

Keeping Drug Activity out of Rental Property:

A Police Guide for Establishing Landlord Training Programs

MONOGRAPH

Third Edition

January, 1999

Developed by:

**CAMPBELL
DELONG
RESOURCES, INC.**

Originally Funded by

Bureau of *BJA* Justice Assistance

Office of Justice Programs • U.S. Department of Justice

[Blank back of cover page. This document set up for full duplex — two sided — printing.]

Keeping Drug Activity out of Rental Property:
A Police Guide for Establishing Landlord Training Programs

MONOGRAPH

Third Edition, January 1999

Developed by:
Campbell DeLong Resources, Inc.

Program originally funded by:
Bureau of Justice Assistance
Office of Justice Programs
U.S. Department of Justice

Includes the third edition of the participants' manual

Copyright © 1993-1999, Campbell DeLong Resources, Inc. All rights reserved. For information about use of this document, contact Campbell DeLong Resources, Inc. (CDRI), or visit <http://www.cdri.com>. Distribution of this document in "PDF" format on the World Wide Web by CDRI is for the sole purpose of allowing a complete verbatim copy to be viewed and printed. Separate permission is required to adapt, modify, excerpt, make electronic copies, or use in any other manner.

Questions and requests regarding usage of these materials should be directed to:

Campbell DeLong Resources, Inc.
319 SW Washington, Suite 802
Portland, Oregon 97204

Phone: (503) 221-2005
Fax: (503) 221-4541
E-mail: LTPinfo@cdri.com
<http://www.cdri.com>

This 1999 National Train-the-Trainer Program edition has been published by Campbell DeLong Resources, Inc. for use in those trainings. The first edition of this document — printed in 1996 — has also been submitted to the Bureau of Justice Assistance for publication and national distribution. This third edition varies from the second edition in that it contains updates in the *References and Resources* section in the document appendix.

Portions of this document were originally written, copyrighted, and distributed by Campbell DeLong Resources Inc. under the titles: *Program/Instructor's Guidebook*, © 1993 and the *Landlord Training Program, National Program Manual*, © 1993.

This project was supported — through the first edition of this monograph — by cooperative agreement No. 94-DD-CX-K014 awarded by the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice, which has a license from Campbell DeLong Resources, Inc. to make use of these materials. The Bureau of Justice Assistance may be reached at the following address:

Bureau of Justice Assistance
633 Indiana Avenue NW
Washington, DC 20531
(202) 514-6278

The Bureau of Justice Assistance is a component of the Office of Justice Programs, which also includes the Bureau of Justice Statistics, National Institute of Justice, Office of Juvenile Justice and Delinquency Prevention, and the Office for Victims of Crime.

Points of view or opinions contained within are those of Campbell DeLong Resources, Inc., and do not necessarily represent the official position or policies of the U.S. Department of Justice.

Acknowledgments

The Landlord Training Program began with the willingness of command staff at the Portland Police Bureau to support the work of a concerned neighbor with a new idea. The program received its first funding when the Bureau of Justice Assistance (BJA), US Department of Justice stepped forward to assist. The partnership between BJA and the City of Portland provided continued program development opportunities while the concepts were further refined, tested, and implemented.

Four individuals, in particular, have stood at critical gate-keeping crossroads: Tom Potter, previously of the Portland Police Bureau, Sharon McCormack of Portland's Neighborhood Crime Prevention Program, Margaret Shelko of the Bureau of Justice Assistance, and Ron Trethric, formally of BJA. Each of these people, I am sure, can point to other gatekeepers in their organizations — people who said yes when they could have said no; people whose support and trust were critical to making the work succeed. In this limited space, I wish to acknowledge these four champions who said their “yes” to me.

Many landlords, property management companies, owners associations, tenant attorneys, landlord attorneys, and citizen activists provided hours and hours of opinions, review, and recommendations to make the program as powerful as it is today. While development of the training was supported by many, three Oregonians in particular provided hours of invaluable expert advice on applied landlord/tenant law: Sharon Fleming-Barrett of Executive Property Management and the Oregon Apartment Association, Emily Cedarleaf of the Multi-Family Housing Council of Oregon, and Multnomah County Judge Michael Marcus, formerly of Multnomah County Legal Aid Services.

In addition to the work done in Portland, adaptation, refinements and new ideas have been developed in many other jurisdictions as well. As the author of the original program, I feel an overwhelming indebtedness to many and particularly wish to acknowledge the work of Martin Collins and Karin A. Long of the Department of Building Inspection, Milwaukee, Wisconsin; James Hobbs, Carla Johnson, Paul Hallums and Don Loebbaka of the Tucson, Arizona Police Department; Daphne Markham of the Oakland, California Police Department; and Sam Wade of the Beaverton, Oregon Police Department. The innovations of these people, and many others, to adapt from and build on the Landlord Training Program have provided critical testing of the program and introduced many new and effective ideas for both improving on and tailoring the impact of the original program.

Without the dedicated involvement of these and many other people, the Landlord Training Program and its variations around the country would not exist.

John H. Campbell
Portland, Oregon

This monograph contains two very distinct sections:

***Section I** provides an overview for law enforcement personnel.*

Section I is written for law enforcement personnel who wish to understand the history of the Landlord Training Program and gain perspective on what it takes to implement a program for an individual jurisdiction.

***Section II** reproduces the national version of the **participant's** manual.*

This is the manual that landlords receive at the training. It is provided in this, a monograph for law enforcement, because it is the best way to show directly the content, scope, and paradigm of the Landlord Training Program.

To provide a visual aid in navigating this document, Section I is shown in two-column format,
Section II in full page format.

Contents

Section I: Program Description

Chapter 1: Introduction	I-1
The Community Policing Connection.....	I-1
The Genesis of the Landlord Training Program	I-1
Core Program Overview.....	I-2
Results Summary	I-4
Chapter 2: Getting Started.....	I-6
Elements of Success.....	I-6
First Decisions	I-7
Key Personnel	I-7
Building and Maintaining Trainer Expertise	I-9
Developing a Local Manual	I-10
Designing the Training.....	I-13
Marketing	I-16
Chapter 3: Related Problem Solving Tools.....	I-19
“Landlord Compacts”	I-19
Milwaukee’s Partnership with Lenders	I-20
“Three-Phase” Certification Programs.....	I-20
Coordination with Civil Enforcement Strategies	I-21
Training of Officers	I-23

Section II: Participant Manual

Title/Introductory pages	
Preparing the property.....	1
Applicant screening.....	5
Rental agreements	23
Ongoing management.....	27
Apartment watch/promoting community	33
Warning signs of drug activity	39
If you discover a clandestine lab.....	47
Crisis resolution	51
The role of the police	61

The Section 8 program.....	65
Resources	67

Appendix

Sample letter for manual draft review.....	A-2
Sample “Chief’s Letter”	A-3
Sample Information Page	A-4
Sample Schedule Page	A-5
Sample Registration Form.....	A-6
Sample Confirmation Letter.....	A-7
Sample Certificate of Completion.....	A-8
Sample Evaluation Forms	A-9
References and Resources.....	A-15

Section I: Program Description

Chapter 1: Introduction

The Community Policing Connection

The Landlord Training Program emphasizes cooperation among property owners, tenants, and law enforcement agencies to help neighborhoods fight drug-related crime. Enthusiastically supported and praised by often opposing groups, the program delivers two important messages: that effective property management can significantly benefit the health of a community and that accessible, legitimate techniques can stop the spread of drug activity on rental property.

Establishment of Landlord Training Programs will require a commitment to substantive problem solving and to building and sustaining effective community partnerships. Relying as it does on these concepts of community policing — especially the encouragement of community-based problem solving as a goal — the Landlord Training Program can be part of a strong, proactive community policing effort.

This monograph: “Keeping Drug Activity out of Rental Property: A Police Guide for Establishing Landlord Training Programs,” was developed to help police agencies implement Landlord Training Programs in their communities.

The Genesis of the Landlord Training Program

The concept for the Landlord Training Program began, originally, with a group of frustrated citizens who were organizing to move drug dealers out of their neighborhood. These

neighbors — many of whom were renters themselves — began to focus on two important facts:

- **The traditional policing approach of waiting for enough evidence to serve a search warrant often results in a solution that is too late to preserve community livability.** Most communities can handle some short-term drug activity without suffering substantial harm to the neighborhood’s livability. But when drug operations are allowed to continue unabated for months, or even years, the harm to the community becomes extreme — by the time the drug dealers are removed, many good citizens have already left the neighborhood, property values have declined, other good citizens have chosen not to move into the area, and those left behind face life in a neighborhood that is now much more vulnerable to crime. In a community-oriented context, search warrants must be seen as just one of many tools and not as the only tool. If a warrant can’t be served quickly enough to stop major harm to a community, other solutions — often civil in nature — should be pursued.

- **Most landlords are not skilled in the prevention of illegal activity on rental property, but are willing to learn.** Community organizers continually noticed that, despite the commonly held image that all landlords with problem tenants are irresponsible citizens, most of the time when such a landlord was contacted, the property owner wanted to help, but needed better information about how to approach the problem.¹ Clearly, there was an

¹ To be sure, irresponsible landlords do exist and often take up a disproportionate amount of police resources as a result of behavior that runs the gamut from the merely irresponsible to the criminal. However, most landlords who have problems with illegal activity on their property don’t fit this category — that is, they would prefer to act more responsibly and will change their approach if trained.

untapped resource in rental property owners. Landlords are the first line of civil defense when a bad tenant is threatening a neighborhood. As such, landlords who understand the scope of their ability to prevent illegal activity can be a valuable resource. Because most drug activity (growing, manufacturing, distributing) takes place on rental property, the concept for the Landlord Training Program was born.

The content of the program has been developed through a process of intensive research with hundreds of organizations and individuals, including landlords, management associations, tenant advocates, private attorneys, public defenders, personnel from public housing agencies, tenant screening companies, and narcotics detectives.

Major funding for the program was provided originally through several Bureau of Justice Assistance grants, as well as in-kind support from the City of Portland, Oregon. The program was designed and developed by John Campbell — now of Campbell DeLong Resources, Inc. — the citizen organizer who first recognized the potential of such an approach. The first training was conducted in Portland in November of 1989, with 94 landlords participating. By the fall of 1995, over 7,000 landlords and property managers had attended Portland’s program, representing well over 100,000 rental units. The Portland program was the first of its kind in the nation and has received recognition as an Innovation in State and Local Government from the Kennedy School of Government at Harvard University.

While the story begins in Portland, it doesn’t end there. Since the success of the first trainings in 1989, jurisdictions in many states have adapted the program to their own communities, often adding valuable innovations of their own. Examples of states where versions of the program have been developed include Arizona, California, Colorado, Florida, Illinois, Indiana, Maine, Maryland, Massachusetts, Minnesota, Missouri, Nevada, New Mexico, New York, North Carolina, North Dakota, Ohio, Texas, Utah, Virginia, Washington, and Wisconsin.

Among other notable locations, Milwaukee, Wisconsin has received national recognition for its adaptation of the program. Also, in Arizona, many cities are now offering a three-phase version of the program. Targeted primarily to multi-family properties, the Arizona model combines a landlord training with a separate on-site crime prevention through environmental design (CPTED) property review and an apartment watch orientation for tenants.

The program and its national variations have evolved over the last nine years to reflect the experiences and comments of those who have participated in the program. However, while the program has evolved substantially since it began, in most jurisdictions it remains true to its community-oriented roots: while the targeted audience is owners and managers of rental property, the purpose of the program is to serve the communities in which their property stands.

The purpose of this Monograph is to review the elements of the core program — the Landlord Training Program — as well as to review some of the innovations that have been developed by other jurisdictions. The intent is to give police an overview of potential approaches and an understanding of the scope of work involved.

Core Program Overview

The Landlord Training Program teaches rental owners and managers how to keep drug activity off their property. The program was developed with input from people on all sides of the issue — not only landlords and property management associations, but legal aid attorneys, tenant advocates, Public Housing Agency personnel, police officers, and many others.

The Landlord Training Program delivers two important messages: 1) effective property management can have a major impact on the health of a community, and 2) there are simple, legal, and fair techniques that can be used to stop the spread of drug activity on rental property. The program does not teach landlords how to be “junior narcotics agents” nor to do police work. It teaches them their responsibility

as landlords in working with police and neighbors to keep drug and other illegal activity out of their rental properties. The course content includes:

- **Orientation.** The role of the landlord in keeping neighborhoods healthy — what it takes to build and maintain healthy communities.
- **Preparing the Property.** How the concepts of crime prevention through environmental design (CPTED) can best be used to prevent illegal activity on rental property.
- **Applicant Screening.** How to screen out dishonest applicants, while assuring that honest applicants are encouraged to apply. Warning signs of dishonest applicants.
- **Rental Agreements.** Approaches that will strengthen the ability to evict drug dealing tenants.
- **Ongoing Management.** How to manage property in a way that discourages illegal behavior and ensures early warning should it occur.
- **Community Building.** How to strengthen the sense of community in multi-family housing. The benefits for managers and residents in doing so. Discussion of apartment watch and how to work with neighbors.
- **Warning Signs of Drug Activity.** The drugs involved. The behavior associated with dealing, distribution, and growing. The indicators of clandestine labs.
- **Crisis Resolution.** The options, the process, the practical application in various situations where illegal activity is apparent.
- **Working with the Police.** What to expect, what not to expect, and how to get maximum cooperation.
- **Section 8 (Subsidized Housing).** When a landlord rents to a tenant through the “Section 8” housing subsidy program, the rights and responsibilities of both landlords and tenants are somewhat different from the typical private rental situation. The training addresses some of

those differences to help ensure equal success regardless of the type of rental.

The training’s impact is a function of the quality of information and the number of landlords and property managers who absorb it. To bring about a fundamental shift in approach to property management, a large portion of landlords in a community must take the course. That is why an integral part of the program is the techniques used to make sure landlords attend. The core program, therefore, has three basic elements:

1. The training manual. The manual follows the course information and is designed to be a “plain English” reference source. In addition to covering course content, manuals adapted to local jurisdictions typically include copies of applicable laws and references to support organizations. Evaluations of the original manual, developed for Portland, validate its effectiveness: trainees consistently rate the manual as having successfully achieved the goal of being a highly readable source of valuable information. A complete copy of the manual, adapted for national distribution, comprises the second part of this monograph.

2. Marketing/outreach. Marketing is critical to success, since the benefit to the community rises as more landlords are trained. While media exposure, word-of-mouth, and contact with property management companies are all important, it is also important to make direct contact with owners of impacted rental property.

Agencies that have used a letter of invitation sent directly by the Chief of Police have had considerable success in encouraging landlords to attend. Using such an approach, over 7,000 landlords representing over 100,000 rental units attended the Portland training between 1989 and 1995. Results at other jurisdictions have varied and appear to depend on both the level of commitment to comprehensive marketing and the quality of the training product delivered. In those communities where a strong training is conducted, and the commitment to marketing is high, attendance results are comparable to those experienced in Portland. Additional discussion

of marketing approaches can be found beginning on page I-16 of this monograph.

3. The training itself. This is a six to eight hour course offering detailed information on the course content in a lively, interactive format.

Results Summary

Results from post-training surveys and six month follow-up surveys confirm that trainees both learn important information and take substantial action as a result of the course. Findings include:

- **Trainees need the information.** In surveys taken at the Portland trainings, one in four reported problems with drug activity in a rental unit in the past two years.¹
- **Six months later, perception of training value remains strong.**² While at-the-training evaluations show strong positive ratings, more significant is the fact that trainees continue to appreciate the training. In six month follow-up surveys, over 90% agree that they feel more secure in their ability to screen applicants, are more likely to recognize drug activity should it occur, and are more confident of their ability to evict tenants involved in such activity should the need arise.
- **Six months later, 91% of trainees reported having made changes in the way they manage their properties.** Most report multiple steps. Some of those actions include: development of written applicant screening criteria, conducting more thorough maintenance inspections; cutting

back shrubs, adding lighting or otherwise improving the visibility of rental units; updating rental forms to match current laws; trading phone numbers with neighbors; and starting apartment watches.

- **Those who had problems with drug activity used the training to help.** In total, 15% of respondents in follow-up surveys (221) had to deal with drug activity on their properties in the six months since taking the training. Of those, nine in ten (208) used information from the training to address the situation.
- **The experience of officers on the streets also validates the impact.** In multi-family property, where statistics on the impact of management changes are easiest to track, trainees who apply the program concepts have seen dramatic reductions in illegal activity. Police agencies who conduct calls-for-service research have indicated reductions in calls by 70% or more in some properties. Also, officers involved in solving drug house problems report that, when illegal activity *does* occur on property owned or managed by a graduate of the program, less police time is typically required to address the problem — trained landlords are generally more aware of their responsibility to act and of their options in doing so.

The combined power of the manual, marketing, and training can result in a growing base of landlords who are better able to do their part to help reduce crime, fear, and disorder in a community. As a result, the Landlord Training Program can be a powerful tool to generate more effective partnerships with landlords and their tenants. Police officers who have worked closely with the program report a transformation in the attitudes of landlords they deal with. A police captain who oversees the Portland Police Bureau's specified crime/warning letter program described the difference this way:³

¹ Based on post-training questionnaire data collected in Portland through the spring of 1993. Questionnaires were distributed to all participants at the end of each training session. Sample size is 3,335.

² Six month follow-up questionnaires were collected from 1989, 1990, and 1991 trainees. Questionnaires were mailed to each of the 2,641 "groups" of landlords who attended the trainings in those years (a "group" is one or more people responsible for the same set of property — in many cases a husband and wife). In all, 1,512 questionnaires (56%) were returned. The theoretic reliability of a sample of 1,512 out of a population of 2,641 is $\pm 1.7\%$, assuming a two-part variable with results evenly split, 95% confidence level.

³ Letter from Captain Robert G. Brooks, Portland Police Bureau, Drugs and Vice Division, July 19, 1994. Captain Brooks commanded the Drugs and Vice Division prior to the implementation of landlord trainings in Portland, moved on to other commands and then re-assumed command of the Drugs and Vice Division five years after the program began. For

“[Before landlord training and related efforts began] I spoke with many landlords who often were reluctant, if not even hostile, about assuming any responsibility for criminal activity on their properties. The concept that they were expected to be part of the solution to crime problems was foreign and unsettling to say the least. ...I have sensed a remarkable change in the attitudes of landlords over the past five years. First, very few calls even get through to me questioning the warning letters, and the ones who do never question the appropriateness or authority of our actions. The only question now seems to be ‘what do you want me to do?’ ...I am sure this is due [in part] to the cumulative effect of the many landlord training classes which have been conducted.”

Such attitudinal changes are difficult to measure statistically, and even harder to link with specific causes. However, it is clear that in those communities where the Landlord Training Program is being used well, the attitudes of landlords and property managers have begun to change. A few examples of the way that program participants describe the value of the training:

“We screen much more closely. ...We verify everything on a tenant's application — I can't tell you how much we needed the course. We are more confident now and we refer to our handbook regularly.”

“I appreciate this program and feel if the majority of rental owners are given this training, our city will improve and crime will decrease. As a landlord and homeowner in the city, I hope this will be the case. Very effective use of Community Policing funds. Thanks.”

“Basically the training gave me more faith in myself to go ahead and act.”

“This proactive approach is just what we need — not only as landlords, but as committed citizens.”

Overall, it is clear the training reaches a broad cross-section of landlords and managers, provides both information and perspective not found elsewhere, and motivates real change in the way rental owners and managers take care of their property.



more about the warning letter process referred to, see *Coordination with Civil Enforcement Strategies*, page I-21.

Chapter 2: Getting Started

Elements of Success

For a Landlord Training Program to be successful, it must meet the following basic design criteria:

1. The right trainer/program manager. The research from around the country consistently shows the factor that correlates most strongly with success of the program is the commitment, understanding, and enthusiasm of the program coordinator/trainer. Jurisdictions where the commitment is light, or where rotational policies prevent personnel from developing the expertise to understand the program, will have difficulty succeeding.

2. Tailored to the jurisdiction. While it seems obvious, it is very important that jurisdictions answer a basic question before implementing the program: “What problem are we trying to solve?” Every community is different in many dimensions — different crime problems, landlord/tenant laws, rental practices, housing characteristics, ethnic/cultural issues, political climate, and others. The causes for the problems are equally diverse. In one community, training alone may be all that is needed to help turn a problem around. In another, solving the problem may require a coordinated effort of training, enforcement, and much more.

3. Designed around an understanding of the concerns of both landlords and tenants. The course was developed to communicate in the average landlord’s language, and to speak directly to landlords’ needs and concerns. Landlords must believe their problems are understood before they will consider new attitudes or approaches. This takes time and study. It demands that trainers research local landlord/tenant law and develop an expertise in its application — the trainer should understand

applied landlord/tenant law the way a dedicated police officer understands applied criminal law.

Also, the course was designed to give landlords ways of preventing drug activity that are both legal and fair — approaches that will benefit not just landlords, but honest tenants and neighbors as well. For this reason, the trainer must understand not just the concerns of landlords, but also the concerns of tenants.

In many jurisdictions, the program has received enthusiastic support from groups that often sit on opposing sides of landlord/tenant issues: landlords, property management associations, legal aid attorneys, neighborhood activists, and local Public Housing Agency personnel. *However*, it is also important to note that in a few jurisdictions, where the viewpoints of tenant advocacy groups were not fully considered, substantial tension has grown between program implementors and tenant rights advocates.

4. Built on a coalition of support from both landlord and tenant advocates. Unless the program is fully understood, some who will be called on to support the program may be reluctant to do so. Across the country, important work has been done by many people to help prevent abuse by unresponsive or uncaring landlords. Some who have been fighting for improvements in tenant rights may initially view training of landlords as a threat to that cause. Indeed, a poorly implemented program could be harmful. That is why it is important for the trainer to study the issues well and why partnerships with both tenant and landlord advocates should be developed prior to implementing a program.

A well-implemented program will be a unifying force for positive relationships between tenants and landlords, something which an entire community will welcome. However, if done poorly or without developing the necessary partnerships, the program will only make worse the historic presumption that police favor citizens who own property over those who do not. In fact, it was just this type of perception that forced one city to have a false start: in this

case, the city shut down its Landlord Training Program until it could successfully negotiate an agreement on training content with local tenant rights advocates who had not been included in the initial program development.

5. Solution-oriented. The training focuses only on what can be done *now* to solve the problem of illegal activity on rental property. It is not a forum for discussing how the landlord/tenant laws, the criminal justice system, or anything else should change. It doesn't teach how "the system" is supposed to work; it teaches how it actually does. That's a key strength.

6. Marketed for a broad impact. The impact of the training is a function of two factors: the quality and motivational power of the material presented, and the number of landlords who take the course. Therefore, both content and marketing are important. Unless many landlords are reached, the training is of little value to the broader community.

First Decisions

Three basic questions must be answered in the affirmative before beginning the program:

1. Do we have the problem? If your area has drug houses, gang activity, or other chronic criminal problems that are frequently based in rental housing, this program can be valuable for gaining more help from the property management community to solve the problem.

2. Is the problem large enough to require a formal program? While the tools in the training can be applied wherever there is a problem with illegal activity in rental property, a full program — as described in this monograph — may not be necessary. In a community with a small rental base and the resources to contact every landlord when necessary, there may not be a need to set up an entire program, but simply to ensure that a member of the department is well versed in the issues covered here. Conversely,

if the number of complaints received about illegal drug or gang activity outstrips the capacity to respond, then the Landlord Training Program can generate valuable and willing assistance from landlords and property managers.

3. Do we have the funding, commitment, and political support to do it right? This is the tough one. The Landlord Training Program is not a simple program to implement, and it does not lend itself to partial implementation. To have a substantial impact, substantial work is involved. While the workload may be on the shoulders of one person or spread among two or three, think in terms of a minimum of a one full-time equivalent for the first six months of program development and a minimum of one-third time after that. However, some jurisdictions use more than one full-time staff person to maintain an ongoing program. Further, implementing the program requires developing a unique expertise. Volunteers, part-time trainers, officers who rotate in and out of training duties, or "panels" of local experts recruited to present each seminar will not accomplish the goal.

Key Personnel

The program requires an individual who can put on the trainings and handle program management and another person who can manage the marketing and logistics tasks involved. A brief description of the positions:

1. The trainer/coordinator. The most important personnel decision is selecting the person who will fill the roles that require the highest skill levels: those of trainer and project coordinator. There is an advantage of continuity in having these tasks handled by the same person. However, some division of labor among two or more people is also possible.

This role includes responsibility for the entire program. This person must make the time commitment to get the program off the ground and become its first trainer. Other

responsibilities include guiding the marketing strategy, organizing scheduling and logistics, and making continual updates and improvements to the training overall. This individual will also research and write all supplemental training materials needed to adapt the national manual to local laws and ordinances, as well as provide basic program management skills.

More specifically, the role of trainer will require the following skills and qualifications:

✓ **A background working directly to solve problems in neighborhoods affected by illegal activity.** The training must not be presented from the tenant's or the landlord's point of view, but from the *neighborhood's* point of view. Such a perspective comes most naturally to crime prevention oriented officers and staff, or to neighborhood organizers who have worked directly with the problem on their own street.

Selecting a sworn officer to become the first trainer has both benefits and drawbacks. The key benefit: once an officer can provide the training, it becomes easier to "institutionalize" the program as a department problem-solving tool. The most common drawback: because the program requires a long-term commitment to succeed, an officer who is rotated to different duties too quickly may not be in the position long enough to get the program underway or to maintain continuity.

✓ **Comfortable making professional, energetic public presentations.** The person should have prior experience in providing trainings. Audience-trainer interaction and the ability of the trainer to respond to landlords' questions are crucial to the training's success. This requires strong training skills and solid confidence in the training material.

✓ **Ability to sort through the nuances of legal process and explain them in a lay person's terms.** Landlord/tenant laws are typically designed with the idea that landlords and tenants should be able to understand them without substantial legal assistance. In practice, there are twists and turns that many find confusing. A

large part of the trainer's task is to sift through the legal language and present each step in terms that the average landlord or property manager can understand.

✓ **Strong writing skills.** A critical early stage of the trainer's job will be to research and write the supplemental materials needed to adapt the national manual to local laws and ordinances. This will apply especially to state statutes regarding eviction. Again, the goal is to make the supplement clear and readable for landlords who may have little knowledge of legal process.

✓ **A sense of empathy and diplomacy.** A balanced approach that takes into account the perspectives of a variety of advocate groups is critical to the success of the program, both in terms of generating support for the program and in terms of the program's ability to reduce drug activity in residential neighborhoods. A successful trainer/coordinator should understand the concerns of the full spectrum of involved parties: tenants, landlords, judges, public housing agencies, legal aid attorneys, and aggrieved neighbors.

For this reason, it is generally desirable to select a trainer who is neither an advocate for landlords nor an advocate for tenants. The training should not be used to advance the agenda of either landlord or tenant rights, but to promote the welfare of the whole community, landlords and tenants included. The program's success hinges on the trainer's understanding that a community-oriented property management approach serves honest tenants better *and* is also a better long-term business approach for the landlord.

Similarly, if an attorney is selected to teach the course, that person must be able to do more than just teach law. The trainer must be able to understand and teach perspectives that are not defined by law — that is, go beyond explaining what a landlord must do or must not do, and also explain what a landlord *may* do. The focus of the course must remain on empowering landlords and managers to manage their property effectively. Courses that focus only on explaining the law will not motivate trainees to

adopt a community-oriented property management approach.

✓ **Experience managing at least one rental property.** While this is not considered a mandatory prerequisite, it is certainly a significant advantage. Credibility with trainees is much easier to establish if the trainer has direct experience managing rental property.

Time requirement: Assuming one person handles both the trainer and project coordinator roles, this would be approximately full time for up to nine months. After this, the time commitment is less: one-third to one-half time, depending on the configuration of program responsibilities and the number of trainings offered per year.

2. The marketing assistant. The marketing assistant makes sure the marketing and registration logistics work smoothly. Tasks include: reserving training facilities, developing databases, coordinating mailings, managing the registration/confirmation process, organizing sales and distribution of manuals, and handling all logistics associated with setting up and running the training. The person also handles all day-to-day logistics associated with evaluation of the program.

The marketing assistant will need the following job skills:

✓ **Comfortable working with the public.** The job requires extensive public interaction, both over the phone and in person.

✓ **Clerical level computer skills.** These include word processing skills to generate the marketing materials, and database management skills for mailings and for registration.

✓ **Efficient at handling logistical details and meeting deadlines.** With many different tasks to coordinate, strong organizational skills are a must.

Time requirement: three-quarters to full time for two months, followed by approximately one-

half time. The actual time involved may be less — it will depend on the distribution of responsibilities and the number of trainings offered per year.

Building and Maintaining Trainer Expertise

Establishing trainer expertise begins with selecting personnel with the type of background described in the section on *Key Personnel*, beginning on page I-7. However, the ability to provide the training effectively also requires developing and maintaining a knowledge base about current and evolving landlord/tenant issues. Trainers who are committed to providing a high quality program will make sure that they:

✓ **Participate heavily in the research described in the following section, *Developing a Local Manual*.** This will help give the trainer the base of expertise needed to provide an effective program.

✓ **Take the opportunity to attend any locally-offered property management trainings as well as any trainings offered to teach tenants about their rights under the law.** By attending such events, trainers will develop a greater understanding of the issues that fuel landlord/tenant law debates, and a deeper understanding of the importance of a police-sponsored training maintaining a fair and balanced approach toward landlord/tenant issues.

✓ **Develop working relationships with local experts.** This should include, at minimum, individuals in the community who are recognized advocates for the rights of landlords, as well as individuals who are recognized advocates for the rights of tenants. By consulting experts on both sides before making substantive changes in training content, the trainer can help ensure a balanced program approach.

✓ **Seek out educational opportunities for developing and maintaining trainer skills.**

Professional trainer skills are beyond the scope of this monograph, but it is certainly worth emphasizing that developing and maintaining effective skills in Adult Learning Model training techniques will benefit the quality of the program.

Developing a Local Manual

It is essential to have program materials that are accurate, fair, effective, and readable. In addition, by developing the program materials, the trainer/coordinator will also develop the necessary expertise to present the training.

The national manual, enclosed in this monograph, provides a strong foundation and can be used directly for training by a knowledgeable trainer. However, laws governing landlord/tenant relationships vary significantly, not only by state, but by city and county as well. Therefore, the value of the program will be enhanced substantially if additional information, tailored to local laws, can also be presented. The degree to which tailoring to local law and customs will be necessary is dependent on two factors:

1. The uniqueness of the laws and practices.

Research into the local law and typical rental practices will give the future trainer an understanding of the level of tailoring required.

2. The sophistication of the likely audience.

If problem rental properties are typically owned by “mom and pop” landlords — people who generally own less than 20 units and for whom management of rental property is not a full-time occupation, then it is very important to tailor the information and develop a high understanding of the nuances of local laws. This is the audience that has the least knowledge of landlord/tenant law and operates most often on “folk law,” or on law that is long out of date. The “mom and pop” audience will respond very well to specific information that finally clears up the mystery about how to manage various parts of the rental process more appropriately.

In contrast, if problems at rental property are typically at large, multi-unit properties, with on-site resident managers who work for property management companies, the focus of the training is different. The details of eviction, for example, are not as important to this group — they typically already have company policies and corporate attorneys who keep them up to date.

Types of issues that are most important to tailor for the jurisdiction include:

- **Specifics of local civil rights laws.**

Nationally, fair housing law prohibits a landlord from making rental decisions on the basis of race, color, religion, sex, handicap, national origin, and familial status (the presence of children). Most states add other protected criteria, and some local communities add others. Also, the case law of a state can result in additional protected criteria that are not specifically described in the law — for example, California’s “Unruh Act” has been interpreted by courts to include something called “arbitrary discrimination,” which effectively prohibits making screening decisions based on criteria that are not related to the business purpose at hand.

- **Other unique laws that regulate screening practices.**

For example, some states regulate the way a landlord is allowed to collect application deposits and screening fees. (As described in the manual, requiring a small fee or deposit with an application has prevention value, but it should be done in a manner that does not create a barrier for low income tenants.)

- **Appropriate process for a landlord to enter/inspect an occupied rental.**

The types of notices and conditions under which a landlord may enter occupied rental property varies by state.

- **Specifics of local police practices.**

Landlords will want to know whom to call, what type of response to expect, and what steps can be taken to get the most effective assistance. Clearly, this is an important part of a tailored presentation.

- **Specifics of eviction, particularly in extreme situations.** To be sure, there is value in showing landlords the full range of eviction options. After all, as the training teaches, it is a rare drug dealer whose only lease violation is dealing drugs. Landlords who are willing to enforce the basic requirements of landlord/tenant laws are less likely to have drug problems on their property. However, the most important information to communicate is the options for eviction in a real crisis — the type of situation to which police are called with frequency. Thus, trainers should know the answer to such questions as the type of notice to serve if police have served a warrant and found criminal evidence of drug distribution, or the appropriate notice to serve when one tenant inflicts serious physical harm on another.
- **The policies and practices of the local housing authority.** Coordination of information with the local public housing agency is a must. Make sure that landlords are presented with accurate information about renting to tenants who receive public rent assistance.
- **Local references.** Provide a list of such references as property management associations, tenant screening services, crime prevention offices, narcotic units, legal services available for tenants, mediation programs, the local public housing agency, and various others.
- **Local law.** At minimum, all trainees who receive a manual should receive a copy of local landlord/tenant law as well.

The most expedient approach is to create a supplement to the National Landlord Training Program manual and then bind the supplement and the National Manual as separate sections of one document for the training. A more time-consuming approach is to do what many jurisdictions have opted for: create a more tailored manual that integrates information from the national manual with local materials.

Three examples of locally adapted manuals that have been approved by the original developer of the Landlord Training Program are the manuals developed for Portland, Oregon; Milwaukee,

Wisconsin; and the City of San Bernardino, California. Those contemplating development of an integrated manual should review one or more of those documents. Contacts for those documents are provided in the Appendix of this monograph.

Whether preparing a supplement or a completely integrated manual, take the following steps to develop the local material:

1. **Request, and receive, permission to reproduce and adapt the national manual.** To reduce the possibility of replicating outdated or inaccurate materials, local manuals must be adapted from a current version of the national manual, or from a version of a locally-adapted manual that has been approved in writing by the original program developers for in-state adaptations. Unfortunately, out-dated and inaccurate information has been reproduced in manuals where these basic quality-control procedures are not followed.

The process for gaining permission to reproduce and adapt the manual is simple: mail or fax a request, on your agency's letterhead, to: Campbell DeLong Resources, Inc. 319 SW Washington, No. 802, Portland, OR, 97204. Fax: 503-221-4541. A letter specifying the requirements for copyright permission compliance will typically be mailed to you within 21 days of your request.¹ Disk copies of the latest version of the national manual (Section II of this Monograph), as well as an electronic version of the overheads used in the training, will be provided upon request.

2. **Read local landlord/tenant laws and related statutes and ordinances.** Before seeking the opinions and input of others, become familiar with the laws. Without a thorough understanding of the nuances of landlord/tenant law as it applies locally, the trainer will not be in a position to ask the right

¹ Should procedures related to copyright permission change at a future date, you will be advised of the new procedure at the time you submit your request. There is no charge to public agencies for receiving copyright permission and, as of the date of this publication, no plans to implement one.

questions, or to develop the balanced approach necessary to make the training succeed.

3. Conduct the initial research. Develop a list of “experts” who can provide information on local issues. A wide range of opinions is important. Consider interviewing landlords, management associations, tenant advocates, neighborhood activists, private attorneys, public defenders, judges, Public Housing Agency personnel, tenant screening companies, narcotics detectives, and patrol officers, among others. Build consensus with all of these groups from the start to generate balanced information.

This is not an easy task. In each state where such interviews have been conducted, there are substantial levels of tension between landlord and tenant advocates, considerable misinformation stated as fact by experts who should have known better, and considerable disagreement about a variety of rental practices. Typically, the complete picture does not emerge in any jurisdiction until the same questions are asked of many people with a variety of perspectives. Do not talk to just one or two experts and consider the research complete. With each expert interviewed, important question areas to explore include:

- Opinions regarding what landlords of local property most need to know in order to stop illegal activity on their property.
- Opinions about messages that should *not* be communicated in a program of this type.
- Detailed descriptions of practices or procedures about which the person is a recognized expert. For example, ask a judge or attorney to describe the court-ordered eviction process and the types of mistakes commonly made by both sides; or ask fair housing enforcement people to explain the most common mistakes made by local landlords. To ensure a balanced understanding, ask people from opposing sides of an issue to describe the same procedures.
- Their willingness to participate in review of materials developed for the program.

4. Develop a first draft and have it reviewed.

Once the initial research is complete, write a first draft of the supplement and submit it for review by the people with whom the initial research was conducted. While some of the reviews will likely result in little more than valuable goodwill developed between the sponsoring department and the individual, other reviews will produce important feedback that will correct and fine-tune the manual in critical ways.

This step is commonly short-changed by police departments doing their own adaptation of the manual. A review of many manuals developed by other jurisdictions shows a surprising degree of sloppiness. The most common errors:

- Description of laws from other states stated inaccurately as true for the jurisdiction.
- Procedures that are unique to one police agency repeated as policy for another.

Telling trainees inaccurate information about the law in their state — or the department’s procedures — is generally much worse than telling trainees nothing at all. Yet it is disturbingly common for departments to do that when adapting the training manual. One of the origins of such mistakes springs from a misperception of the role of reviewing attorneys — in effect confusing a liability review with an accuracy review. To be sure, a liability review by the appropriate department attorney is important. However, do not confuse a department attorney’s endorsement of a document’s legal disclaimers with a landlord/tenant expert’s careful, word-for-word review of the content.

The findings from developing manuals for Landlord Training are consistent: review of the manual by any single person, regardless of expertise level, will not uncover all issues that need to be addressed. Due diligence demands that the manual be carefully reviewed by many people with different perspectives on landlord/tenant issues.

The most important feedback received is often from knowledgeable landlords, attorneys who specialize in representing landlords, and

attorneys who typically represent tenants. But it is never from a single person or agency — the perspectives of multiple, knowledgeable people in a community are important for ensuring the accuracy, and appropriateness, of the information in the manual.

5. Revise the draft for final review.

Following extensive review of the first draft, a revised draft should be completed. This draft will be close to the finished product. Review of the revised draft should be taken on by a few of the key people who reviewed the first draft — generally those who were willing to take the time to give extensive feedback at the first draft stage.

6. Make final changes and go to print. Once the second draft review is complete, development of the final document should be relatively smooth. With final changes completed, the document should be given a final check by the jurisdiction’s attorney, and then sent to print.

Designing the Training

The following is an overview of some the components to consider when designing the training itself. Trainers who plan to implement a program will be well served by attending a national train-the-trainer program to gain a much more in-depth look at specific training elements.¹

Once the manual revisions are complete, the training can be developed relatively quickly. In addition to tailoring for local law, qualified trainers will likely wish to refine and/or develop their own presentation materials for the program as a whole. Because of the skill level required, there is no substitute for the thinking process involved in generating customized training materials.

Initially, a limited number of pilot trainings (4-6) should be provided and the results assessed, both through review of post-training questionnaires and through informal analysis by the trainer and observers. Adjustments should be made over the course of those trainings and more in-depth changes made following their completion. At the conclusion of those trainings, the trainer should have acquired the necessary confidence in his/her ability to present the program effectively. Once adjustments are made following the initial series, the program will be ready for full implementation to landlords and property managers throughout the jurisdiction.

Much of the information about how the training can be presented is discussed in more detail in the national train-the-trainer seminars developed with this monograph. The following is intended only as a general guideline to some of the most critical aspects of putting on an effective training.

1. The introduction is very important. Study the introduction of the training with care, and practice the introduction more than any other part of the program. The introduction allows the trainer to gain “permission” to manage the audience, and sets the tone for the entire seminar. In particular, it is important to:

✓ **Clarify responsibilities.** Dispel possible resentment in the room resulting from some trainees’ expectation that the training will somehow blame landlords for the problem of drugs in our society. Define the role of landlords by clarifying that, in dealing with drug and other illegal activity, landlords are an important part of the whole solution, but they are not alone — police and neighbors must play their part as well. Get “permission” to focus the rest of the training on the landlord’s role.

✓ **Emphasize the civil nature of the course.** Dispel confusion about the purpose of the training. It is a course in effective property management, with an emphasis on effective use of civil law. It is not a course in undercover narcotics work or how to confront a drug dealer.

¹ Contact Campbell DeLong Resources, Inc. (503-221-2005 or e-mail: LTPinfo@cdri.com) to find out about upcoming training events — many of these trainings are sponsored in such a way as to make them free of charge to participants.

✓ **Establish permission to regulate questions.**

While it is important to answer questions as honestly and fully as possible, it is also important to avoid having the seminar become an extended question-answer period with just a small percentage of people actually participating.

✓ **Control expectations.** Clarify that the course will stay focused on what a landlord needs to do to prevent illegal activity on rental property. For those who need more information about managing rental property, the course can serve as a good introduction — but only an introduction. Encourage participants to contact local property management associations or other resources for ongoing support. Get permission to downplay questions that don't relate closely to issues of illegal activity, otherwise the training can quickly lose focus.

✓ **Get the audience involved.** Include an audience participation process in the early part of the training to promote involvement and questions throughout the seminar. In the Portland version this is done with a show of hands in response to various questions, and by quickly building a list of questions that trainees hope to have answered by the end of the session.

✓ **Clarify the difference between the trainer and a personal attorney.** Establish that the trainer is not playing the role of any trainee's legal adviser. Clarify that the trainer is a teacher and can help address landlord/tenant issues, but cannot make individual decisions for trainees. The responsibility for property management decisions remains the landlord's. Trainees who wish another person to share in that decision-making responsibility should hire an attorney.

✓ **Agree on the schedule.** Establish agreement about the length of the training and the number of breaks.

2. Stories help. Real-life stories help communicate effectively. Examples of applied problem solving make the training more real, and when drawn from the trainer's own experience, help build trainer credibility.

3. Keep civil rights issues in mind. There is much confusion among landlords about civil rights laws. In addition, some trainees have even asked openly how they can "get around" the law. Making sure landlords understand what they can and cannot do will promote the critical goals of civil rights laws and give landlords more ability to screen appropriately, confidently, and without engaging in illegal discrimination.

4. Tell them what they *can* do. Trainers who are not confident of their material will quickly fall into the trap of spending too much time equivocating, repeating legal disclaimers, or over-emphasizing warnings about what a landlord shouldn't do. To be sure, it is important that trainees understand the importance of following the law and the penalties for breaking it, but the purpose of the course is to give trainees new tools to use. Make sure that the majority of the training is focused on explaining what *can* be done. Trainees won't learn how to help if the only information they receive is about what *not* to do.

5. Stay focused on a community-oriented approach. Many who attend the training will be watching to see if the training is "pro-landlord" or "pro-tenant." While it should be both, most of all it should be "pro-neighborhood." Discuss new training material with advocates on both sides before using it — often, important perspectives are uncovered that were not initially apparent.

6. Answer questions, but don't let questions take over the training. Question-answer periods are a critical part of the learning in every seminar, but they should not take over the course. Questions that are overly specific and do not offer a teaching opportunity for the whole class should be referred to a break and not dealt with during class time. Learning to allow enough questions, but not so many that important parts of the seminar must be sacrificed, is an important balancing act.

7. Make sure everyone who presents knows their topic and the intent of the course. While

there is no requirement that a single person provide the entire training, beware of the temptation to use a “panel of experts” to teach the course. Each person who presents information in the training must have a full understanding of the scope and purpose of the seminar.

8. Address the displacement myth.

Underlying many citizens’ reluctance to get involved in pushing crime out of a neighborhood is the belief that any action short of arrest and incarceration is pointless — that pushing drug dealers out of one location will only “move the problem around” by causing the dealers to move down the street and start up again. This very assumption is what blocks many from understanding the impact of an involved community. The following discussion is intended to provide some examples of ways to address this issue.

- **A qualitative argument for the benefits of “displacement.”** Of course, displacement does occur — hard-core drug dealers will move out of one property and move into another just to begin dealing again. For those dealers, eviction is only a temporary interruption of their business. But the issue is larger. Drug activity is not a static thing — if left alone, it doesn’t stay the same; it grows. Moving the activity will, at least, stunt the growth. When drug dealers are allowed to continue in one place, the neighborhood children get more exposure to the wrong role models. Friends of the dealers see them paying no penalties for their illegal activity and consider getting into the business themselves. Neighbors who have the resources to move out, do so, leaving behind a community that is further destabilized.

In contrast, moving drug activity has the opposite effect — children see bad role models paying prices; dealers’ friends are less motivated to follow them into the business; and long-term renters and owner-occupants decide to stay in the neighborhood. Screening out, or evicting, drug dealers will not solve the whole problem, but is a part of the solution. It increases community-wide resistance to illegal

activity — a major goal of the Landlord Training Program.

- **Supporting data from the Milwaukee Police Department.** Support for the importance of simple “displacement” is provided by the Milwaukee Police Department’s Drug Abatement Program which conducted a tracking study of persons involved in drug activity who had been displaced from the location of the activity. The study was conducted by Milwaukee narcotics detectives¹ and provides some compelling data to contradict the traditional concern that civil enforcement does nothing but displace the problem in a one-for-one fashion. The study suggests that, in Milwaukee’s case, even though most displaced suspects remain in the City, surprisingly few continue to engage in the same type of high-community-impact drug activity.

The detectives conducting the study identified 138 individuals who had been involved in drug activity in the past year where the activity had been abated, yet the individuals were not incarcerated or on parole or probation — that is, the individuals were potentially only “displaced;” they were still free and unsupervised.

Investigating detectives stated that they used all means at their disposal to locate the 138 people and then to determine if they were still involved in dealing or manufacturing illegal drugs. For purposes of the study, detectives did not require a criminal level of proof to count a person as likely to be involved in drug activity. They looked at all available behavioral indicators, including searching for any complaints against the person’s address for behaviors commonly associated with drug activity. Here is what they found:

✓ **Only a few had left town or couldn’t be found.** 14% of the 138 had either left Milwaukee (13 people) or could not be located (6 people, four of whom were wanted on felony

¹ Contact Detective Lt. David Bruess, Milwaukee Police Department, 749 W. State Street, Room 427, Milwaukee, WI, 53233. Phone: 414-935-7131

arrest warrants). The remainder were confirmed as still living in the city. Detectives made no attempt to examine the activities of those who had left Milwaukee.

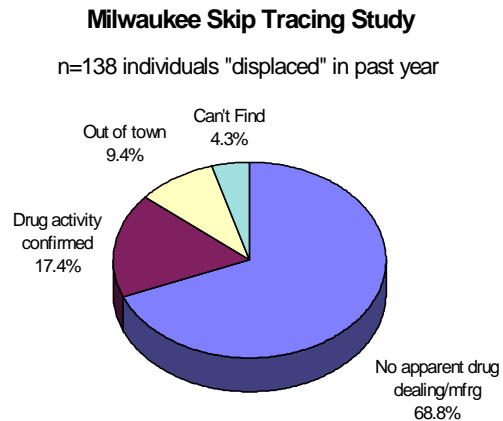
✓ **Less than one in five were identified as still involved in drug dealing or manufacturing.**

Only 17% of the free and unsupervised people were found to be still involved in drug dealing in Milwaukee (24 people total — some of whom were arrested as a result of the study). While a confirmed, actual displacement rate of 17% is terrible news for the neighbors who must live next door to the problem, it is nevertheless a small portion of the total. Indeed, one of the purposes of the study was to determine if skip tracing of displaced dealers could be used as an efficient method of locating drug activity in the community. Their conclusion: Given the time required to conduct the skip traces, and the low percentage of drug activity found, skip tracing of displaced drug suspects is not an efficient means of fighting drug activity.

✓ **Over two thirds were considered by detectives to be no longer involved in dealing or manufacturing illegal drugs.**

In all, 69% (95) of the 138 free and unsupervised people were considered to be no longer dealing or manufacturing controlled substances. Detectives caution that they cannot with certainty “prove the negative” — that all 95 were definitely not involved in drug activity. However, they believe they established with confidence that all 95 were no longer involved in the types of overt drug-related behavior that so substantially harms the livability of neighborhoods and draws the ire of the community.

Results are shown in the following table.



Even allowing for a substantial margin of error, this is strong evidence that improved civil enforcement against drug criminals — potentially causing “displacement” — are valuable contributing tools to the reduction of drug activity in a community.

Marketing

The impact of the training depends on two factors: the quality of the information, and the number of landlords who receive and act upon that information. To bring about a fundamental shift in property management attitudes throughout a community, it is essential to have a large proportion of landlords take the course. Providing a quality training is only half the job. The other half is effective marketing to landlords with property in impacted communities.

The basics of training marketing include:

1. Finding and inviting landlords. A three-tiered marketing approach is recommended: a letter campaign, media exposure, and other available sources. They are described below:

- **The letter campaign.** A letter sent to rental property owners, signed by the community’s chief law enforcement official, is the primary marketing tool. The letter is mailed to owners

of residential rental property in targeted areas. The letter discusses the problems involved with having a drug house on rental property, describes the content of the course, and invites landlords to register for a training date.

While the content of the letter is important, so is the signature. A letter from the chief law enforcement officer — or other official of similar stature — is likely to receive higher readership than the average “direct mail” letter in a landlord’s mailbox. Results show that such a letter can produce a sign-up rate of as high as one in five.

Most communities do not have comprehensive databases of owners of rental property, so the database for mailing the “Chief’s letter” will need to be created. In Portland, this is achieved from the property tax database by selecting owners of residential properties (within the targeted area) for which the property address and the tax-billing address are different. Once duplicate names and names of past trainees have been removed from the list, letters go out to each listed property owner.

Similar letters, as appropriate, should also be sent to all local real estate and property management companies, and to resident managers of apartment complexes in all targeted areas.

The Appendix includes an example of Portland’s letter to rental property owners. While this letter uses a local ordinance as a means of motivating the landlord to attend the training, the presence of such an ordinance is not required to create a powerful marketing effect. Local ordinances, state laws, or federal seizure laws could all be used as examples of the liabilities associated with permitting drug or other illegal activity on rental property.

- **Media exposure.** This is especially important when the program is new. Media exposure for the initial trainings should result in a large number of sign-ups. As the program continues, media coverage will tend to draw fewer landlords to the course, though it will continue to spread the word to landlords with

properties outside the specific areas targeted for notification through the Chief’s letter.

- **Other sources.** News of upcoming trainings should also be spread through a variety of other avenues, such as property management associations, community-based organizations, letters to landlords from the narcotic units of the local police, and general word-of-mouth. Results show that significant numbers of trainees are also generated through these channels.

One of the more innovative examples of other ways to market the training is from the City of Milwaukee, Wisconsin. In addition to using the letter campaign, the Milwaukee Landlord Training Program has been able to leverage resources by encouraging community-based organizations to “sponsor” a training in their neighborhood. Sponsoring organizations are typically asked to conduct some local outreach for the training event, provide training space, supply refreshments for trainees, and assist with training logistics.

While these “other sources” are important, they should not be used to the exclusion of a comprehensive marketing effort such as the letter campaign. Law enforcement agencies may be tempted to save money by relying solely on community associations or local property management associations to spread the word. As in Milwaukee, these approaches can and should be used in addition to the letter campaign. However, without the letter campaign, it will not be possible to produce the high volume and broad cross-section of landlords needed to make a lasting impact on the community. Property management associations typically represent only a small percentage of the landlords in the community, and community-based organizations are often less likely than a law enforcement agency to have the resources or volunteer time available for systematic contact of every rental property owner in their area.

Law enforcement managers should also beware of the temptation to rely only on word-of-mouth, even if it produces substantial numbers of trainees. Such action can move a program away

from a focus on serving the whole community and toward an emphasis on serving professional property managers as a constituency separate from residents. The potential problem is that landlords who most need the training are often the least likely to hear of it and attend — since they are often poorly networked with other landlords, do not generally participate in continuing education, or are not affiliated with a local property management association (all common avenues through which word-of-mouth travels).

It is important to ask not just *how many* landlords attend the training, but also *which* landlords? That is why a marketing process should be designed to ensure the highest possible impact in the neighborhoods that are most harmed by illegal drug activity. Word-of-mouth marketing in low impact neighborhoods may be sufficient. In high impact neighborhoods, more aggressive marketing is often called for.

2. Make it easy to sign up and important to attend. Landlords will be more likely to attend if they see the program as a professional training, rather than a loosely run public forum where they can show up or not as they please. In addition, some will be skeptical of the value of a government-sponsored seminar. Therefore, the registration process should keep the barriers to signing up low, while also creating a sense of professionalism, a sense of the value of the course, and a sense of obligation to attend. Recommended steps include:

- **Charge little or nothing for the course.** Beware of assuming that, because they are property owners, trainees will be willing and able to pay for the seminar. Charging the full cost of the course to trainees would defeat the purpose. To be sure, property management seminars that cost from \$50 to \$200 are well-attended events, but they are not attended by a broad cross-section of the property management community. They are attended by the more sophisticated professionals who are least in need of the Landlord Training Program. Important targets for the training are “mom & pop”

landlords with just a few units and resident managers who are new to the rental business. The trained, career professionals will come — and benefit — but it is important to attract that segment of landlords who know very little about dealing with illegal activity and are therefore more likely to have the problem.

Again, the goal is not to serve landlords; it is to serve the community. The community is best served when a high volume of landlords attend the course. That goal is achieved by keeping the financial barrier to the training as low as possible.

In Portland, the original program was offered for free, with a \$5 fee for each manual — still a small amount. The purpose of charging the \$5 is as much to increase the perceived value of the manual as it is to recover the cost of publication. Some jurisdictions have been successful charging a fee of \$10.00 to \$15.00 for the course and manual combined — hardly enough to pay for all program costs, but enough to offset various direct costs of the training. One jurisdiction that tried a fee of \$25, reduced the fee after deciding that \$25 appeared to be a barrier to attendance for some. Again, the issue is community impact. Regardless of whether landlords can afford to pay for the training, more will come if the cost is kept low.

- **Make it easy to sign up.** Everything about the marketing and sign-up procedures should make it as easy as possible to sign up for the course. For example, while mail-in registration forms are easier to process, do not close the door on over-the-phone registration. Allowing landlords to register in the most convenient manner for them will assure the highest percentage of sign-ups.
- **Use confirmation letters and phone calls to encourage attendance.** All landlords who sign up for the course should receive a confirmation letter upon registration, and a confirming phone call during the 48 hours prior to the training itself. This confirmation process has been found to make a substantial difference to the show-up rate of trainees. The process is particularly critical because the people most likely not to

attend are often the least-motivated landlords — the ones who most need to hear the message of the training.

- **Use at-the-door registration to motivate commitment.** A formal sign-in procedure is valuable on several levels. Having participants sign-in and receive a name tag increases the professionalism of the training, instilling a sense of commitment and prompting them to return the second night (or after lunch, if an all-day training). It also helps provide an accurate tally of how many attend each training session and a means to check the spelling of names before printing of certificates. A check-in process can also serve as a mild security measure.

3. Use certificates to encourage course completion and promote course awareness. Certificates of completion have proved popular with trainees — and have acted as another inducement to stay until the end of the course. Also, a certificate program can help allow continuing education credits for real estate and property management licenses. Certificates are given only to participants who attend the full training. Don't hand them out early. An example of a certificate can be found in the Appendix of this monograph.

Some jurisdictions have started to promote an additional value to receiving a certificate. The trainer will suggest that the certificate can be used as an additional screening tool: Trainees are instructed to post the certificate in their rental offices and point it out to every applicant, explaining that the management has been trained by the local police to help prevent illegal activity and will be doing a complete verification of the application information. Such an approach can encourage applicants contemplating illegal activity to choose not to apply. It may, however, put the jurisdiction in the position of appearing to endorse the management's specific tenant screening approach, something which not all jurisdictions will want to do.



Chapter 3: Related Problem Solving Tools

Many problem solving innovations have proven to work well with, and in addition to, the Landlord Training Program. One program coordinator described the relationship between the Landlord Training Program and other problem solving tools this way:

“The success of the Landlord Training Program is in bringing people together who have not worked well with each other in the past. The program improves community livability by inspiring landlords to a greater understanding of the value of their role in keeping neighborhoods healthy *and* it saves police officers time because they can work with landlords who have a better understanding of what to expect from police. Also, by promoting a common understanding of what it takes to keep a community healthy, the opportunities for effective problem-solving increase. Since beginning this program, we have seen many new solutions take root and grow, where previously, fewer options were available.¹”

The following are some examples of problem solving tools that have proved to work well in concert with, and in some cases separate from, the Landlord Training Program. Each is presented as an example of innovations that are possible with the program, or as additional solutions that can further strengthen the ability of communities to keep illegal activity out of rental property.

“Landlord Compacts”

The term “landlord compact” comes from the name for the approach used in Milwaukee,

¹ Karin A. Long, Landlord Training Program coordinator, Department of Building Inspection, Milwaukee, Wisconsin.

Wisconsin, but the concept is used in similar forms in Los Angeles, California; Tucson, Arizona; in Beaverton and Portland, Oregon, and certainly in other jurisdictions as well.

Milwaukee's Landlord Compacts are groups of landlords who own houses and apartments in a specific neighborhood and work with each other — and police — to stop illegal activity in the area. They meet on a regular basis and work jointly to prevent problem tenants from staying in a neighborhood. They develop shared standards for the prevention of illegal activity and develop partnership agreements with police to accomplish such actions as improving the ability of police to enforce no trespassing/no loitering rules on non-residents in the common areas of rental property. In Milwaukee, some Landlord Compacts have also worked to take legal action against other landlords who chronically permit dangerous and illegal activity on their property.

In Beaverton, Oregon the emphasis is on monthly meetings and information sharing. Regular meeting topics include more in-depth review of Landlord Training Program topics, sharing information about tenants involved in illegal activity, and improving the historically strained relationship between resident managers and police officers. Frequently, meetings include diagnosing a “case study” — taking a particular crime problem at a participant's property and examining both how it can be resolved and what could have been done to prevent it.

Milwaukee's Partnership with Lenders

The Milwaukee Department of Building Inspection, in partnership with the Milwaukee Police Department replicated the Landlord Training Program as it was originally designed in Portland. In Milwaukee, problem rental properties are most likely to be in duplexes, single family dwellings, and small multi-family properties. To address one element of the problem, the City of Milwaukee has built a partnership with mortgage providers. Some

lending institutions now require completion of Milwaukee's Landlord Training Program prior to approval of a loan for rental property. Furthermore, two City-sponsored loan programs now require training completion prior to loan approval: “Duplex as a Starter Home” and “Buy in Your Neighborhood.” One is a program designed to encourage owner-occupancy of duplex housing; the other is designed to encourage ownership of rentals by people who live in the immediate neighborhood. The City requires completion of the training prior to providing loans under these programs. The benefit to all parties is clear: owners are better skilled to manage property appropriately, good tenants enjoy more responsive landlords, and the community is better protected from the threat of illegal activity in their neighborhood.

“Three-Phase” Certification Programs

Some police departments have begun using a variation of the Landlord Training Program with an added twist: in addition to rewarding landlords with a certificate for attending the training, landlords are also given two more certificates for completing certain steps suggested in the training. Such “three-phase” programs are much more resource-intensive, but can be valuable for jurisdictions that want to make the commitment.

In contrast to the core program, “three-phase” programs are designed to optimize impact in apartment complexes that are large enough to have resident managers and de-emphasize approaches targeted to smaller unit housing, such as 12-plexes, 8-plexes, and single family units.

The three-phase “certification” process includes the following:

- 1. The first certificate is received for completion of an adaptation of the Landlord Training Program.** The training's focus is adjusted to reflect the fact that it is the first phase of a three-phase process. The trainer spends time explaining the value of the three

phases and encouraging participation in all three phases.

2. The second certificate is received when a property meets minimum crime prevention through environmental design (CPTED) requirements. Examples of such minimum requirements include:

- ✓ Eye viewers on the front doors of all rental units.
- ✓ Deadbolts and striker plates on the exterior (hinged) doors of all rental units.
- ✓ Installation of specified locks for windows and sliding glass doors.
- ✓ Lighting modifications in the common areas.
- ✓ Trimming of trees and shrubs to ensure no branches are below six feet and no shrubs block views from windows.

3. The third and final certificate is received when a manager holds a crime prevention meeting with tenants. The manager calls the meeting and the police department conducts a crime prevention orientation for tenants who attend.

Once all three certificates are received, a one year “membership” certificate is issued to the property that grants the manager the right to display the program sign on the property and use the program logo in “for-rent” advertising. The signs are owned by the police department, and leased — for a small one-time fee — which allows the police department to remove the signs when a property is no longer in compliance with the program. Apartment communities must be recertified every year (by holding another tenant meeting) in order to continue using the program signs.

The first three-phase program developed from the Landlord Training Program was designed by the Mesa Arizona Police Department who began by repackaging the Landlord Training Program materials under a different name: the “Crime Free Multi-Housing Program.” Other jurisdictions in Arizona have copied the Mesa name and logo, with some out-of-state

jurisdictions using it as well. Other jurisdictions have opted to develop still other names and customized looks. Other programs that use a three-phase concept based on the Landlord Training Program include Aurora, Illinois’ “Police-Community Housing Program,” the City of San Bernardino, California’s “Crime Free Rental Housing Program,” the City of Eugene, Oregon’s “Safe At Home Initiative,” and a group of Oregon law enforcement agencies who use the name “Enhanced Safety Properties.”

While a three-phase program can be labor intensive, the payoff in reduced calls for service can be worth the effort in specific situations. Such a program may be of particular value where the majority of rental-based criminal activity is in multi-family property large enough to have on-site resident managers.

However, site visit findings also indicate the need for this word of caution: While some innovations introduced in three-phase programs can be beneficial, there are elements used in the Crime Free Multi-Housing Program “phase one” training model that are in opposition to the intended community-oriented approach of the Landlord Training Program. While the original program developers do endorse a three-phase program concept for some situations, they do not recommend the landlord training approach used in the Crime Free Multi-Housing Program model.

Coordination with Civil Enforcement Strategies

Training landlords can never be considered a complete solution to rental-based crime problems in a neighborhood. While such programs can work effectively to teach and motivate those landlords who want to learn (the majority), it does nothing for those who are unwilling to change. That is where improved enforcement strategies against reluctant landlords plays a crucial role.

Many communities have created laws that allow the jurisdiction to take civil action against a property owner if the owner does not abate

problems associated with drugs, prostitution, and other types of illegal activity on the property. Such laws typically allow for substantial fines, property closure for a defined period of time, or complete forfeiture of property. Other communities combine the force of local housing maintenance codes with other civil and criminal enforcement strategies in order to force a reluctant owner to act. Just a few examples of these approaches include the work of the Oakland Police Department's Beat Health Unit, the City of Los Angeles' "FALCON"¹ Narcotics Abatement Unit, the Milwaukee Police Department's Drug Abatement Program, and the City of Albuquerque, New Mexico's Code Team.

Lessons can be learned from each of these cities, and from many other cities as well. The lesson we wish to point out here is one gained from the experience of the City of Portland, Oregon, with an ordinance first created in 1987. Commonly known as the "Specified Crime Ordinance," the ordinance allows for closure of property for up to one year and substantial daily fines against property owners who do not abate problems associated with drugs, prostitution, or gambling (the "specified" crimes). However, what makes the Portland ordinance unique is not so much what the ordinance says, but *how* it is applied.

While the City of Portland brings suits against property owners who are in violation of the ordinance, it also sends warning letters to owners whose property has been *reported* to be in violation. The letters do not allege the presence of illegal activity on the property —

they report to the owner, *with a copy to the occupant*, the fact that complaints have been received and that, should police confirm the complaints as accurate, that such a finding could potentially lead to legal action. The letters simply inform the reader that complaints have been received — they do not allege that illegal activity is occurring.

The Portland Police Bureau's Drug and Vice Division sends out the warning letters when sufficient credible complaints have been logged or when patrol officers report suspicions of the drug activity and request that a letter be sent.² Considerable care is taken to ensure that warning letters are only sent when sufficient, credible complaints have been received. In an average year the city begins full legal action against 15 to 20 property owners, but sends warning letters to as many as 500.³ Because of the willingness of the City to report the fact of having received complaints to both owners and occupants, many neighborhoods in Portland have gained relief from the impact of a local drug house before the cost in neighborhood deterioration became extreme. By using the warning letter process, the City of Portland has implemented a system that intervenes earlier in the destructive cycle of neighborhood decay, thus avoiding one of the biggest problems associated with over-reliance on traditional enforcement strategies: having the solution arrive too late to benefit the healthy community that once thrived, but has already packed up and moved away.

The connection to the Landlord Training Program is straight forward: many who receive warning letters are referred to the training. Also, as part of the effort to market the trainings, all rental owners who are invited to the training are reminded of the power of the Specified Crime Ordinance and their obligation to stop illegal activity on their property. In the initial years of training implementation, when landlords were particularly skeptical of

¹ "Focused Attack Linking Community Organizations and Neighborhoods." The FALCON Narcotics Abatement Unit, organized in 1990, is comprised of personnel from the Los Angeles Police Department, City Attorney's Office, and Department of Building and Safety. The program's four major objectives include: 1) eliminating narcotics nuisance locations by encouraging cooperation of property owners, filing narcotics abatement lawsuits, and seizing real property; 2) establishing an integrated network of law enforcement and governmental agencies, community-based organizations, and concerned citizens; 3) providing neighborhood crime prevention and education programs to residents and businesses in targeted areas; and 4) fostering community coalitions among property owners, tenants, residents, and business owners.

² Milwaukee, Wisconsin Police Department, also conducts a warning letter program. See Appendix for more references.

³ For comparison purposes, note that Portland has a city population of approximately 500,000.

government-sponsored trainings, the presence of the Specified Crime Ordinance provided a strong additional motivator for participants to attend. In effect, the combination of improved civil enforcement strategies combined with the offer of landlord training provides both “stick” and “carrot” for enrolling landlords in becoming part of the solution to neighborhood crime problems.

Training of Officers

Traditionally, police officers are trained to treat any matter that includes the application of civil law as a hands-off issue. The essential legal concern is that police will inappropriately take sides — for example, supporting the rights of property owners over the rights of tenants. However, a community-oriented approach requires that police address problems that foster the growth of crime, fear, and disorder in a community. Whether the solution lies in an issue that is regulated by criminal law, civil law, or a simple expectation of human decency, the officer’s choices must be guided by the need to reduce crime and maintain order and not by the simple strength of the opportunity to make an arrest.

Training police officers to work differently with landlords and tenants is one of many ways that police across the country are asking those who “enforce” civil laws to become stronger partners in efforts to reduce crime.

For example, many cities have strengthened the partnership between building code enforcement and police — Oakland, California; Milwaukee, Wisconsin; and Albuquerque, New Mexico being just three of many examples. In effect, these building code enforcement efforts are based on the recognition of the relationship between poor property management and environments that promote drug and gang activity in residential neighborhoods. To put it in the terminology of civil law, these efforts help enforce the right of tenants to have decent and safe living conditions.

The Landlord Training Program is another part of the same approach, based on the recognition that bad tenants also contribute to an environment of drug and gang activity. Training landlords to be better managers for their good tenants, and stricter against bad tenant behavior should be something that all law-abiding citizens can agree on. To put it in the terminology of the civil law, the Landlord Training Program helps enforce the right of landlords, neighbors, and other tenants to live free from the threat of tenants who engage in, or permit, illegal activity on or near their residence.

When officers are trained in Landlord Training Program techniques, they are first shown that many tenant/drug activity situations are preventable through the application of effective property management. Then they are trained in approaches for dealing with problems at rental property that assume the involvement of both owners and occupants. In one training, put on by the Gresham, Oregon Police Department, officers are shown the relationship between common criminal problems and the comparable civil violations as defined in the state’s landlord/tenant law.

One example: officers are called to the same place night after night because tenants are chronically engaging in fights, shouting matches, loud parties or other disruptive behavior at all hours. In addition to any criminal laws that are being violated, tenants are required by most state landlord/tenant laws to refrain from disturbing the neighbor’s peace. Why not let the landlord know? It’s what any good neighbor would do. There is no reason why an officer shouldn’t be expected to do the same.

Showing officers the relationship between disturbance calls and landlord/tenant law violations can help promote a stronger communications loop between law enforcement and landlords and potentially offer another avenue for restoring order to a neighborhood more quickly.

To oversimplify, police have not helped their communities by disregarding most

landlord/tenant disputes with the classic expression, “It’s a civil matter. We don’t deal with that.” Likewise civilians (landlords, tenants, or owner-occupants) have harmed their communities by assuming the reverse — that crime is purely a police matter. As confused landlords have said many times, “The neighbors said my tenants are dealing drugs, so I called the police and they will take it from there.”

Too often, police have not worked on a problem because they inaccurately see the issue as strictly civil in nature, while too often civilians avoid working on a problem because they inaccurately see the issue as strictly criminal. The message of the program to both police officers and civilians is this: “If it is harming the community, it is incumbent on both groups to find ways to fix it.”

In this regard, the program resonates strongly with the values found in a famous quote from Sir Robert Peel, who in 1829 described the role of police this way:

“The police are the public; the public are the police. The police are only members of the public who are paid to give full-time attention to duties that are incumbent on every citizen in the interest of community welfare and existence.”

That’s the point of the program as well: it is never a question of determining whether police or civilians are more to blame for a problem that harms the community welfare. The point of the program is to show *both* police and civilians more effective ways to solve rental-based crime problems by giving them the tools to do so.



Section II: Participants' Manual

The following section reproduces, verbatim, the national version of the manual that landlords receive at the training, including cover pages, title pages, and introductions. It is provided in this, a monograph for law enforcement, because it is one of the simplest ways to show, directly, the content, scope, and paradigm of the Landlord Training Program.

As described on page I-10, this manual can be used directly to train landlords, or can be further adapted for local state law in order to provide a more tailored document for a local jurisdiction.

Place holder page:

As instructions indicated prior to downloading this document, replace this page with the following document:

Landlord Training Program
Keeping Illegal Activity Out of Rental Property

National Program Manual
A practical guide for landlords and property managers

Third edition, copyright © 1993-1998
Campbell DeLong Resources, Inc.

Also available in PDF format at: <http://www.cdri.com>

APPENDIX

Sample letter for manual draft review, as used in Milwaukee:

[DATE]

Dear reviewer:

The following draft of the City of Milwaukee's *Landlord Training Program* is based on interviews with many organizations and individuals, including landlords, management associations, private attorneys, tenant advocates, housing authority personnel, narcotics detectives, crime prevention officers, Drug Abatement Program staff and many others. Your review of this draft is a crucial part of its development. We genuinely desire feedback on the manual — from the minor points to the grand design. Mark it up or yellow tab it all you want, and then mail it back to us.

Unless you like writing letters, feel free to call and discuss any longer comments by phone. You may give your feedback to [PROGRAM MANAGER, DEPARTMENT, NUMBER]. Please respond by [DATE].

It is unlikely that we will be able to implement every suggestion, but we will listen to them all and use many. Also, each person reviewing this has a different set of expertise — feel free to comment only on the area that interests you, or to comment on all of it.

Please make no copies of the material, nor even consider the information legally accurate. The document is being provided to you for the exclusive purpose of gaining your feedback and *not* for the purpose of disseminating information. While it is based on our best understanding of the scope of a landlord's rights, responsibilities, and options, some elements may be legally inaccurate and some recommendations not appropriate. A final version will be out soon. Please wait for it.

The current draft, while relatively error free, has not been professionally proof read, so some surprising errors may pop up. The final version will be clean. At this point, the live training and marketing strategy will begin to take shape while feedback on the manual comes in. Thank you for your support on this project.

Sincerely,

[SIGNED BY PROGRAM MANAGER]

Sample “Chief’s Letter” as used in Portland:

Dear Property Owner:

Our records indicate that you own rental property in Portland. Because of the problems associated with drug activity in rental housing, I am writing to you and other rental owners to invite you to a seminar on how landlords and property managers can keep illegal activity out of their units.

To date, over 7,000 landlords and property managers have attended the Landlord Training Program in other areas of the city. Now that the program is being offered for landlords in your neighborhood, I urge you to take advantage of it.

This program is part of an effort to stop drug activity in residential neighborhoods. While we use the Specified Crime Ordinance to fine owners and close property in cases where the landlord has allowed drug dealing, distribution, or manufacturing on the property, we would prefer to work with landlords to ensure problems never reach this level. Those who use techniques from the Landlord Training Program tell us the rewards outweigh the costs, and include:

- A stabilized, more satisfied tenant base, with increased demand for rentals.
- Lower maintenance and repair costs.
- Improved property values.
- Improved level of personal safety for both tenants and neighbors.
- Peace of mind from spending less time on crisis control.

Reactions from those who have taken the course are very positive. Landlords tell us the course provided them with screening tips they hadn’t heard before, or helped them deal successfully with tenants involved in illegal activity. A recent survey indicates that over 90% of landlords who attend the training make changes in the way they manage their property as a result. The program is an effective Community Policing tool.

The attached pages provide information about the training, including the times and locations of upcoming seminars. All locations provide disability access. Please select the date(s) that fit your schedule, and register by mailing back the enclosed form. If you do not have a registration form, you may sign up by calling the Planning & Support Division at (503) 823-0283 between 9:00 a.m. and 4:00 p.m. Monday through Friday.

Your attendance is encouraged. We wouldn’t ask if it weren’t so important.

Very truly yours,

CHARLES A. MOOSE Chief of Police

Sample Information Page: Schedule is generally shown on reverse side:

Landlord Training Program: *Information Page*

The *Landlord Training Program* is designed to help owners and managers keep illegal drug activity and other criminal activity off their property. The content of the course has been developed through a process of intensive research involving hundreds of organizations and individuals: landlords, management associations, private attorneys, public defenders, housing authority personnel, tenant screening companies, narcotics detectives, district officers, and many others. The program has won the approval of active landlords and concerned tenants alike.

The program has been adapted for [COMMUNITY] by [AGENCY] and is based on the National Landlord Training Program, originally supported by the Bureau of Justice Assistance, U.S. Department of Justice. Funding for this series of trainings is provided by [SPONSOR NAME(S)].

Research shows that over 90% of landlords who have taken the original course agree that they feel more secure in their ability to screen applicants, more likely to recognize warning signs of drug activity, and more confident of their ability to evict tenants in illegal activity on the property. Of landlords who have had to deal with drug-involved tenants after taking the course, 94% report using information from the course to help resolve the problem.

The training is presented in two parts in an all-day session. The training schedule is shown on the reverse side.

PART I:

- ▶ **Introduction** — The impact of property management on the health of a community.
- ▶ **Applicant Screening** — How to screen out dishonest applicants, while ensuring that honest applicants are encouraged to apply.
- ▶ **Signs of Dishonest Applicants** — Tips about what to look for.
- ▶ **Rental Agreements** — Approaches that will strengthen your ability to evict drug house tenants.
- ▶ **Ongoing Management** — How to manage property in a way that discourages illegal behavior and ensures early warning should it occur.
- ▶ **Partnerships with Residents** — How to work with your tenants and property neighbors to keep illegal activity out of the neighborhood as effectively, and easily, as possible.

PART II:

- ▶ **Preparing the property/“CPTED”**. How to use the concepts of “crime prevention through environmental design” to reduce the likelihood of crime occurring on, or near, your rentals.
- ▶ **Warning Signs of Drug Activity** — How to recognize the drugs and the activity.
- ▶ **Eviction** — The options, the process, the practical application in drug house situations.
- ▶ **Working With the Police** — What to expect, what not to expect, how to get maximum cooperation.
- ▶ **About Section 8 (Subsidized Housing)** — The rights and responsibilities are somewhat different from typical private rentals. Success is found by understanding the differences.

Sample Schedule Page: Generally shown on back of information page.

**Landlord Training Program:
*Dates, Time, Location(s)***

DATES: [DAY OF WEEK, DATE]

TIMES: Registration begins at [TIME]

Training starts **PROMPTLY** at [TIME] and will run until [TIME] with a one hour lunch break about noon.

LOCATION[S]:

LUNCH: [On your own — a selection of restaurants are nearby] or [To be provided]

PARKING:

CALL: Please call [CONTACT, PHONE NUMBER] or fax the attached registration form to [FAX NUMBER], so we can reserve your space today.

MAP TO LOCATION OF TRAINING, IF NEEDED

Thank you. We wouldn't ask if it weren't so important.

Sample Registration Form:**Landlord Training Program: *Registration***

 Training date and location

 Number attending

 Name(s)

 Company

 Street/PO Box

 City/State/Zip

 Business/Daytime Phone
Number of units responsible for:

___ Number within the City of [NAME]

___ Number outside the City of [NAME]

Prior to coming to the training, did you (check all that apply)

___ Receive a letter from the Police regarding this training

___ Hear about it through the news media

___ Hear about it through a rental housing association

___ Hear about it from friends, colleagues, or acquaintances

Return this form to:**Landlord Training Program**

[Agency address]

Sample Confirmation Letter:

Dear Property Owner or Manager:

As you requested, we have reserved space for you in the [DATE] session of the Landlord Training Program. This training will be held at the [LOCATION, ADDRESS]. Sign-in for the training will begin at [TIME] with the training itself running from [TIME] to [TIME].

Feedback from earlier trainings shows the program is of real, practical use to those who attend. The opportunity to hear ideas from other property managers, to discuss techniques presented in the training, and to receive written reference materials has proved a successful combination.

If, for any reason, you are not planning to attend, please call in advance and let us know. Demand for the training has been high, and we would rather fill available space from a waiting list than have seats go empty.

We look forward to seeing you on [DATE]!

Sincerely,

[SIGNED BY PROGRAM MANAGER]

If you are a person with a disability and need accommodation, please call [NUMBER] (voice) or [NUMBER] (TDD).

Sample Certificate of Completion.



Sample Evaluation Forms**Landlord Training Program:*****Post-Training Questionnaire***

DATE(S) OF TRAINING: _____

1A. Total number of units responsible for: _____

1B. Number of those units which are *within* [jurisdiction] limits: _____2A. In which *one* part of the [jurisdiction] area do you have the most units? (SELECT ONE.) Northwest [or other appropriate geographic division] Southwest Northeast Southeast Outside of [jurisdiction] (Specify:) _____

2B. Where do you currently live?

 Northwest [or other appropriate geographic division] Southwest Northeast Southeast Outside of [jurisdiction] (Specify:) _____

3A. To the best of your knowledge, in the past two years, have you had problems with tenants involved in drug activity?

 Yes No3B. To the best of your knowledge, do you believe you *currently* have tenants who are involved in the manufacture or delivery of illegal drugs? Yes No

3C. Have you ever had a Methamphetamine Lab on any of your properties?

 Yes No

4. Please rate the course you just took along the following criteria (CIRCLE YOUR RESPONSE):

A. Gave me information or ideas that I didn't already know.

1.....2.....3.....4
Poor Fair Good Excellent

B. Provided practical information that I can actually use.

1.....2.....3.....4
Poor Fair Good Excellent

C. Will help me prevent applicants involved in drug activity from renting my property.

1.....2.....3.....4
Poor Fair Good Excellent

D. Will help me deal with drug house situations should they occur on my property.

1.....2.....3.....4
Poor Fair Good Excellent

E. Was a worthwhile training program for me - I consider it time well spent.

1.....2.....3.....4
Poor Fair Good Excellent

F. Increased my awareness of the problems of methamphetamine manufacturing on rental property.

1.....2.....3.....4
Poor Fair Good Excellent

G. Gave a clear description of what steps I should take in the initial period after discovering a methamphetamine lab on my property.

1.....2.....3.....4
Poor Fair Good Excellent

5. As a result of taking this training, do you plan to make changes in the way you manage property?

- Definitely
- Probably
- Probably not

6. Which aspects of the training, if any, did you find *particularly* valuable? Why?

7. Which aspects of the training, if any, did you find *not* valuable? Why?

Four horizontal lines for handwritten response.

8. Please rate the training manual on the following criteria:

A. A valuable "plain English" reference source.

1.....2.....3.....4
Poor Fair Good Excellent

B. Provides important information that I can use to keep illegal activity off my property.

1.....2.....3.....4
Poor Fair Good Excellent

9. Please include any other comments regarding the training in the space below:

Four horizontal lines for handwritten response.

10. (OPTIONAL) Please include any advice you may have for agencies that impact your business (Police Bureau, Bureau of Buildings, Courts, Legislative, Legal Aid, Housing Authority of Portland, Others)?

Four horizontal lines for handwritten response.

11. (OPTIONAL)

Name _____

Daytime phone number _____

Thanks for your participation!

Landlord Training Program:

Six Month Follow-Up Evaluation

Please take a few minutes to fill in this questionnaire and return it in the postage prepaid envelope. The information you provide will be crucial to future planning.

1. Last [DATE], you attended the *Landlord Training Program*. Did you attend the entire session - from the introduction and discussion of applicant screening to the conclusion and discussion of the role of the Police and drug house evictions?

_____ Attended entire training

_____ Attended partial training

- 2A. Please indicate the total number of rental units you are responsible for:

_____ Units

- 2B. For how many years have you been a landlord or property manager? (ROUND TO THE NEAREST YEAR.)

_____ Years

- 3A. To the best of your knowledge, in the past two years, have you had problems with tenants involved in drug activity?

_____ Yes

_____ No

- 3B. To the best of your knowledge, do you believe you *currently* have tenants who are involved in the manufacture or delivery of illegal drugs?

_____ Yes

_____ No

- 4A. As a result of taking the training, have you made changes in the way you manage your rental property?

_____ Yes

_____ No

4B. What changes, if any, have you made? (PLEASE DESCRIBE BRIEFLY.)

5A. Since taking the training, have you had to deal with problems associated with suspicions of drug or other illegal activity on your property?

Yes No (IF NO, SKIP TO QUESTION 6)

5B. If yes, did information from the *Landlord Training Program* help you address the situation?

Yes No

6. Which of the following actions, if any, have you taken since attending the course?

A. Examined the visibility of my rental unit(s) and made improvements if necessary (e.g. trim back shrubbery, increase outdoor lighting, or similar actions).

Yes No

B. Developed or revised written tenant applicant criteria based on ideas discussed in the course.

Yes No Not Applicable (No tenant turnover since taking the course)

C. Used advice from the training to make other adjustments in the way I approach applicant screening.

Yes No Not Applicable (No tenant turnover since taking the course)

D. Inspected property more carefully or more frequently than I would have prior to taking the training.

Yes No

E. Traded phone numbers with property neighbors.

Yes No

F. Begun work on apartment watches.

Yes No Not Applicable (Renting single family unit(s) only)

G. Purchased updated forms to match current landlord tenant law.

____ Yes ____ No

H. Used other ideas expressed in the training to make adjustments in the way I manage property.

____ Yes ____ No

7. Please circle whether you agree or disagree with the following statements:

A. The *Landlord Training Program* increased my understanding of the role I can play in reducing the impact of drug activity on residential neighborhoods.

1.....2.....3.....4
Agree Strongly Agree Disagree Disagree Strongly

B. As a result of the Program, I feel more confident in my ability to screen applicants.

1.....2.....3.....4
Agree Strongly Agree Disagree Disagree Strongly

C. As a result of the Program, I will be more likely to recognize drug activity on my property should it occur.

1.....2.....3.....4
Agree Strongly Agree Disagree Disagree Strongly

D. As a result of the Program, I have a better understanding of how the eviction process works and, should I need to use it, would be more likely to use it correctly.

1.....2.....3.....4
Agree Strongly Agree Disagree Disagree Strongly

8. Please include any other comments regarding the training in the space below:

9. (OPTIONAL)

Name _____

Daytime phone number _____

Thanks for your participation!

References and Resources

As of the first quarter of 1999, over 400 jurisdictions in the U.S. and Canada have received permission to adapt the Landlord Training Program. The following are examples of a selection of resources who have a depth of experience with the original program or its variations:

- Community Policing Services, **Campbell DeLong Resources, Inc.**, 319 SW Washington, Suite 802, Portland, Oregon 97204. (503) 221-2005. E-mail to: LTPinfo@cdri.com. CDRI handles all license requests, typically for no charge. Many answers about licensing questions and other program issues can be found by visiting: <http://www.cdri.com>. CDRI can answer questions about the program on a time-available basis and can provide referrals to agencies and organizations that may also be able to offer technical assistance. Also, as the original program developers, CDRI is available to assist directly with program design and implementation, but can only respond to a limited number of such requests per year.
- Planning & Support Division, **Portland Police Bureau**, 1111 SW 2nd Avenue, Room 1552, Portland, Oregon 97204. (503) 823-0283. This is the sponsor of the original Landlord Training Program. In 1998 the program in Portland became a joint partnership between the Portland Police Bureau and the **City of Portland's Bureau of Buildings**. The Bureau of Buildings now manages all Landlord Training Program elements and can provide information on local program status. (503) 823-7955.
- Landlord Training Program, **Department of Building Inspection, City of Milwaukee**, Room 1008 Municipal Building, 841 North Broadway, Milwaukee, Wisconsin 53202. (414) 286-2954. Milwaukee has a depth of experience in the original Landlord Training Program model and is an excellent resource for gaining advice on program development. Milwaukee's manual has been approved as a basis for adaptation by other Wisconsin jurisdictions.
- Landlord Training Program, **Community Resource Team, Beaverton Police Department**, David G. Bishop, Chief, 4755 SW Griffith Drive, Beaverton, Oregon 97076-4755. (503) 526-2561. Provides Landlord Training, monthly "active participation" meetings, and a range of innovative problem solving techniques for addressing chronic problems on rental property. Also experienced in developing the Enhanced Safety Properties Program.
- Jackson County Missouri Landlord Training Program, **Jackson County Prosecutor's Office, Jackson County Missouri**, 415 East 12th, 10th Floor, Kansas City, Missouri 64106. (816) 881-3555. Provides the Landlord Training Program and implements a variety of innovative problem solving techniques for addressing chronic problems on rental property. Has a depth of expertise in dealing with problems associated with methamphetamine labs.
- Crime Free Rental Housing Program, **City of San Bernardino Police Department**, 710 North D Street, 1st Floor, San Bernardino, California 92410. (909) 388-4830. Has developed a manual and program, based on the original, with a 3-phase certification element added. The City of San Bernardino's original manual has been approved for adaptation by other California jurisdictions.
- **Department of Community Development, City of Syracuse**, 233 East Washington Street, Syracuse, New York 13202. Phone: (315) 448-8100. Published a tailored Landlord Training Program manual based on New York law and City of Syracuse-specific issues in 1998. Familiar with the challenges of establishing a program in the state of New York.

- Landlord Training Program, **Oakland Police Department**, Beat Health Unit 455 Seventh Street, Oakland, California 94607. (510) 615-5808. One of the earliest to experiment with adapting the program, Oakland has had considerable experience in providing its version of the Landlord Training Program.
- **Tucson Police Department**, Community Services Section, 270 S. Stone Avenue, Tucson, Arizona 85701-1917. (520) 791-4450. Wrote the original Arizona version of the Landlord Training Program manual. Now provides a version of the Crime Free Multi-Housing Program. Has considerable experience with the challenges of developing a local training.
- **Seattle Neighborhood Group**, 1904 3rd Avenue, #614, Seattle, Washington 98101-1100. (206) 323-9666. Washington area law enforcement agencies will find the Seattle Neighborhood Group's Landlord Training Program manual to be carefully developed adaptation. It has been approved for adaptation by other Washington State jurisdictions.
- Landlord Training Program, **Austin Police Department**, City of Austin, Texas, 12425 Lamplight Village Avenue, Austin, Texas 78758. (512) 834-7906. A host city for the 1996 train-the-trainer programs with experience in providing the trainings.
- Rental Management Training Program, **Baltimore County Police Department**, Baltimore County, Maryland, 700 East Joppa Road, Towson, Maryland 21286-5501. (410) 887-2214. A host agency for the 1996 train-the-trainer programs with experience in providing the trainings.
- FALCON Narcotic Abatement Unit, City Attorney's Office, **City of Los Angeles**, California, 1645 Corinth Avenue, Room 203, West Los Angeles, California 90025. (310) 575-8552. A host city for the 1996 train-the-trainer programs, the City of Los Angeles has not developed a training program directly as of the printing of the first edition of this Monograph. The address provided here is for the FALCON Drug Abatement Unit which has a depth of experience in dealing with residential-based drug and gang activity and may be involved in the development of an Los Angeles-based Landlord Training Program in partnership with the Los Angeles Police Department and the Los Angeles Housing Department.
- Aurora Police-Community Housing Program, **Aurora Police Department**, 350 N. River Street, Aurora, Illinois 60506. (708) 859-1700. Provides the Landlord Training Program under the name "Police-Community Housing Program."