DEPARTMENT OF LICENSES AND INSPECTIONS

2011 ANNUAL REPORT

CITY OF PHILADELPHIA
Department of Licenses and Inspections
Fiscal Year 2011 Annual Report

Mayor
Michael A. Nutter

Managing Director
Richard Negrin, Esq.

Deputy Mayor for Planning and Economic Development
Alan Greenberger

Commissioner of Licenses and Inspections
Fran Burns

Annual Report Editorial Review Board
Fran Burns, Michael Fink, Michael Maenner, Kirk McClarren, Otis Haigler,
Ralph DiPietro, Thomas McDade, Maura Kennedy, Indira Scott

Annual Report Authors
Fran Burns, Michael Fink, Michael Maenner, Kirk McClarren
Diane Pecca

Cover photos courtesy of Art Remnet

Special thanks to the William Penn Foundation for funding the printing costs for this report.

CITY OF PHILADELPHIA

Friends,

It is my pleasure to introduce the FY11 annual report for the Department of Licenses and Inspections (L&I). This report, now in its third year, continues our efforts towards promoting transparency, accountability and ultimately, better service to the citizens of our great city.

Thanks to the tireless efforts of the department's employees, wait times remain shorter, service delivery is faster, operations are more cost effective and we are improving the quality of Philadelphia's neighborhoods.

I hope that you take the time to read this report and learn more about the many accomplishments that have been occurring in the department. Also, please use this report as a platform to provide us with feedback on what we can do better. We are working towards continuous improvement every day which, I am certain, will lead us to becoming the nation's leading code enforcement agency.

Sincerely,

Michael A. Nutter
Mayor

MESSAGE FROM THE COMMISSIONER

CITY OF PHILADELPHIA
DEPARTMENT OF LICENSES AND INSPECTIONS
Municipal Services Building – 11th Floor
Philadelphia, PA 19102-1687
(215) 686-2400

I am pleased to present the Fiscal Year 2011 (FY11) annual report for the Department of Licenses and Inspections (L&I). This report covers from July 1, 2010 through June 30, 2011.

In FY11, we continued improving our basic delivery of service and went a step further. We executed strategic programs, like the vacant property strategy, with a focus on outcomes. The ability to execute strategic programs proved that the Department had rebuilt a solid foundation. Our enforcement is fundamentally aimed at getting private individuals to take action for what they are individually responsible for under the law. We are not the reason a situation exists but rather the partner in resolving the situation. We deal with structural and building issues from the property line and within.

We also continued to deliver better services at a reduced cost. FY11 marked another reduction in civilian overtime costs (when comparing against FY10). We are fiscally responsible with measurable productivity gains.

The "we" is all of the employees of L&I. We remain committed to our goal of being the nation's leading code enforcement agency. We continue to focus on our core services, hold ourselves accountable, provide strong customer service and get results. We also look to a time when we are viewed by the public in the same way we view ourselves. We are the City's local building department. We are a public service agency and partner. We are citizens of this City – neighbors, friends, family members.

WE CARE about the City and the role we play in providing a safer City. The following are key highlights of the past year.

2011 Highlights

Program Highlights:

- We planned and executed a ***vacant strategy*** as part of a larger initiative led by the Managing Director and Finance Director. We conducted over 1,500 inspections of presumed vacant structures that resulted in 1,300 enforcement cases.

- We initiated a ***delinquent license program*** to bill 66,000 businesses that have unpaid fees more than one year past due that netted $29,000 from the initial pilot billing.

- We collected over 200 wall inspection reports for the ***façade program***.

- We collaborated with the Redevelopment Authority and Office of Housing and Community Development to execute $1,295,161 or 63 demolitions as part of the ***Neighborhood Stabilization Program (NSP2)***.

Policy and Operational Highlights:

- We implemented the ***online business privilege license (BPL)*** application with the help of the Division of Technology. Businesses can get a BPL in minutes online.
- We completed and ***fully implemented the license consolidation*** project.
- We instituted a ***Saturday construction inspection shift*** to be available for weekend permit inspections and look for work without permits. We also required that a ***contractor be named*** on building permits before we issued the permit.
- We ***overhauled the L&I violation notice*** with simplified format and language and now send only two violation notices, with the second clearly stating final notice.

Service Level Performance Highlights:

- We ***improved our 311 service level agreements (SLAs)*** by decreasing our response time for all but one measure from ***45 days to 30 days.*** We also met our 311 SLAs ***94%*** of the time.
- When reviewing pages 18 and 19 of this report, you'll see we ***met our departmental service level agreements*** by large majority over ***95%*** of the time.
- We started internal ***monthly performance management meetings*** with all supervisors to hold ourselves accountable and focus on outcomes and strategies.

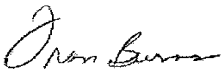
Investing in the Workforce Highlights:

- We hired ***35 new employees*** and provided ***property maintenance and fire code training*** for most of our code enforcement inspectors to become nationally certified in property maintenance and fire codes.
- We began a ***leadership training program*** for all supervisors and managers with Dale Carnegie, one of the country's premier leadership training providers.

I hope you'll spend some time with this report to learn more about the highlights, challenges and other programs that marked a strong FY11 performance. Looking forward to FY12, we hope to undertake a significant upgrade of our software to provide licenses and permits online and set the stage for electronic plan review. In FY12, we will continue programmatic work and interagency coordination of services.

The good work of the Department of Licenses and Inspections is performed by dedicated City employees who work hard, show passion about their work and care about building safety and the well being of citizens.

Sincerely,



Fran Burns

Fiscal Year 2011 (FY11) Outputs
• 41,497 permits issued
• 93,103 construction inspections
• 91,938 operations division inspections
• 1,487 clean and seals
• 580 demolitions

TABLE OF CONTENTS

L&I Core Services and Organizational Structure……..7

Organizational Chart……..8

2011 Executive Team……..9

2011 Management Team……..10

Vision and Values……..11

2011 Initiatives……..12

2011 Achievements……..13

2011 Performance Data……..17

2011 Customer Service Survey……..19

L&I Employee Appreciation Event……..22

Employee of the Quarter Program……..23

Building Safety Month……..24

Promoting Green Building……..25

Vacant Property Strategy……..26

Financial Section……..28

Human Resources (HR) Section……..32

Integrity Section……..33

311 Report……..34

2012 Vision and Goals……..35

2011 Performance Measures……..37

Mission Statement……..39

L&I CORE SERVICES AND ORGANIZATIONAL STRUCTURE

The Department of Licenses and Inspections (L&I) is charged with enforcing the Philadelphia code and educating residents about the code's requirements.

The core services of Licenses and Inspections (L&I) are to:

- Inspect properties for compliance to fire, property maintenance and businesses, trades and profession codes
- Inspect/clean and seal vacant properties; Conduct demolition program for imminently dangerous buildings
- Review plans, inspect and issue permits according to building, zoning, plumbing and electrical codes
- Issue licenses for various trades and business activities and locations

The Department of Licenses and Inspections is divided into three major divisions, which provide a wide range of services designed to advance development and public safety.

Administration

This division provides support services for all department activities, including human resources, training, budget and fiscal support, procurement, materials and supplies, inventory, records management and general services.

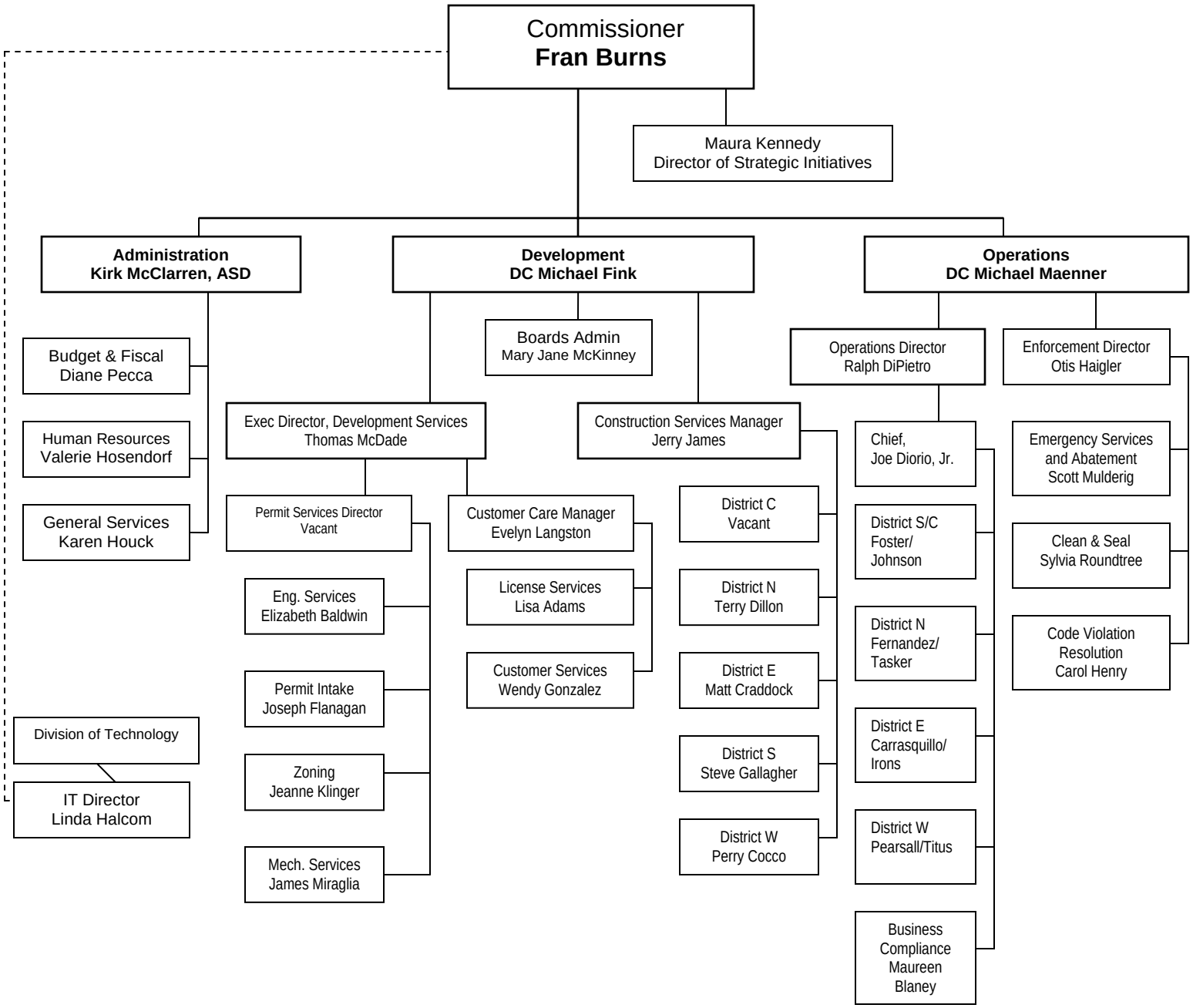
Development

This division is responsible for ensuring that construction activities throughout the City are performed in compliance with codes and ordinances of the City of Philadelphia and the Commonwealth of Pennsylvania. This division carries out this responsibility through the issuance of zoning, building, plumbing and electrical permits and licenses and the site inspections of construction activity.

Operations

This division is responsible for all code enforcement issues as related to the Fire, Property Maintenance, Zoning and Administrative Codes. This division also cleans and seals vacant structures, inspects unsafe properties, coordinates the demolition of imminently dangerous properties and manages the enforcement of the most serious code violations.

L&I Organizational Chart
(as of June 30, 2011)



2011 L&I EXECUTIVE TEAM

Fran Burns
Commissioner

Michael Fink
Deputy Commissioner, Development

Michael Maenner
Deputy Commissioner, Operations

Ralph DiPietro
Director of Operations

Otis Haigler
Director of Enforcement & Emergency Services

Kirk McClarren
Administrative Services Director

Thomas McDade
Executive Director, Development Services

Linda Halcom
Director of Information Technology

Maura Kennedy
Director of Strategic Initiatives

2011 L&I MANAGEMENT TEAM

John McFarlane Jr., Michael Maenner, Indira Scott, Joseph Diorio, Jr., Ela Fernandez, Perry Cocco, Jerry James, Elizabeth Carrasquillo, Matt Craddock, Steve Gallagher, Bernice Johnson, Victoria Pearsall, Thomas McDade, Otis Haigler, Karen Houck, Joe Flanagan, Charmaine Butler, Lindora Thorn, Carol Henry, George Altmeier, Sylvia Roundtree, Jim Titus, Jowanna Minor, Whiena Gonzalez-Prince, Joseph Diorio, Valerie Hosendorf, Maureen Blaney, Donna Foster, Diane Pecca, Fran Burns, Evelyn Langston, Paula Irons, Mary Jane McKinney, Ralph DiPietro, Terry Dillon, John Young, Michael Fink,

Not Pictured—Dan Quinn, Kirk McClarren, Elizabeth Baldwin, Jim Miraglia, Jeanne Klinger, Linda Halcom, Lisa Adams, Marian McAndrews, Maura Kennedy, Scott Mulderig, Veronica Saunders.

One Vision: L&I is the Nation's Leading Code Enforcement Agency

Core Set of Values:

- High Level of Accountability
- Focus on the Customer
- Professional Culture
- Results Driven
- Ethical In All Aspects of Conduct and Service Delivery

Initiatives to Accomplish Vision

2011 INITIATIVES

The Department of Licenses and Inspections has established the goal of becoming the nation's leading code enforcement agency. In FY11, we continued our pursuit of this standard, within the context of our core principles, through the following initiatives:

HIGH LEVEL OF ACCOUNTABILITY

- Continue to meet all service level agreement standards 100% of the time
- Develop a formalized internal performance management program
- Develop and train our supervisory staff
- Conduct consistent audits of the Department's demolition billing program

RESULTS DRIVEN

- Establish a program to hold private owners accountable for the maintenance of their vacant property
- Institute a delinquent license billing program
- Implement the new combined code enforcement inspector series
- Increase the Office of Economic Opportunity (OEO) participation rates

FOCUS ON THE CUSTOMER

- Completely re-design violation notices for ease of understanding
- Offer weekend construction inspections
- Begin to streamline and consolidate departmental forms and applications

PROFESSIONAL CULTURE

- Continue the Department's employee recognition programs
- Enhance the Department's overall training and development program

ETHICS AND INTEGRITY

- Continue to enforce all city and departmental ethics policies and conduct investigations when appropriate.

2011 ACHIEVEMENTS

In 2011, the Department made significant progress in a number of areas. The Department raised the standards for accountability of supervisors and managers, continued to focus on the customer, achieved a variety of results-driven improvements, enforced a more professional Department culture and continued our focus on ethics and integrity in our service delivery.

Value: High Level of Accountability

- ✓ The Department implemented performance management measures to track second and third plan reviews when the Department requests additional information.
- ✓ The Department implemented a customer queue system for the Mechanical Services counter in the concourse of the Municipal Services Building. The new queue system provides more efficient servicing of customers as well as statistics related to customer wait times and volume.
- ✓ In response to legislation requiring wall inspections by engineers of buildings 6 stories or higher, the Department implemented a reporting process where wall or façade inspection reports could be e-mailed to the Department for recording with no fee. Over 200 wall or façade inspection reports were received and recorded in FY 2011.
- ✓ The Department conducted 33 administrative hearings for violations by contractors during the past year. These related to all types of issues from failures to obtain required inspections to activities related to a building collapse. Penalties range from warnings to license revocations.
- ✓ L&I provides administrative support to appeal boards and executed the Zoning Board of Adjustment (ZBA) requirement to submit a tax clearance form along with their application to prove that they are in tax compliance.

Our customers recognize how great service "Makes a Difference". Here is an example:

Commissioner Burns:

I just wanted to let you know that I had work to do at L&I a couple weeks ago and had the pleasure of working with Garry Haynes. He made the entire experience painless. He patiently answered all of my questions and helped me to understand the building permit process. I am so appreciative of his kindness. My experience has been wonderful, thanks to Garry!

Stephanie S.

Value: Results Driven

- ✓ The online Business Privilege License (BPL) was implemented. Citizens can now obtain a BPL by applying for and paying online at the following site: https://secure.phila.gov/LI/Licenses/.
- ✓ The Department executed a delinquent license program to inspect over 66,000 business licenses that have unpaid fees more than one year past due. The first invoices for the program were sent to customers.
- ✓ In keeping with the goal of creating a more sustainable city, the department encouraged solar photo-voltaic installations through the streamlining of the permit process. The building permit and electrical permit processes for small installations were combined. Additionally, because the solar panels themselves are expensive, a policy was developed to limit permit fees associated with the installation.
- ✓ The Department trained the entire staff of inspectors in fire safety as it relates to Family Child Care Facilities. This will allow more inspectors to inspect this type of use, providing a high degree of safety and efficient service to the Child Care Industry. This was automated as an annual inspection.
- ✓ The Department has embarked on a project of mapping all of the Special Vending Districts and prohibited streets. Currently mapped are the Center City and the University City special area Districts.
- ✓ Coordinating with the Revenue Department, the Department audited 116 parking lots for zoning, licenses and tax accounts. This resulted in violations to 19 parking lots for failure to obtain a license, zoning or both. This information sharing resulted in 44 complete revenue audits.
- ✓ The Department, through coordination with the city's Office of Economic Opportunity (OEO) and purposeful outreach and strategies, successfully increased the department's participation rate to 21.79%.
- ✓ The Department executed a high-rise inspection program to inspect all high-rise buildings in the city. This program resulted in a 43% increase in annual high-rise license revenue, but also helped to reinforce the critical importance of high-rise safety in the City of Philadelphia.

"Making a Difference"

Commissioner Burns:

I am writing you in reference to Teresa Brown. I recently had a fire inspection with Ms. Brown and there were a few things that needed to be corrected before I could get an approval. Ms. Brown did everything she could to get me another inspection as soon as possible. She executed her job in an impeccable manner and I am very satisfied with the way she represented herself, the Fire Unit and the City of Philadelphia. I believe that one person can make a difference and that one person is Ms. Brown.

Nickiea K.

Value: Focus on the Customer

- ✓ The Department implemented the ordinances that streamlined licensing requirements for businesses, and consolidated more than 130 separate business licenses down to just 38 types. Additional edit checks were implemented to improve the quality of data, and new business licenses are now linked to their Business Privilege License.

- ✓ Code violations were difficult to read and confusing to many citizens. In FY11, L&I reformatted the violation notice to give a clear path to compliance. The reformatted notice also provides clear contact information of the District Office, including email addresses, and also clarifies when citizens are receiving a "final notice" prior to enforcement action.

- ✓ The Department continued to provide training to regular customers wishing to participate in the application drop-off process. Applicants who learn the requirements of a complete application may drop-off their applications rather than wait for processing in person.

- ✓ The Department set up an e-mail box (phillyezpermits@phila.gov) to accept EZ permit applications for building permits.

- ✓ The Department instituted a Saturday shift for Construction Inspections.

- ✓ The Operations Division was decentralized, moving the inspectors from a single Center City office to the neighborhoods in which they serve. There are now five Operations districts mirroring L&I's Construction Division.

"Making a Difference"

Commissioner Burns

I am a licensed contractor in the City of Philadelphia. Today I met Brad Krause as I was applying for permits required for outdoor signage. Brad is excellent at his job and I will be happy to work with him anytime. Brad possesses the flexibility and knowledge to keep the system at L&I working perfectly. Thank you.

Fred A.

Value: Professional Culture

- ✓ In FY11, the Department coordinated a dedicated day of training at the University of Pennsylvania for the managerial team. The day featured a series of expert speakers on topics such as Influence and Persuasion, Performance Management, Change Processes and Lessons in Leadership.

- ✓ The Department established a partnership with *Dale Carnegie*® one of the country's premier leadership training providers. All members of the L&I management team will be participating in an 8 week *Supervisory Skills for Success*® training as well as an 8 week *Leadership Training for Managers*® course.

- ✓ The Department participated in the PA UCC Review and Advisory Council representing the City of Philadelphia's interest in construction codes at the state level. Participation will increase significantly for the adoption of the 2012 International Codes and the process changes dictated by PA Act 1 of 2011.

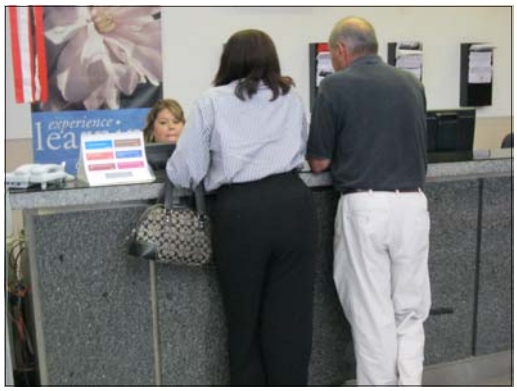
"Making a Difference"

Commissioner Burns:

You have a wonderful L&I team. I would especially like to thank Ms. Bernice Johnson and Mr. Terrence Dillon for their professional considerations. I'm currently going through the process of obtaining daycare licensure at a commercial property. As you're aware, the process can be a bit overwhelming for a first timer. I'm happy to say that the L&I process from zoning up to fire inspection has been an efficient process with the assistance received from Ms. Johnson and Mr. Dillon. Both were patient, eager to assist, knowledgeable, professional and genuinely kind.

Respectfully,

Sherry W.



2011 PERFORMANCE DATA

L&I continues to utilize performance management as a way to measure service, continue accountability and provide customer expectations.

During FY11, the Department began monthly Performance Management meetings with unit supervisors and managers. The purpose of the monthly performance meetings is to establish a regular discussion and a connection to the larger performance data processes within the City. The monthly meetings also aim to improve communication, engage in serious conversations about performance and outcomes and reinforce supervisory roles in the organization. Customer service, ethics and integrity are the main focus of discussion.

A summary of the Department's performance measures, in scorecard format, for FY11 are as follows:

Development Division / Plan Review

Fiscal Year 2011 Scorecard

Performance Outcome	Targets: Goals	Actual
1. Review Commercial Plans within 20 business days	100%	95%
2. Review Residential Plans within 15 business days	100%	90%
3. Review Plumbing Plans within 20 business days	100%	99%
4. Review Electrical Plans within 20 business days	100%	96%
5. Review Zoning Plans within 20 business days	100%	98%

= meet < 84% = 85% to 94% = 95% to 100%

Performance Comment: The decrease in FY11 performance for Reviewing Residential Plans within 15 days is a result of staff training that was being conducted for district plan reviews. A temporary staffing shortage also contributed to this decrease. This performance is expected to improve since training has concluded and staffing levels have stabilized.

2011 PERFORMANCE DATA—continued

phillystat

Development Division – Service Counter & Inspections

Fiscal Year 2011 Scorecard

Performance Outcome	Targets Goals	Actual
Perform Building Permit Inspections within 2 days of request	100%	97%
Perform Plumbing Permit Inspections within 2 days of request	100%	97%
Service Permit Customers in Concourse within 30 minutes	100%	90%
Service License Customers within 30 minutes	100%	84%

= meet < 84% = 85% to 94% = 95% to 100%

L&I City of Philadelphia

Performance Comment: The decrease in FY11 performance in Servicing License Customers within 30 minutes is due to a process change to enhance data collection for future billing and an increase in new staff requiring training. With the adoption of these changes and the completion of staff training, we anticipate that this percentage will increase.

phillystat

Operations Division / Inspection Units

Fiscal Year 2011 Scorecard

Performance Outcome	Targets Goals	Actual
Business Compliance – Respond within 30 days	100%	96%
Commercial & Industrial Fire Inspection – Respond within 15 days	100%	97%
Housing Code Enforcement – Respond within 30 days	100%	98%

= meet < 84% = 85% to 94% = 95% to 100%

L&I City of Philadelphia

2011 CUSTOMER SERVICE SURVEY

The Department has used a customer service survey for the last three years to examine the opinions of our customer base, ascertain where improvements can be made, and to get a sense of where we are doing well.

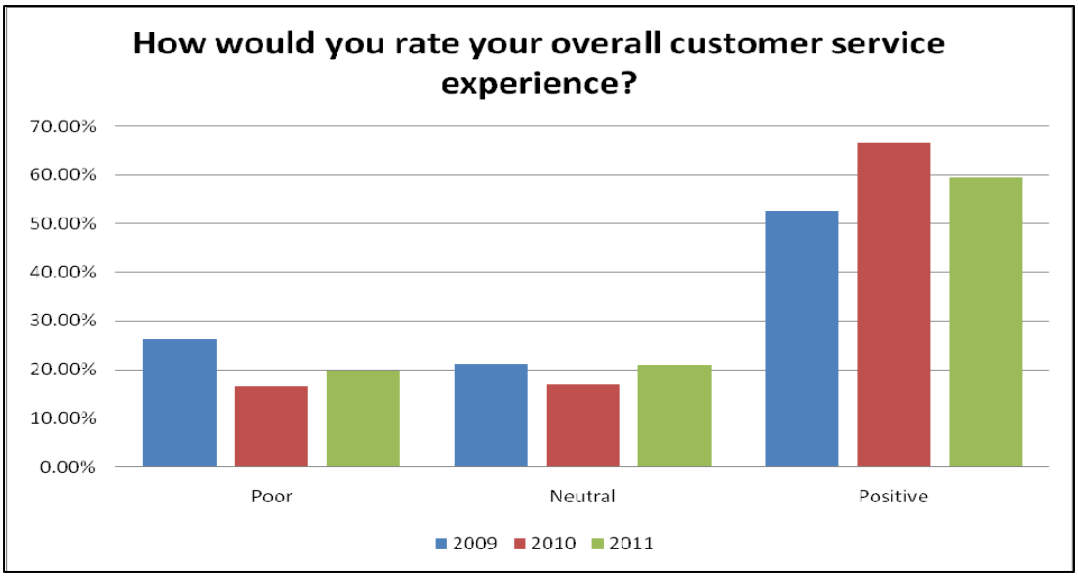
The survey for FY11 included 568 responses, an increase of almost 30% over the FY10 survey. Once again, the majority of respondents were contractors, business owners and homeowners. The majority of individuals interacted with the department via the license and/or permitting process.

Overall, the Department's process improvement efforts seem to be roughly consistent with the gains seen in last year's survey. As demonstrated by the graph below, 60% of respondents rated their overall customer service experience to be positive, compared with 66% in 2010.

In 2009 and 2010, when asked to rate the length of time waiting for customer service, 49% and 50% of respondents expressed favorable opinions regarding the duration of the wait period, respectively. By contrast in 2011, 55% of respondents expressed a positive opinion regarding the duration of time spent waiting to receive service.

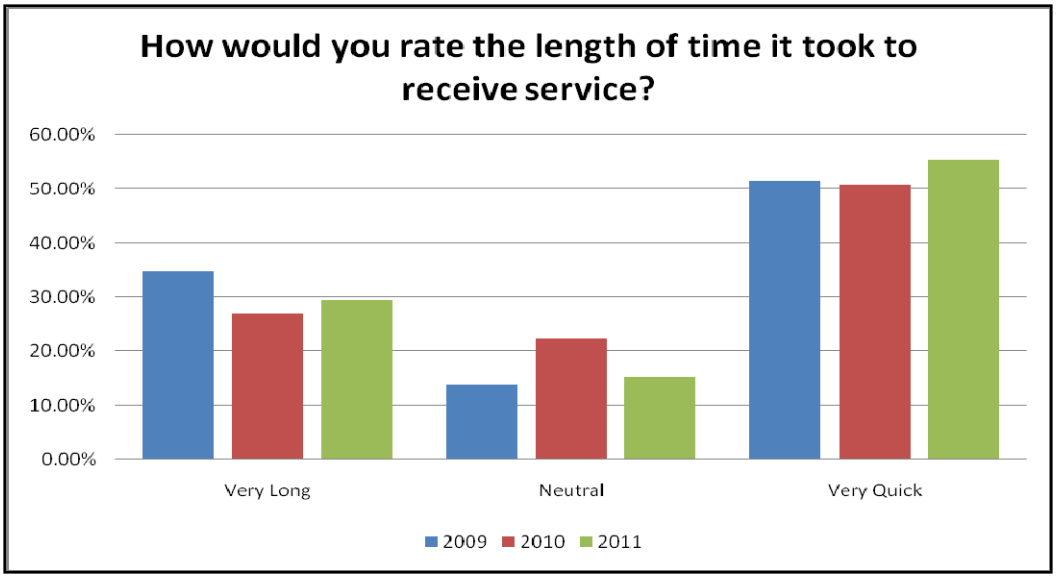
Despite this improvement, work remains in the context of improving consistency. With respect to this measurement, respondents to this year's survey expressed that they received consistent information from multiple inspectors 50% of the time, as contrasted with 63% of respondents in 2010. Accordingly, this represents an area where Licenses and Inspections will continue to look for ways to improve. The Department plans to expand the population of possible respondents and better identify the specific areas of inconsistency. Also, the recent re-formatting of the violation notices is expected to result in improved customer understanding and compliance.

2011 Overall Customer Service—with comparisons to 2009 and 2010

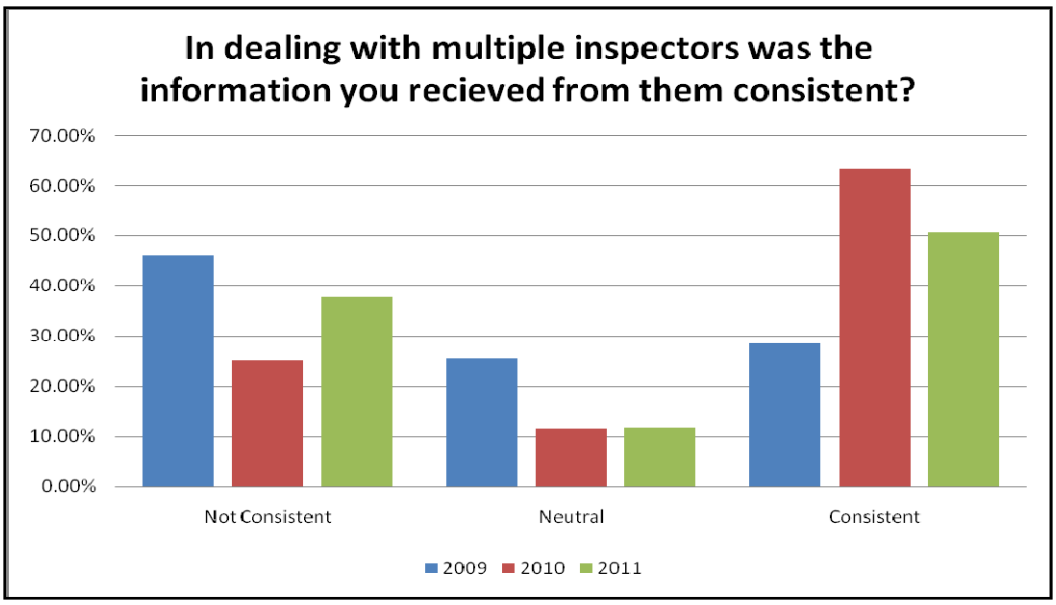


2011 CUSTOMER SERVICE SURVEY—continued

2011 Length of Service—with comparisons to 2009 and 2010



2011 Consistency Among Inspectors—with comparisons to 2009 and 2010



2011 CUSTOMER SERVICE SURVEY—continued

L&I also measures customer satisfaction through a simple format questionnaire, which focuses primarily on the attributes of the L&I representative ranging from poor to excellent. L&I uses this feedback to identify behavioral issues or operational improvements.

The customer survey is offered on a voluntary basis to all customers who visit L&I's front counter located in the Municipal Services Building concourse level. The following data presents survey results from FY11.

	Have A Positive Attitude	Willingness to Help You	Demonstrating Respect For You	Communicating Requirements	Overall Service
Excellent	382	400	407	398	389
Very Good	126	115	108	118	116
Good	59	49	53	48	36
Fair	11	10	12	11	12
Poor	14	15	11	11	13
Total	592	589	591	586	566

% of Very Good or Excellent	86%	87%	87%	88%	89%

	Poor	Fair	Good	Very Good	Excellent
Easy of Accomplishing Task with the City	15	12	23	117	321
% of Customers Surveyed	3%	2%	4%	20%	54%

2011 EMPLOYEE APPRECIATION EVENT

On May 25, 2011, the Department celebrated the annual Employee Appreciation Event at City Hall. Our employees are truly what makes this department great. Thank you!

EMPLOYEE OF THE QUARTER PROGRAM

The Department continued its Employee of the Quarter program in FY11. The award is given to those employees who have provided exceptional service, consistent work effort and strong productivity over the course of the quarter. Employees in each of L&I's three divisions are nominated by their peers and selections are made by the Department's Executive team. For FY2011, the Employees of the Quarter were:

John Doherty

Michael Troise

Deborah Ragin

Audrey Robb

Charlene Hartman

Theresa Cook

Kahlila Skipper

Joseph Silberstein

Dorothy LaVelle

2011 BUILDING SAFETY MONTH

During the month of May, the Department conducted a variety of activities for the 31st annual Building Safety Month, sponsored by the International Code Council (ICC). Activities were dedicated to Energy and Green Building, Disaster Safety and Mitigation, Fire Safety/Awareness and Backyard Safety.

L&I was visible in the community during Building Safety Month participating in activities such as Home Depot outreach efforts and a Career Day, where L&I presented at Edmunds Elementary School to explain the duties and responsibilities involved in code enforcement. A variety of training opportunities were also coordinated by the ICC Liberty Chapter of Philadelphia, such as the Green Advantage Seminar, Job Site Safety Training, Fire Department Emergency Response presentation, FEMA training and PGW Safety Training.

Special thanks to the L&I Building Safety Month Committee:
Jackie Schwab, Brett Martin, Jerry James, Perry Cocco, Steve Gallagher, Scott Mulderig, Matt Craddock, the Liberty Chapter of Philadelphia and other volunteers who helped coordinate these many efforts to celebrate Building Safety Month.

2011 WISMER AWARD

In 2004, L&I began an annual award in honor of David L. Wismer, former Deputy Commissioner and Director of Planning and Code Development for the Department. Mr. Wismer is recognized internationally as a key contributor to the building safety and model code industries. The award, given annually during Building Safety Month, is presented to a member of L&I responsible for construction code enforcement who demonstrates professional abilities; is recognizable as an example for all members of the construction code enforcement division; and whose contributions to the Department are meritorious and worthy of recognition. This year's nominees were Joseph Silberstein, Ron Wagenhoffer, Perry Cocco and George Altmeier.

"Mick" Altmeier

The winner of the 2011 David L. Wismer Award was George (Mick) Altmeier. George's commitment to the safe built environment in the City of Philadelphia is manifested in his every day work. His attention to the effectiveness of executing the permit activity in the field is evident by his interaction with the district inspectional staff. As a member of the Code Committee, George's code enforcement expertise has contributed to the betterment of a safely built Philadelphia environment. Mr. Altmeier, affectionately known as "Mick," has demonstrated a commitment to the code enforcement community and the City of Philadelphia for over 32 years.

PROMOTING GREEN BUILDING

In FY11, the Department of Licenses and Inspections continued its green building program designed to better facilitate sustainable construction in the City of Philadelphia. The intention behind this program is to promote green building development of all sizes in the city. This includes everything from large scale commercial development to single homeowners doing small renovation projects on their houses.

The Department continued to communicate proactively with internal and external stakeholders to structure how improvements and efficiencies to the development process in the context of sustainable development can act in concert with the life safety duties of the Department.

The L&I Green Building Manager has worked alongside the Mayor's Office of Sustainability to refine and simplify elements of the development process.

NEW PROCEDURE

In November 2010, the Department issued a procedure streamlining the permitting process for Solar PV systems installed on one and two family dwellings. The procedure operates by establishing the waiver of the building review, requiring only a single electrical permit application and set of plans, for systems fulfilling a specific set of criteria. Further, Solar PV systems do not require a zoning permit.

The Department likewise has continued to use funding from the Department of Energy's Energy Efficiency and Conservation Block Grant to provide green building specific training for employees. In October, all members of the L&I engineering staff as well as individuals from other city departments attended Leadership in Energy and Environmental Design (LEED) classes designed to prepare individuals to take the variety of certification exams.

Further, as a component of Building Safety Month, the Department provided GreenAdvantage training to employees and private sector design professionals, in order to both educate and provide networking and professional development opportunities for attendees. Future specific process improvements will likely involve refining the permitting process for solar hot water systems and the continued development of the training program for Department employees as well as external stakeholders. Beyond these internal measures, the Department will continue its effort to engage the vibrant local green building community as well as other city departments in an effort to promote sustainable construction.

VACANT PROPERTY STRATEGY

During FY11, the Department launched a new effort to better hold private owners accountable for the maintenance of their vacant property. This effort is part of a larger initiative, led by the Managing Director's Office and the Finance Director's Office.

The Department has identified approximately 25,000 structures in its database that are believed to be vacant because the owner has either obtained a vacant license or been cited for violations that are the likely indicators of vacancy. The Department has mapped these vacant properties and, depending on the market conditions of the overall neighborhood, will use legal tools to hold owners responsible for the state of their property. The goal of this program is to prevent the deterioration of neighborhoods caused by vacant properties by bringing properties up to code.

The City has new powers to extradite owners of a large number of vacant, blighted properties and attach liens to their personal assets. The City is looking at taking owners of vacant properties to Sheriff sale for L&I debts. The City will also be enforcing the "doors and windows" ordinance which allows L&I to charge owners $300 per day per opening that is not covered with a functioning door or window on blocks that are 80 percent occupied.

L&I and the Law Department are working with the First Judicial District to have dedicated days to hear vacant cases. This will ensure that these cases flow through the legal process quickly.

Blight is a major issue facing our neighborhoods and change will not happen overnight. Hopefully, this program, in addition to the good work that everyone in L&I does every day, will start slowly shifting neighborhoods. Philadelphia, the city we all live in, simply cannot afford to pay the price for neglectful owners anymore.

108 E. Pastorius BEFORE

108 E. Pastorius AFTER

The property was inspected by Derrick McCall

VACANT PROPERTY STRATEGY—continued

3320 Mutter St BEFORE

3320 Mutter St AFTER

The property was inspected by Derrick McCall

2719 Comly Rd BEFORE

The property was inspected by Mary Malone

2719 Comly Rd AFTER

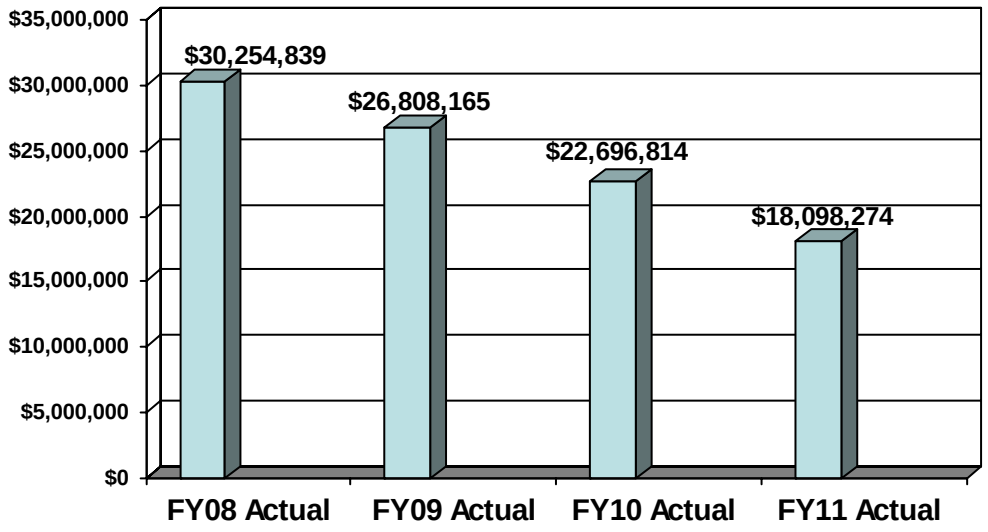
2011 FINANCIAL SECTION

The recession continued to have an impact in FY11. In addition to reductions taken during both FY09 and FY10, Licenses and Inspections budget contracted again in FY11. The FY11 budget reduction amounted to $2,027,293, or 8.4%. This reduction was realized by the elimination of the Nuisance Task Force Unit (NTF), eliminating vacant positions, and by reducing funding for the demolition of imminently dangerous properties.

Overview of Licenses & Inspections General Fund Budget

	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Adopted Budget	FY11 Actual	
Expenditure Class						
Class 100 - Personal Services	17,773,107	16,560,604	14,202,452	14,710,053	13,663,965	
Class 200 - Purchase of Services	11,897,482	9,807,033	8,227,384	8,026,422	4,131,295	
Class 300/400 - Supplies/Equipment	584,250	440,528	266,978	332,450	303,014	
Total	30,254,839	26,808,165	22,696,814	23,068,925	18,098,274	

General Fund Budget Comparison
FY08 – FY11



2011 FINANCIAL SECTION—continued

Staffing Level Comparisons

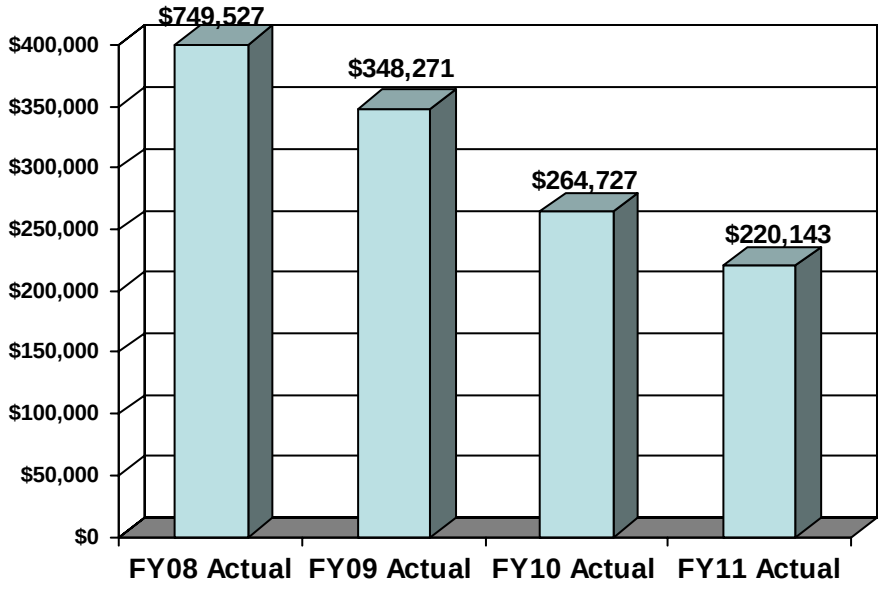
(Actual Number of Employees as of 6/30 each fiscal year)

	FY08	FY09	FY10	FY11
General Fund	361	310	305	290
Grant Fund	18	17	11	12
Boards	10	8	8	8
Total	389	335	324	310

Overtime Reduction

Licenses and Inspections continued to reduce operations overtime in FY11. Operations overtime costs were reduced by $44,584 in FY11, which represents a 17% reduction from FY10. Over the past three fiscal years, operations overtime spending has been reduced from $749,527 (FY08) to $220,143 (FY11), which represents a 72% cumulative reduction.

Operations Overtime Costs
FY08 – FY11



*Operations overtime does not include accelerated review overtime . Accelerated review overtime is solely driven by the economy, demand and individual decisions to accelerate plan reviews.

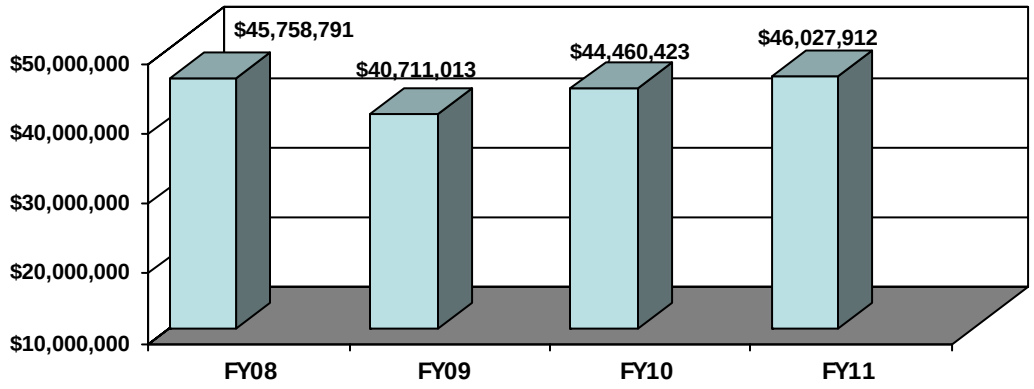
2011 FINANCIAL SECTION—continued

Revenue Comparison FY08 - FY11

During FY11 the Department experienced modest revenue growth in several categories. Dumpster Permit revenue increased due to a fee increase and enhanced enforcement by the Streets Department. Business privilege licenses and certification statements revenue showed a decrease due to the economy in FY11. Overall revenue totals for FY11 were approximately $1.5 million higher than FY10.

Description	FY08	FY09	FY10	FY11	Difference	FY10/FY11 % Change
Food License < 50 persons	1,097,518	1,154,153	1,256,360	1,524,253	267,893	21%
Dumpster Permits	29,520	32,213	178,640	1,117,467	938,827	526%
Housing Inspection Licenses	6,538,203	9,045,618	11,710,927	11,743,199	32,272	0.3%
Permit to Break Street	1,382,693	1,586,323	1,589,845	1,801,214	211,369	13%
Building Permits	11,173,317	7,196,614	6,851,584	8,018,980	1,167,396	17%
Plumbing Permits	1,417,788	981,449	1,020,870	1,175,003	154,133	15%
Electrical Permits	4,220,663	3,118,319	2,750,624	2,816,148	65,524	2%
Certification Statements	2,048,962	1,491,183	1,738,353	1,353,229	(385,124)	-22%
Business Privilege Licenses	2,931,244	2,719,210	3,361,430	3,273,002	(88,428)	-3%
Building Permit Acceleration Fee	1,568,138	1,051,155	1,209,620	1,321,580	111,960	9%

*Revenue Totals FY08 – FY11



***Includes L&I Appeal Board Revenue**

2011 FINANCIAL SECTION—continued

Grant Funding

In FY11 the Department continued to receive funding through the American Recovery and Reinvestment Act (ARRA). Listed below are specific grant details, including grant amounts and a description of how the Department utilized this funding.

ARRA Edward Byrne Grant - This $420,000 grant allowed the department to hire twelve (12) temporary Clean & Seal workers in September 2009 on a rotating basis through June 30, 2011. The temporary crews have performed work on 1,130 properties during FY10 and FY11. Work performed has included such activities as lot cleanups, exterior and/or interior clean-outs of properties and full cleaning and sealing of properties. This grant will not extend into FY12.

ARRA Energy Efficiency Conservation Block Grant (EECBG) - This $300,000 grant from FY10 through FY11 has funded a variety of technical programs such as Green Advantage training, Building& Fire Academy training, Leadership in Energy and Environmental Design (LEED) certifications and a variety of code books and training manuals. This grant will continue into FY12.

ARRA Neighborhood Stabilization Program II (NSP2) - This $4,000,000 grant is part of a larger grant through the Redevelopment Authority (RDA) and Office of Housing and Community Development (OHCD). L&I is a partner by executing a demolition program that is part of the grant. In FY11, L&I performed 64 demolitions. This grant will continue into FY12.

"Making a Difference"

Commissioner Burns:

We just wanted to send this letter to let you know Glen Guadalupe at East District was a great help. We put an addition on the rear of our house and Glen pointed us in the right direction. Thanks to Mr. Guadalupe for all the help, I don't think we could have gotten it done without you.

Sincerely,

Mr. and Mrs. Stanicky

HUMAN RESOURCES (HR) SECTION

During FY11, the Human Resources (HR) Section coordinated the hiring of 35 employees, which was a combination of permanent and temporary staff. The Department was privileged to hire employees in positions such as Abatement Worker, L&I Code Enforcement Inspector, Graduate Civil Engineer, L&I Construction Codes Specialist Trainee and Service Representative. Of particular significance was the hiring of eight (8) new Graduate Civil Engineers, the largest one-time hire of new engineers in recent memory.

Congratulations and welcome to the following new permanent L&I employees,: Maronda Connor, Aaron Bingham, Giovanni Caputo, Mitchell McClain, Dennis Ward, John Wright, Joanne Curran, Andrew Kulp, Caitlin Larkin, Frederick Marshall, Parekhp Pradeep, Parin Patel, Jeffrey Tan, Valerie Hosendorf, Ronald Davis, Elijah Barker, Maura Kennedy, Lisa Britt, Kariyma Quintana, Tiffany Stanford, Ana Salushi and Jais Skaria.

Internal Promotions—During FY11, the Department internally promoted 38 employees. Congratulations to the following employees on their promotions:

Lavinia Davis, Diane Mohollen, Nicole Phillips, Audrey Robb, Michelle Rand, Warnetta Bracey, Geralynn Brown, Debra Richardson, Bindu Mathew, Brad Krause, Anthony Dinkins, Cynthia Lustick, Martin Raudenbush, Sherelle Durant, Michael Troise, Kahlila Skipper, CF Thomas, Stephen Bickel, Raymond Wildey, Anthony Wade, Lisa Adams, Ray Gaines, Paul Gonsiewski, Kathleen Dubeck, Steven Porreca, Kevin Childs, Ela Fernandez, Victoria Pearsall, Paula Irons, James Titus, George DiPersio, James Gabriele, Nawar Muhsin, Jowanna Minor, Linda Womack, Cheryl Tasker, Whiena Gonzalez-Prince, Evelyn Langston, Jerry James, Otis Haigler, Michael Maenner, Thomas McDade and Ralph DiPietro.

Training—During FY11, the Department established a partnership with *Dale Carnegie*® one of the country's premier leadership training providers. All members of the L&I management team will be participating in an 8 week *Supervisory Skills for Success*® training as well as an 8 week *Leadership Training for Managers*® course. This initiative is aimed at further developing our great leadership team, both personally and professionally. HR also worked with the Development Division to establish a training partnership with Building & Fire Codes Academy (BFCA) to develop a comprehensive training program for all newly hired Graduate Civil Engineers and Construction Inspector Trainees.

Continued Implementation of Consolidated Inspector Series—During FY11, HR continued the necessary steps to implement the new "consolidated inspector" series in the Operations Division. HR coordinated three certification preparation classes during FY11 in partnership with Bucks County Community College's Department of Public Safety. HR also ensured the announcement of these civil service titles in coordination with the City's Central Office of Human Resources. The implementation will continue into FY12.

Coordination with Central Office of Human Resources—L&I HR ensured the announcement of all required civil service examination for the Department. This involved announcements not only for internal promotions but also for new hires. A few of the key announcement during FY11 were Code Administrator 2, Code Administrator 3 and L&I Construction Compliance Supervisor.

ETHICS AND INTEGRITY

Employees of the Department of Licenses and Inspections are committed to meeting all obligations with the highest degree of integrity and providing competent services in a fair, impartial and honest manner. As a regulatory government agency, the highest ethical standards are of paramount importance to the Department.

The majority of employees in the Department of Licenses and Inspections are hard-working and dedicated public employees. On occasion, the Department unfortunately has to take disciplinary action for employees that violate ethics and integrity rules. The Department actively coordinates with the city's Office of the Inspector General (OIG) to enforce these rules.

During FY11, the Department conducted investigations which resulted in the termination of two (2) employees for falsification of official city records for their own personal gain. Also, the Department terminated one (1) employee for violation of the city's residency requirement. In addition, two (2) employees were terminated for other serious disciplinary violations.

Additional information on the L&I policies and procedures governing integrity can be found in the L&I Employee Handbook.

"**Making a Difference"**

TO: Candice Johnson

What a great experience and what a good change in your department. I wanted to thank you for your kindness and your help this morning. This was the first time going through the zoning process and it was just about as textbook style as someone could wish. I appreciate your time, effort and help!

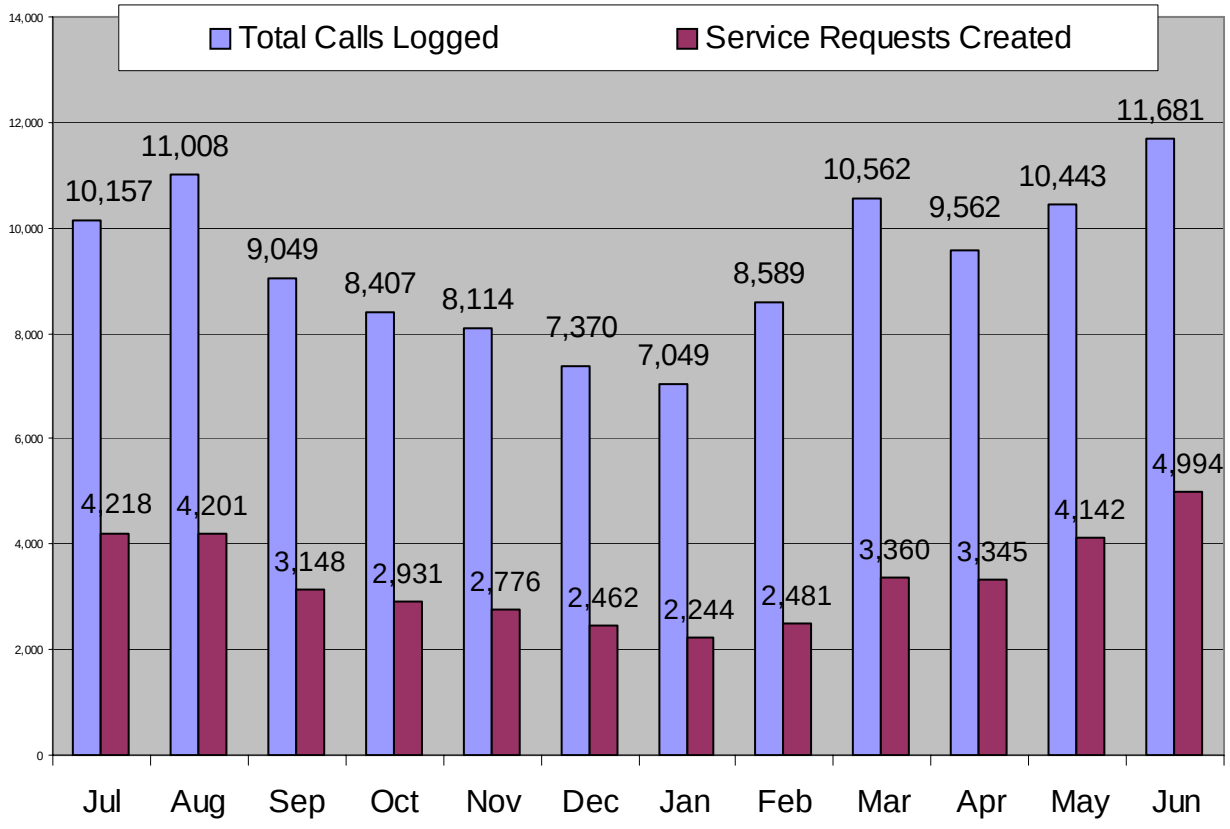
Nate N.

L&I and 311

All requests for L&I service are routed through the city's 311 Call Center, providing a single, centralized point of contact for customers. This process allows for efficient allocation of resources and quicker service delivery to customers. 311 call-takers are able to electronically connect to the L&I work order system, allowing them to both provide L&I with service requests and update callers on the status of their requests. 311 call-takers also inform customers of the amount of time in which they should expect the Department to accomplish their request. This deadline, commonly referred to as the Service Level Agreement (SLA) is a useful metric to quantify the Department's effectiveness and identify areas that need improvement.

During FY11, the 311 call center handled 111,991 L&I-related calls., which resulted in 30,215 service requests. Of the 30,215 service requests, 28,450 (94.16%) were completed within the Service Level Agreement.

311 L&I-related calls—July 2010 through June 2011



2012 VISION AND GOALS

In FY12, the Department will continue the day to day delivery of core services and will continue to make strategic improvements that are consistent with the values promoted within the organization.

High Level of Accountability

Utilize Plan Review Checklists: L&I will consider use of plan review checklists to ensure major life safety code requirements are met that will provide another layer of consistency for the customer.

Expand Field Audits to Include Review of Geographical Area: L&I inspectors will continue to respond to complaints by addressing public service requests through 311 and continue strategic programmed enforcement efforts. L&I will also work to encourage inspectors to embrace the Department's impact on quality of life and to view geographical area assignments as more than the task oriented response to complaints. Internal referrals of issues that aggregate neighborhoods should be included within an inspectors' daily routine. Field audits will be conducted with not only a view to compliance and response to complaints but to the community as a whole.

Focus on the Customer

Execute Municipal Services Building (MSB) Gateway Vision: About four hundred (400) people per day engage with L&I in the MSB concourse. L&I will continue to work to improve processes, excel at providing strong customer services and provide an appealing space for the public.

Implement New Customer Survey Tools: L&I currently conducts an annual Zoomerang survey that focuses primarily on customers that obtain permits, licenses and inspections related to these services. In addition, a survey is used in the MSB concourse for walk-in customers. In FY12, L&I will work to enhance customer survey tools with a focus on capturing feedback for operation inspectional and abatement activity.

Finalize Violation Notice Overhaul: In FY12, the Department will complete the violation notice overhaul. Phase two of the project is to include free form fields where inspectors will provide a written description of the problem and resolution. The intent is to provide easy, understandable language for the customer with clear instruction on how to comply.

Results Driven

Achieve Significant Technology Advancements: Perhaps the single biggest project goal is for the Department to begin an upgrade or replacement of its software. While it will entail a two to three year implementation, the replacement could achieve much desired online permits and licenses, ability for electronic plan review and a mobile solution for inspectors.

2012 VISION AND GOALS—continued

Support Philly Rising: L&I will continue to embrace, fully support and engage in the Managing Director led and cross departmental endeavor of Philly Rising.

Focus on Strategic Abatement: In FY12, L&I will evaluate the use of an additional method of sealing vacant properties. A more permanent seal will be considered for those properties that L&I must repeatedly service for abatement, and for those targeted properties that will help crime prevention strategies.

Professional Culture

Pursue International Accreditation Service (IAS): In FY12, L&I will consider pursuing international accreditation through the third party International Accreditation Service. The accreditation is an extensive year long process where L&I will undergo a full audit of processes, execution of mission, codes and technical duties and adherence to recognized best practices for building departments. As stated on the IAS website (www.ias.online.org), "IAS offers independent verification that the building department operates under the highest ethical, legal and technical standards. It is IAS's goal to enhance the services of the building departments that provide life-safety and property protection for communities across the United States."

Implement Professional Attire for Inspectors: In FY12, the Department will outfit all inspectional personnel in professional attire in order to provide a consistent and professional appearance for our customers.

Ethics and Integrity

Publish a Departmental Integrity Plan: In FY12, the Department will publish a formal integrity plan for the first time. This plan will not only reiterate all integrity-related rules, regulations and policies, but will also outline the steps the Department is taking to ensure honest and transparent operations.

Performance Measure	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total or Average
OPERATIONS DIVISION													
Cleaning & Sealing													
Number of Abatement Workers	22	22	22	22	22	22	22	22	22	22	22	22	22
Number of Buildings Cleaned & Sealed	104	137	132	83	139	109	99	102	186	159	106	131	1,487
Emergency Inspections & Abatements													
Number of Building Inspectors	7	7	7	7	7	7	7	7	7	7	7	7	7
Number of Dangerous Building Inspections	740	807	663	646	684	713	687	687	963	945	893	1,020	9,448
Demolitions													
Number of Demolitions—General Fund	28	29	33	58	10	0	0	0	0	0	0	0	158
Number of Demolitions—NTI Fund	0	0	0	1	15	37	15	17	55	49	77	92	358
Number of Demolitions—NSP2 Fund	0	0	0	0	1	0	3	0	19	16	11	14	64
Housing													
Number of Housing Inspectors	39	39	39	39	39	38	35	35	35	35	34	34	37
Total Inspections	4,129	4,826	6,214	5,370	5,804	5,627	4,930	5,145	5,672	5,088	5,453	5,974	64,232
Original Inspections	1,880	2,115	2,167	1,690	1,856	1,428	1,454	1,620	2,062	1,979	2,373	2,403	23,027
Re-Inspections	2,249	2,711	4,047	3,680	3,948	4,199	3,476	3,525	3,610	3,109	3,080	3,571	41,205
Business Compliance													
Number of Business Compliance Inspectors	13	13	13	13	12	12	11	11	11	11	11	11	12
Total Inspections	1,207	918	718	725	758	820	992	955	1,056	922	686	764	10,521
Original Inspections	472	385	322	305	346	292	446	443	457	465	306	413	4,652
Re-Inspections	735	533	396	420	412	528	546	512	599	457	380	351	5,869
Commercial & Industrial Fire													
Number of C&I Inspectors	14	14	14	14	13	13	13	13	13	13	12	10	13
Total Inspections	647	625	702	605	635	738	642	571	652	662	713	545	7,737
Original Inspections	162	184	192	153	145	172	186	248	347	244	242	156	2,431
Re-Inspections	485	441	510	452	490	566	456	323	305	418	471	389	5,306
Fire Permits													
Permits Issued	46	42	45	66	48	48	10	33	23	34	38	51	484

Performance Measure	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total or Average
DEVELOPMENT DIVISION													
Building Permits													
Number of Building Inspectors	40	40	40	40	39	37	37	37	37	37	43	42	39
Number of Building Inspections	8,301	8,544	7,971	7,442	7,379	8,134	6,461	6,528	8,764	7,690	7,529	8,360	93,103
Number of Building Permits Issued	1,435	1,453	1,396	1,369	1,250	1,122	1,073	1,139	1,467	1,405	1,478	1,791	16,378
Plumbing Permits													
Number of Plumbing Permits Issued	885	825	877	1,059	920	971	726	785	1,108	1,008	967	868	10,999
Electrical Permits													
Number of Electrical Permits Issued	592	705	606	657	591	612	485	598	756	651	685	1,032	7,970
Zoning													
Number of Zoning Permits Issued	467	479	536	441	445	440	398	440	517	443	508	552	5,666
L&I Review Board													
Number of Hearings	29	75	66	62	68	69	80	67	56	72	102	65	811
Board of Building Standards													
Number of Hearings	7	8	7	7	6	9	9	7	9	1	12	8	90
Zoning Board of Adjustment													
Number of Hearings	201	228	220	208	212	195	173	214	258	206	217	222	2,554

MISSION STATEMENT

The mission of the Department of Licenses and Inspections (L&I) is to administer and enforce the City's code requirements for the enhancement of public safety, including building, fire, health, housing, business and zoning regulations. The Department is responsible for regulating the conduct of businesses and persons by issuing licenses, by conducting inspections and by enforcing applicable codes and regulations.

The Department also has the authority to take the lawful actions necessary to correct dangerous and unlawful conditions, including making necessary emergency repairs to properties, cleaning and sealing abandoned buildings and demolishing vacant buildings that pose a threat to public safety. At its core, the Department exists to enforce the Philadelphia code. Through education and enforcement of the code, the Department protects the citizens of Philadelphia.

City of Philadelphia
Department of Licenses and Inspections (L&I)
1401 JFK Boulevard
11th Floor
Philadelphia, PA 19102
215.686.2400
www.phila.gov/li

Scan this QR Code with your smartphone to learn more about L&I

Printed with soy-based inks on recycled paper