

CITY OF LAKEWOOD

CSRT

**COMMUNITY SAFETY
RESOURCE TEAM**

2010 YEAR-END REPORT

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INTRODUCTION

The Community Safety Resource Team (CSRT) was officially launched on February 15, 2010. This team is lead by a police lieutenant and is comprised of three code enforcement officers (CEOs), three community service officers (CSOs), a legal advisor and a paralegal. Lakewood is currently divided into six neighborhood districts¹. CEOs and CSOs are paired, so that each team is currently responsible for two neighborhood districts. CEOs are the lead on code enforcement issues; however, CSOs perform limited code enforcement actions. Similarly, CEOs provide limited community outreach and education. Primarily, the CSOs are continuing in their area of expertise with the service, education and mobilization of the assigned neighborhood districts. The legal members of the team provide research and advisement, as well as assist in organizational/program development, and marketing.

CSRT seeks to partner with the community to solve problems that impact its livability and economic vitality. CSRT holistically addresses a full range of issues including nuisances, derelict and dangerous buildings, problem businesses (licensing/zoning issues) and criminal behavior. To this end, the team works collaboratively with many City departments and staff. These include, but are not limited to, Neighborhood Patrol Officers (NPOs), Building Department, Planning, Human Services, Licensing, Animal Control and Public Works. CSRT is able to serve as a connecting point for many cross-over services and issues within the City. Outside the City CSRT is solidifying and expanding many relationships with numerous governmental and non-governmental agencies. Expansion of these relationships allows CSRT the best access and knowledge of regional resources, as well as additional tools for enforcement and problem-solving. Such agencies include, but are not limited to, Lakewood Fire Department, Greater Lakes Mental Healthcare, the Liquor Control Board, Labor and Industries, US Army, Metropolitan Development Council, Washington Attorney General's Office, Department of Revenue, Department of Ecology, and the Lakewood Organization of Community Active Landlords (LOCAL).

COMMUNITY OUTREACH

The success of CSRT is almost entirely based on the ability to reach out and engage the community. Community Service Officers (CSOs) are essential to this goal.

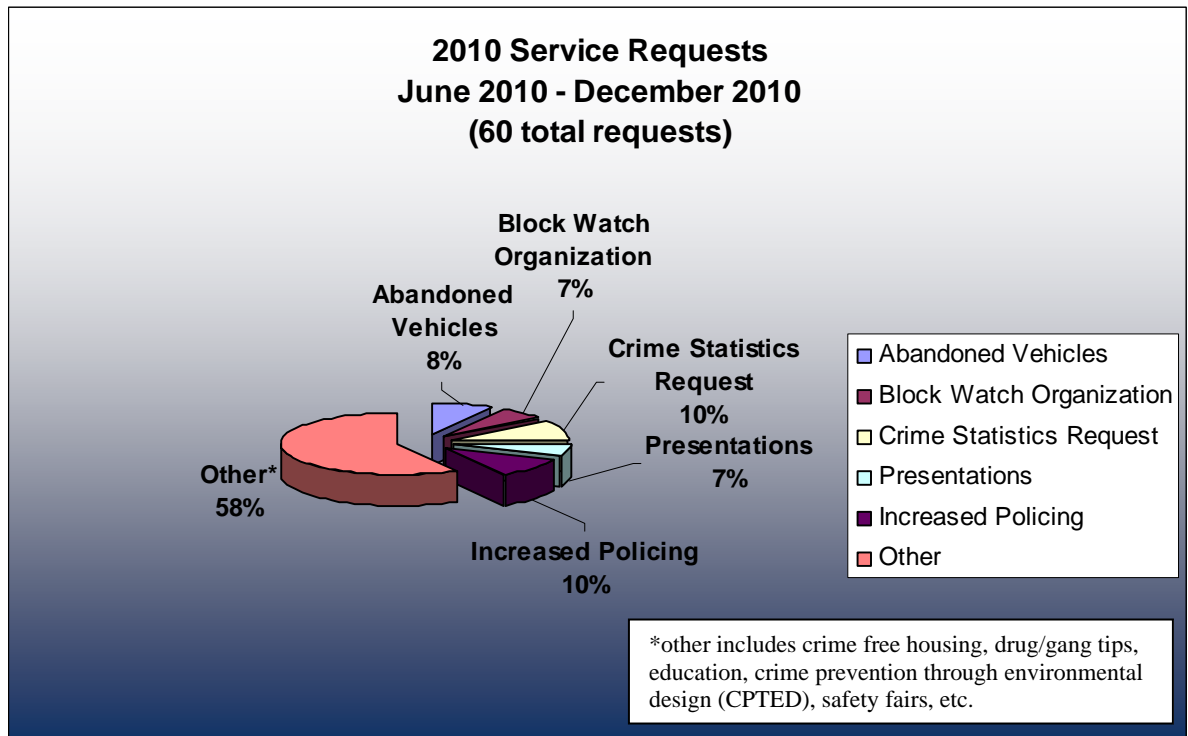
A Community Service Officer is a limited authority Washington peace officer, as defined by the Revised Code of Washington (RCW10.93.020). Community Service Officers, under the direction of the CSRT supervisor, are responsible for public education and community mobilization efforts to improve safety and neighborhood quality of life. CSOs provide information to the public in order to assist them in problem resolution and referral to appropriate resources. CSOs focus on prevention, problem-solving, community engagement and building partnerships with citizens and agencies.

CSOs plan, organize and speak at various community outreach events. CSOs promote, recruit and maintain program/presentation information on many topics including:

- Abandoned Vehicles

¹ Please reference Appendix A for City of Lakewood district map.

- Agency Agreement
- Block Watch
- Construction Watch
- CPTED (Crime Prevention Through Environmental Design)
- Crime Prevention/Safety Presentations
- LOCAL (Lakewood Organization of Concerned and Active Landlords)
- Neighborhood Associations
- Raising the Bar (best practices for bar/tavern operation)



CSRT members attended/presented at a combined 55 community events in 2010. Events range from large regional events, such as Summerfest and National Night Out, to more localized gatherings, such as neighborhood cleanup and safety presentations.

NEIGHBORHOOD ASSOCIATION MEETINGS

CSRT has committed to having at least one neighborhood liaison (CEO or CSO) present for neighborhood association meetings once a month.

- CSRT members have had a combined total of 68 attendances at Lakewood neighborhood association meetings in 2010.

PRESENTATIONS

To educate the community about CSRT, a stock PowerPoint presentation was created which can be modified based on the audience. A standard segment of the presentation encourages feedback and participation regarding CSRT goals, priorities and potential projects. These presentations are laying the foundation for partnerships with various civic/community

organizations to be able to collaboratively work on tangible projects. Eight presentations were made to various community organizations in 2010.

COMMUNITY RELATIONS

A major focus of CSRT has been educating the community about the new team and what services it can provide. As community relations is a key component in this effort, Lieutenant Steve Mauer, Mike Savage, and Rebecca Hendricks have been working together to implement various proposals and continue to develop and enhance CSRT's community relations program. The progress of CSRT's community relations efforts are as follows:

Website –have a designated page on both City and police websites.

- www.CSRT.cityoflakewood.us Website went online June 1, 2010, with CSRT tab on City homepage and listed under departments. The CSRT page is linked from various departments and locations throughout the City and police websites. Other features include a “clickable” neighborhood district map with contact information, recent events/accomplishments and downloadable informational flyers, where are updated quarterly. The webpage was updated in January 2011 to remain current.

Informational Flyers - develop/provide informational flyers on seasonal, safety and other topics of interest.

- Various flyers have been developed on multiple topics including aggressive panhandling, car washes, noise regulations, solicitor peddler, snow & ice, winterization and Christmas tree disposal. Flyers were uploaded to the CSRT webpage and also handed out at community events and neighborhood association meetings.
- Complete list available under “documents and resources” on the CSRT webpage.

Infobullets and Connections - provide regular information for Infobullets and Connections articles.

- 83 items published in the weekly *City Manager's Weekly Info Bulletins* in 2010
- CSRT highlighted in Fall 2009, Spring 2010, Summer 2010 and Fall 2010 editions of *Lakewood Connections*.

Community Events - be involved in community events.

- CSRT members attended/presented at a combined 55 community events in 2010.

Lakewood's Civic and Community Organizations/Roadshow presentation –build relationships to further goals of community outreach. Create a PowerPoint “Road Show” presentation to educate the public, community organizations and special interest groups about CSRT.

- CSRT has made eight informational presentations to multiple civic and community organizations throughout Lakewood since February 2010. All the organizations expressed interest in partnering with CSRT. CSRT will be working with these organizations, as well as others, to formalize the relationships and develop specific projects.

Local Media – distribute informational articles to local media (Suburban Times, Lakewood Patch, etc.)

- Beginning March 2011, CSRT will be submitting monthly informational articles to local news media for publication.

COLLABORATION

One of CSRT's greatest strengths is its ability to form valuable partnerships with various City departments and community and government agencies. This allows CSRT to have the most current knowledge of resources and can readily work with the appropriate agencies to achieve results.

CSRT and extended code enforcement collaboration conducted coordinated, multi-agency inspections to include Lakewood Fire Department, PSE, L&I, etc. at various problem properties within the City throughout 2010, which included:

- Four multi-family properties
- Multi-tenant commercial property
- Tavern
- Swap Meet

Operational agreements, conditional business licenses and/or abatement orders were negotiated as part of these actions.

CODE ENFORCEMENT

A Code Enforcement Officer is a limited authority Washington peace officer, as defined by the Revised Code of Washington (RCW10.93.020). Code Enforcement Officers receive, investigate, research and resolve questions, complaints, violations and issues related to property maintenance, land use, signage, nuisances and other related ordinances.

Code Enforcement Officers initiate and respond to citizen complaints; record complaints, contact complainants and verify the nature of the violation; investigate the property to verify violations and to document the issues; determine violation severity for prioritization and negotiate and/or resolve the issues. Community Service Officers also assist with code enforcement by handling basic enforcement case on an as-needed basis.

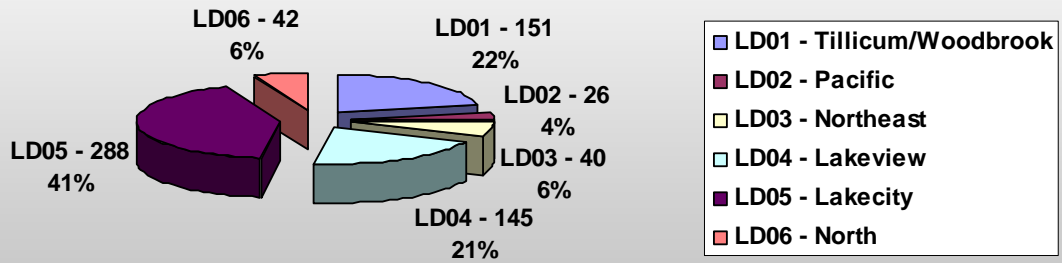
Code Enforcement Officers work with citizens to achieve compliance with the rules, regulations, and laws of the City of Lakewood. Code Officers encourage property and business owners to maintain, improve, and reinvest in their property and businesses, thus improving the overall quality of Lakewood's residential and business districts.

In 2010 CSRT:

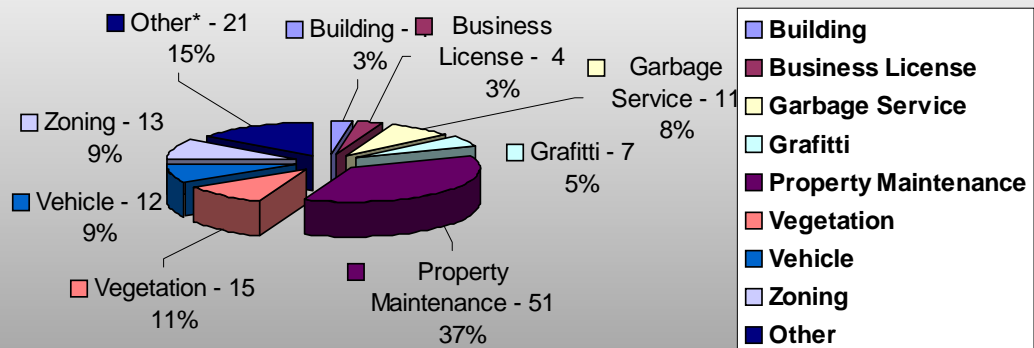
- received 692 complaints
- opened 675 code enforcement cases (not all complaints result in a code case)
- closed 547 code enforcement cases in 2010

2010 Complaints Received by District

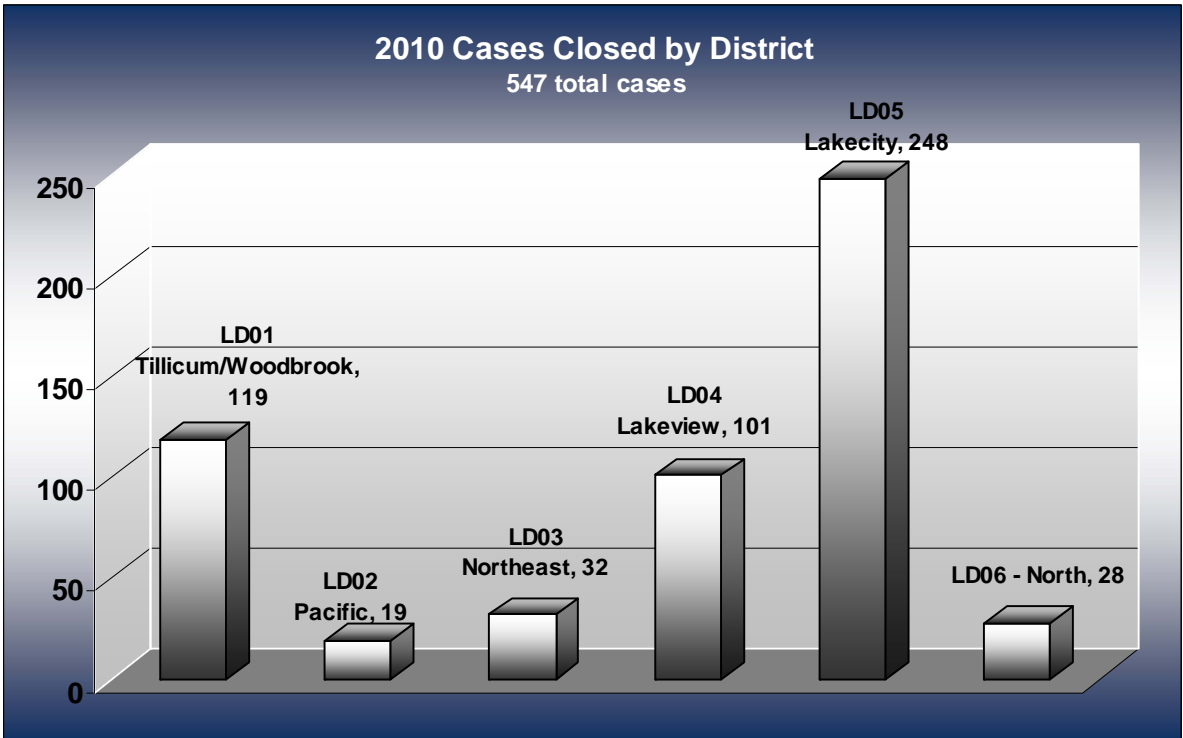
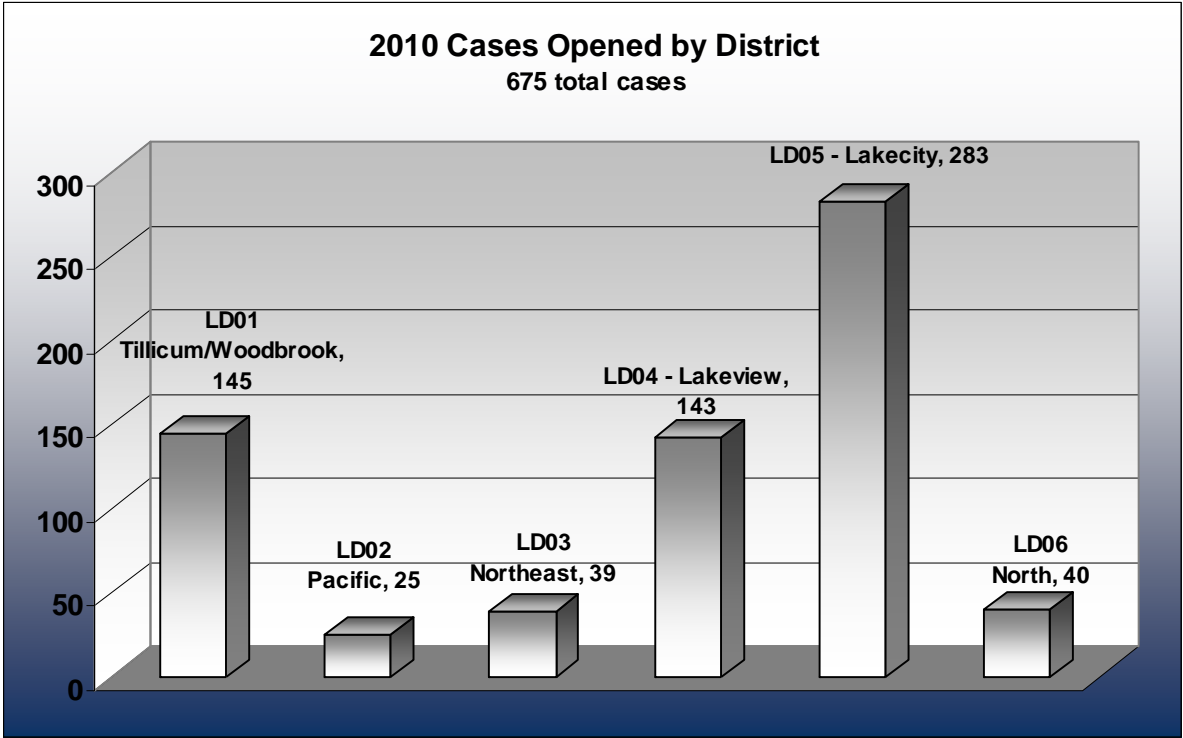
692 total complaints received



2010 Complaints by Type



* other includes – littering, sign code violations, noise violations, public nuisance, etc.



ABATEMENTS

The City has had an active abatement program for at least five years, which has been funded since 2007 by a \$250,000 revolving fund established by the City Council. The need for abatements has increased in the past two years, due in large part to the economy and collapse of the mortgage industry and to certain factors that led up to the collapse. Abatements are a complex and highly technical form of enforcement, involve a considerable exercise of governmental power, and often involve considerable expense. Many governments do not perform abatements, despite their need, due to lack of expertise, lack of funding, fear of legal risk, and/or lack of political support. CSRT staff have advised other jurisdictions in the conduct of abatements and presented elements of Lakewood's abatement program at the Washington Association of Code Enforcement's annual educational conference for the second consecutive year.

Staff maintained an average caseload of approximately 25-30 active abatement cases throughout 2010, while reviewing and standardizing documents and procedures and beginning to train the other two Code Enforcement Officers in the conduct of abatements. Fifteen cases were resolved and closed, mostly by banks or property owners responding and correcting the violations, and 12 new cases were opened.

The City hired contractors and performed seven abatements, at a cost of approximately \$182,000, including the removal of 24 structures and other hazards at Fir Acres Mobile Home Park, the City's largest, most expensive abatement to-date. Over \$170,000 was recovered for the revolving abatement fund through repayment of abatement liens or directly from banks or property owners.

In partnership with CDBG staff and Habitat for Humanity, the Neighborhood Stabilization Program abatement/redevelopment project has also been a significant CSRT focus, identifying qualifying abatement and redevelopment properties, meeting state and federal program requirements, and qualifying the selected properties. Under this program, one property was acquired and three abatements were completed. Five abatements moved through the enforcement process and will be completed in early 2011. One additional abatement may be completed by the owner or may be acquired for redevelopment.

FIR ACRES MOBILE HOME PARK (MHP)

Through the neglect of its owners and managers, Fir Acres MHP fell into a state of extreme deterioration, leading to a City-led, multi-agency inspection in February, 2009. Seeking to avoid closure of the park and displacement of scores of mostly low-income families, the City attempted, unsuccessfully, to work with the park's owners, managers, and investors to have dangerous and nuisance conditions corrected or removed and the park brought into compliance with state and local regulations. Trying to motivate the responsible parties, the City issued an abatement order in June, 2009, and initiated the first phase of an abatement action in October, 2009

The City's efforts to deal with the problems at Fir Acres have involved hundreds of staff hours. True to the mission of the CSRT, these efforts have gone far beyond simple enforcement, and involved extensive coordination among team staff and with other programs

and agencies. While working on what has been the City’s largest, most expensive, and most complex abatement, funded through the NSP grant, staff have also addressed specific criminal activity, worked with the residents on crime-prevention, studied legal, policy, and relocation assistance issues related to possible emergency closure of the park, worked to ensure essential utilities remained active, regularly met with residents and their attorneys to ensure they were informed of the City’s actions and of other developments, and to hear and address their concerns throughout the process, and provided information to prospective buyers and other interested parties. Staff worked with the City’s Human Services Coordinator and the Lakewood Area Shelter Association to provide housing assistance to two families that were displaced due to the conditions at Fir Acres.

CSRT implemented a phased abatement in 2010 which included:

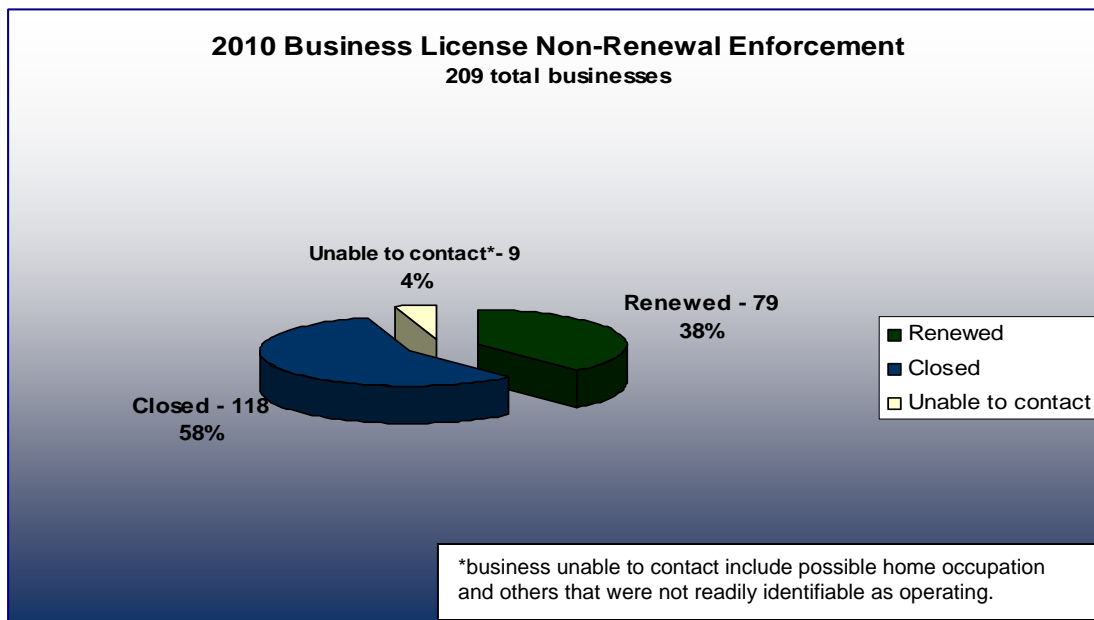
- Demolition of 24 mobile homes and other structures
- Removal of remains of one methamphetamine lab
- Stabilization of electrical system
- Other clean-up and security improvements
- Abatement cost of approximately \$91,000

Sale of the property is expected in 2011, and the buyer will be expected to act quickly and comprehensively to address the outstanding issues.

LICENSING

NON-RENEWAL BUSINESS LICENSE SWEEP

CSRT focused enforcement on businesses who failed to renew their general business license with the City. This enforcement included coordination with Licensing, who provided the information on non-renewals, as well as coordination with GIS who provided mapping and addressing information for business, including apartment complexes. As detailed in the graphs below (does not include Starlite Swap Meet), the majority of non-renewals were due the business having closed.



CONDITIONAL LICENSES ISSUED

Lakeaire Apartments, March 2010 – The Lakeaire apartment complex, due to issues with blight and crime, was put on a conditional business license in March 2010. The owners were very amenable to working with the City and making the required improvements. Within a short time, the owners were able to clean up the graffiti and other issues onsite, as well as evicting a number of problem residents. A CPTED (crime prevention through environmental design) inspection was completed and improvements made, to include additional lighting throughout the complex. A new management team was brought in and the calls for service have dropped tremendously over the past few months. Although there is more to do, great progress has been made.

Rainier Inn, April 2010 – The Rainier Inn motel failed a multi-agency inspection due to substandard conditions in March 2010. In addition, there was an increase in police calls for service, in violation of two previous conditional business licenses. A meeting was held on April 9, 2010, with the new motel owner, Senior Planner Marc Amrine, CEO Randy Richards and CSO Dawn McGinnis. A new conditional business license was issued, agreed upon and signed by the owner. Due to the issuance of the most recent conditional business license, no significant calls have been noted requiring any additional enforcement.

VOLUNTARY AGREEMENTS

E&J Bar and Grill, September 2010 – Due to escalating violent crime occurring at the establishment, including a recent shooting incident involving E & J patrons, the City has been working with E & J owners, management and security to address the ongoing issues. The business seems receptive to working with the City and has entered into a voluntary business conduct agreement with the City. If the voluntary agreement is not followed to the satisfaction of the City, the City can pursue all available legal remedies, including but not limited to, revocation of business license.

Lakewood Gardens II & Willow Village Apartments, December 2010 – Due to multiple complaints, CSRT conducted inspections in conjunction with PSE, L & I, and the Building Department. Multiple life/safety issues were found during the inspection². The owner subsequently entered into a voluntary agreement with the City to address life/safety issues. The owner also agreed to better management and rental practices to alleviate some of the other issues at the complexes.

Starlite Swap Meet, February 2011 – The Starlite Swap Meet has been a continual source of complaints regarding litter, parking, traffic congestions, pedestrian interference, and criminal activity. As a result, CSRT initiated a multi-agency investigation/inspection which occurred on September 12, 2010. This investigation/inspection exposed multiple licensing, code, fire, and litter violations, as well as parking and sanitation issues. Consequently, Lieutenant Steve Mauer met with the owner to enter into a voluntary agreement to rectify these issues. The owner entered into an agreement with the City on February 3, 2011. Should the voluntary agreement fail, the City will explore any and all available legal remedies.

² Please reference Appendix B for *Tacoma News Tribune* article, “New Code Enforcement Teams Get Results in Lakewood” which details the inspection.

EMERGENCY MANAGEMENT

Lieutenant Steve Mauer is responsible for the City of Lakewood's emergency management preparation. This includes managing and coordinating the Emergency Response Planning Cell (ERPC), which has the primary responsibility for setting up and operating the City of Lakewood's Emergency Coordination Center (ECC). The ECC is Lakewood's version of the emergency operations center used by Pierce County Department of Emergency Management (DEM). The ERPC has established a larger group of City employees who will be trained in the operations of the ECC to provide an effective response to a disaster or emergency. The training is an ongoing process that will be a perpetual duty for Lakewood employees. In conjunction with Human Resources, Lieutenant Mauer has met with each City department to review the City of Lakewood Employee Emergency Handbook and answered questions from staff.

Instrumental to a successful Lakewood ERPC is the coordination between Pierce County DEM and the City of Lakewood emergency management team. Pierce County DEM has been an active partner in helping Lakewood and Lieutenant Mauer develop our Continuity of Operations Plan (COOP), ECC guide, and Essential Support Function guide. Lieutenant Mauer and Mike Kanter, City volunteer, are working to create an operating procedure for a volunteer reception center based on a regional plan created by Pierce County DEM.

USE OF EMERGENCY VOLUNTEERS

While the City's emergency management plan is still under development, ideally CSRT will play a significant role within that plan. Specifically, community service officers will be highly involved, and are expected to coordinate, train and process the emergency volunteer response. Currently, legal is researching other local governments who do register and coordinate their own emergency volunteers. This has always been a function of the County; however, it is potentially a task that Lakewood may want to assume.

COMMUNITY EMERGENCY RESPONSE TEAM (CERT) TRAINING

As the emergency management leader, Lieutenant Steve Mauer is coordinating the CERT training of City staff, including CSRT members. CERT training is provided by Lakewood Fire Department and is designed to train citizens and staff to assist at the community level in the event of a disaster. Through the City's emergency management plan, at least one representative from each City department and all CSRT members will be certified. In October, nine City employees completed CERT training, including Code Enforcement Officer Randy Richards.

TRAINING

By design CSRT is a team of interdisciplinary members with various backgrounds and knowledge. This composition creates an abundance of intelligence and experience. CSRT sees the benefit of providing training for other departments and the community at large. For this reason, CSRT members are not only encouraged to attend various trainings, but also to share their specific knowledge. Below is a table detailing training attended and provided.

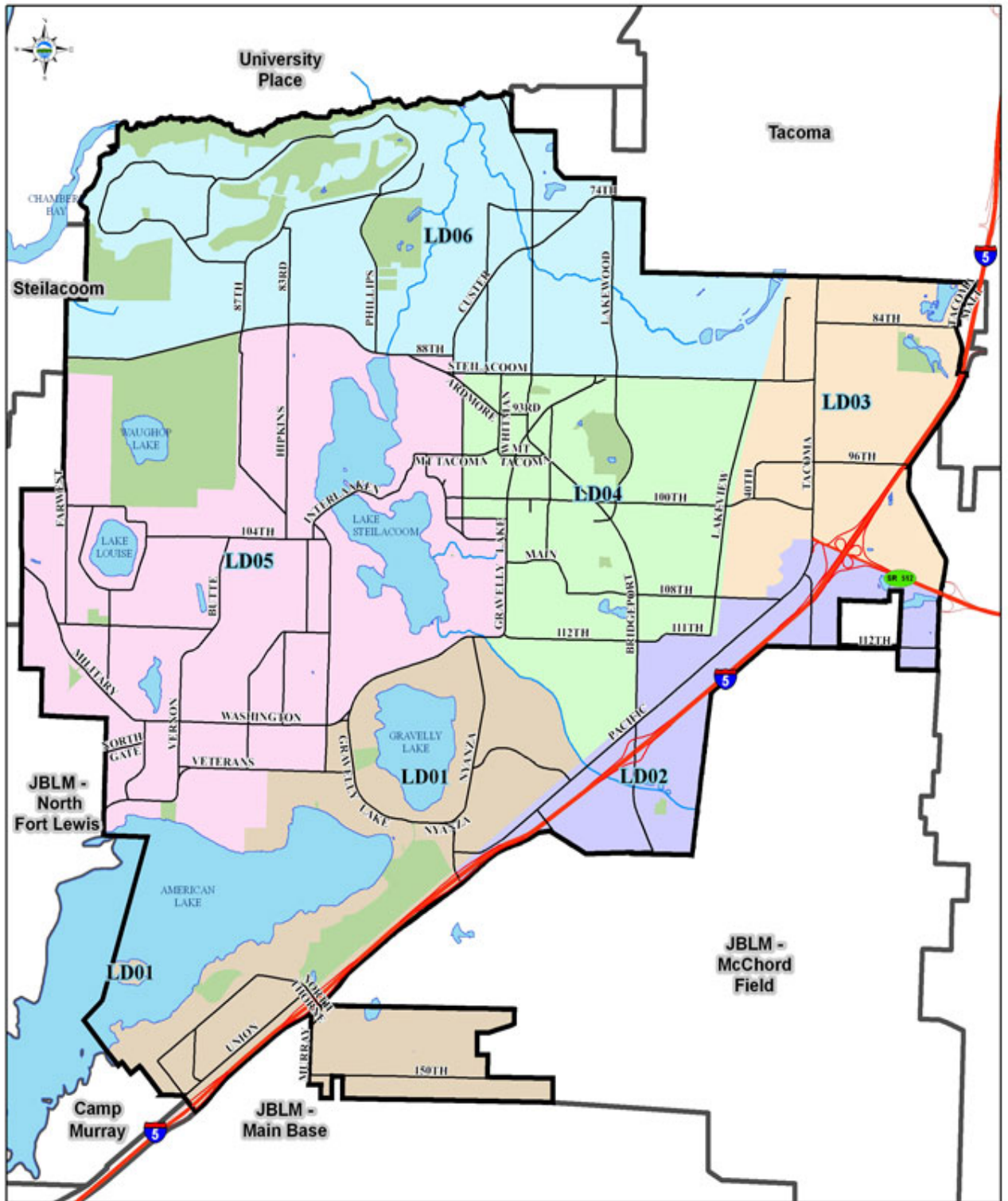
Training Attended		
CSRT member(s)	Summary	Date
Sandra Stauffer	Managing Angry and Intimidating People	April 2010
Steve Mauer	SWAT training	May 2010
Gail Conelly	Child car seat training	May 2010
Sandra Stauffer, Mike Miller	Seminar on hoarding	July 2010
Gail Conelly	RAD instructor certification	August 2010
Gail Conelly	Recognition, Identification & Interaction with the Mentally Ill	August 2010
Randy Richards	Prevailing Wage Awarding Agency Workshop	August 2010
Randy Richards, Sandra Stauffer	Abatement procedures	Ongoing
Mike Savage, Doug Price, Randy Richards, Sandra Stauffer, Rebecca Hendricks	Washington Association of Code Enforcement 2010 Fall Conference	September 2010
Training Provided		
CSRT member(s)	Summary	Date
Doug Price, Randy Richards	Training of new Code Enforcement Officer	February 2010 (ongoing)
Doug Price	Training of Code Enforcement Officers on abatement procedures	February 2010 (ongoing)
Doug Price	Advisement to other jurisdictions on abatement procedures	Ongoing
Rebecca Hendricks	Judicial Information System (muni court database) training (CSRT & Animal Control)	Ongoing
Doug Price	Code database	April 2010
Doug Price	Tax foreclosure	April 2010
Randy Richards	Code enforcement for crime free housing seminar	April 2010
Steve Mauer, Dawn McGinnis	RAD training	April 2010
Steve Mauer	Bar owners – violence prevention	June 2010
Steve Mauer	Emergency Management employee handbook (with HR)	July 2010 (ongoing)
Steve Mauer, Doug Price, Sandra Stauffer, Dawn McGinnis	Turn out training LPD	July 2010
Gail Conelly	CPR/AED	July 2010
Gail Conelly	Crime prevention – Sundance Apartments	September 2010
Gail Conelly	CPR/AED	September 2010
Mike Savage, Doug Price	Participation in abatement panel discussion at Fall 2010 WACE conference	September 2010
Mike Miller w/ LPD	Safety & Law Class – Pierce College international students	September 2010

CSRT STANDARD OPERATING PROCEDURES (SOP)

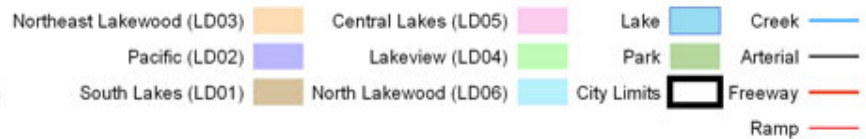
In order to ensure consistency and efficiency as CSRT develops, the team has been working together to create and document policies and procedures. A SOP committee (Mike Savage, CEO Doug Price, Rebecca Hendricks and CSO Gail Conelly) was formed to provide direction on SOP manual, although all team members contribute to the policies and procedures. This manual will eventually be all-encompassing and establish CSRT's mission and goal, objectives, division of duties, marketing, code enforcement actions, including licensing and abatement procedures, expectations and emphases for community outreach and education. This is an intensive project; however, a draft with initial sections was submitted in December 2010. The next step is to format and edit the draft, and decide what topics will be undertaken in 2011. The SOP committee is meeting regularly and setting deadlines to stay on track with this important project.

CSRT has established itself throughout 2010 by its active presence in the community, and by the substantial work on code enforcement, abatements and licensing actions. CSRT will continue its commitment on these issues. Additionally, CSRT has identified some focus areas for 2011, which include strengthening neighborhood outreach, policy and procedure development, legal/code development, and continued marketing.

APPENDIX A



City of Lakewood Police Districts



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New code enforcement teams get results in Lakewood

CHRISTIAN HILL; Staff writer

An inspection of two Lakewood apartment complexes last week identified a potentially deadly hazard to some tenants: Furnaces, stoves and water heaters in several units were spewing carbon monoxide or natural gas.

About 24 hours after Puget Sound Energy inspectors red-tagged the fixtures, the apartments' co-owner had them replaced in occupied units.

A new city enforcement team created last winter left her with little choice. She could put the tenants up in a hotel at her expense or watch the city move quickly to revoke her business license.

"I really like how the city got involved and got her to do something, because I've been trying and she's done nothing," said Mike Curry, 23, a tenant of the 20-unit Lakewood Gardens II.

Curry's complaint to the city eventually led to the inspection. His apartment received a new furnace and water heater.

The case illustrates the scope and speed of the new Community Safety Resource Team, which unifies law enforcement and code enforcement to reduce blight in the community.

Problems "don't have a chance to fester and turn into a bigger issue," Police Chief Bret Farrar said.

The incident also shows the hammer the new team can more fully wield to bring order to areas the city identifies as having problems.

Jenny Lee, the apartment co-owner, has found herself under that hammer. She feels she's being punished and unfairly targeted. She says other apartment complexes have the same problems and aren't in the team's cross hairs.

"Since when has the Police Department gone out and checked for building codes?" she asked.

The answer: since February, when the city formed the resource team.

The team is a unique initiative for Pierce County's second-largest city.

Lakewood community service officers often have called upon code enforcement officers for assistance, but the collaboration had been limited until this year because they work in different locations and often different hours.

Community service officers handle community outreach for the police department and can issue citations for minor infractions, such as litter and noise; CSOs aren't armed and can't make arrests.

Code enforcement officers (CEOs), on the other hand, issue citations to enforce the city's zoning codes.

The new team pairs the city's three CSOs and three CEOs. Each pair is assigned two of the city's six police districts. With their limited authority, the CSOs can handle parking and other nuisance complaints, freeing CEOs to handle major problem areas.

CSOs can aid these efforts with their knowledge of the neighborhoods and relationships with residents. A legal adviser and paralegal assigned to the team offer prompt advice when needed.

The team also can be assisted by armed police officers that patrol the districts as well as other agencies, including the Lakewood Fire Department, state Department of Labor and Industries and the state Liquor Control Board.

BLIGHTED STRUCTURES

This flexibility allows the team to focus more attention on its most powerful enforcement tool: the removal of blighted structures through abatement.

Using that process, the city can remove dilapidated, dangerous or abandoned buildings and structures associated with drug activity and then place a lien on the property in an attempt to recover demolition costs.

In 2007, the City Council established a fund for abatements, which have increased in the past two years because of the economic collapse, according to a progress report prepared by the team.

The report says the number of abatements is expected to increase next year as other work is finished and the CEO who handles these cases trains his colleagues.

Major cases the team has been involved with include the Fir Acres Mobile Home Park on Bridgeport Way near McChord Field. The owners allowed the park to fall into disrepair before abandoning the property. The city has threatened to close the park for health and safety reasons, but a court-appointed receiver is working to keep them in their homes.

Another case is the Star Lite Swap Meet. Police have raised concerns – such as vendors lacking business licenses, the sale of stolen items and litter on neighboring properties – with the owner.

TENANT COMPLAINTS

The problems in Lakewood Gardens II and Willow Village, which Lee and her partner purchased in 2008, came to the team’s attention several months ago.

Lakewood Gardens II is located off 109th Street Southwest. Willow Village is a 12-unit complex located a half-mile to the north.

After receiving complaints from neighbors and tenants, the police department did an analysis and found that the two complexes were the source of a high number of 911 calls for criminal activity.

Lee, who lives in Everett and works as a marketing manager for a Korean publication, acknowledged there were problems at the complexes related to police calls. At the city’s suggestion, she hired a professional management company after her resident managers left.

Lee said she had several tenants evicted and cleaned up the properties, after the team raised concerns about their upkeep.

She said she’s made an effort to make things better.

Lt. Steve Mauer, the team’s supervisor, begs to differ, saying the team “got lip service but very little action.”

Lee also said she’s mystified about why the original complaint about a high number of 911 calls has transformed into building code concerns.

Mauer said it was complaints by tenants to the CSO that raised the issue. The attention was magnified in October after Curry, the Lakewood Gardens II resident, called the city after Puget Sound Energy discovered his water heater wasn’t properly venting carbon monoxide and he couldn’t reach anybody from the apartment management to address it.

The city ordered the owner to put Curry up in a hotel at his expense until it was repaired.

SAFE & CLEAN

Lakewood’s new initiative has some similarities with Tacoma’s Safe & Clean Initiative, launched in 2008.

Tacoma’s goal was to enhance work across city departments and mobilize residents to focus on two primary objectives: reducing crime by 50 percent in 14 months, and eliminating nuisances and blight.

The goals were ambitious, and the city didn't hit every benchmark that first year – especially regarding crime reduction – but it did pile up big numbers in some areas, such as trash removal from illegal dump sites.

One difference in neighboring Lakewood is that the city has joined up community service and code enforcement officers on the same team. The city likes what it sees so far.

“The combination of the two can make a big difference,” Mauer said.

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