"/>	<input type="checkbox"/>	
Post house rules in lobby and rooms/require guest/visitor signature on rules – let guests and visitors know their registration information is shared with police department	<input type="checkbox"/>	<input type="checkbox"/>	

*The measures listed in this document have worked to reduce problems in other communities, or have promise based on criminological theory. None of these measures are specifically recommended for your motel – only you, the motel manager/owner, know whether any of these (or other) measures will work best to reduce crime and disorder at your property.

Policy/Action	Already Do	Will Implement	Comments
Require credit card imprint from guests	<input type="checkbox"/>	<input type="checkbox"/>	
Require 1-2 night cash deposit from local/long-term guests	<input type="checkbox"/>	<input type="checkbox"/>	
Conduct credit and reference checks on guests staying longer than 7 days	<input type="checkbox"/>	<input type="checkbox"/>	
Employ security staff who patrol randomly, and proactively contact people as they come onto the property	<input type="checkbox"/>	<input type="checkbox"/>	
Inspect the rooms of guests that refuse maid service/engage in suspicious behavior	<input type="checkbox"/>	<input type="checkbox"/>	
Install CCTV in lobby, parking lot, pool area, other problem locations	<input type="checkbox"/>	<input type="checkbox"/>	
Have a motel manager on site on a 24-hour basis	<input type="checkbox"/>	<input type="checkbox"/>	
Have 2 staff on site on a 24-hour basis	<input type="checkbox"/>	<input type="checkbox"/>	
Don't rent to guests for more than 28 days in a 3-month period	<input type="checkbox"/>	<input type="checkbox"/>	
Install deadbolt locks, peepholes, and door chains/swing bars on all room doors	<input type="checkbox"/>	<input type="checkbox"/>	
Prohibit "back-in" parking	<input type="checkbox"/>	<input type="checkbox"/>	