



Building Safety in Philadelphia: Progress in Process

**2015 Report of the
City of Philadelphia
Building Safety Oversight Board**

December 2015

2015 Report of the Building Safety Oversight Board

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The Board would like to thank Mayor Michael A. Nutter for entrusting us with this important responsibility. In addition, we would like to thank Christine Piven and Jennifer Kates for their significant contributions to this work, as well as the many dedicated personnel within the City's Department of Licenses and Inspections, Fire Department, Law Department, Human Resources Department, Finance Department, Office of Innovation and Technology, and Office of the City Controller who not only provided extensive information for our oversight and review, but who also work every day to advance building safety directly or provide critical support to those who do.

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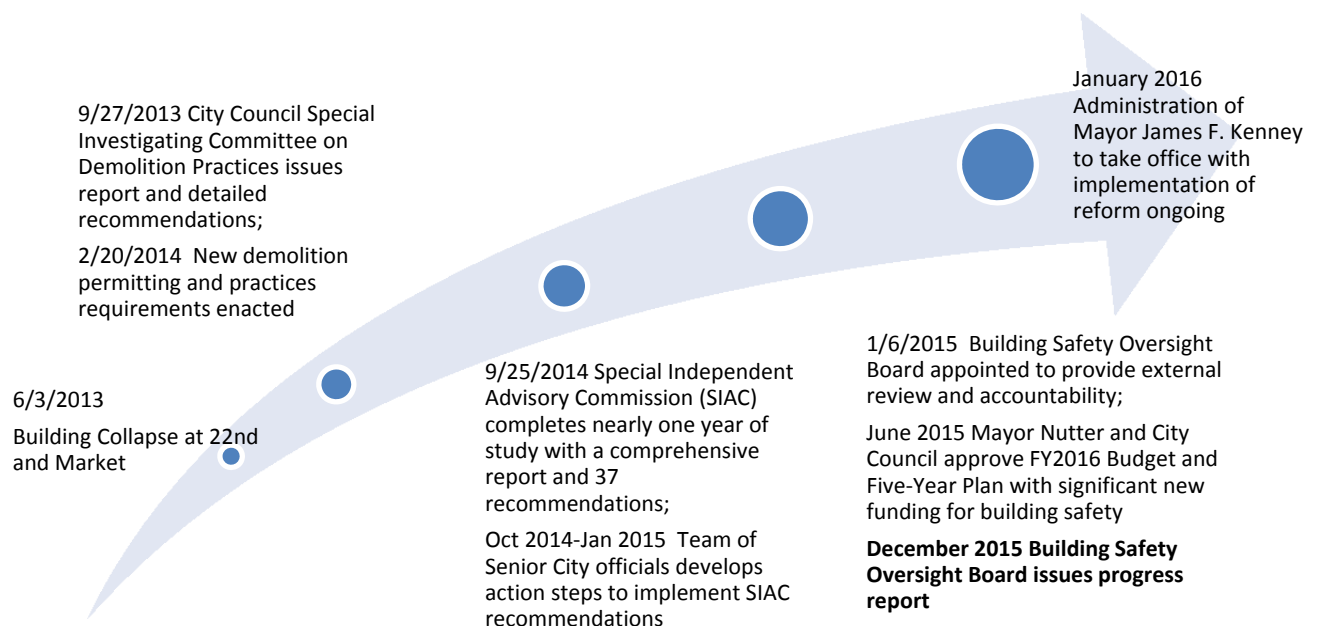
I. Executive Summary

On the morning of June 5, 2013, a building collapse at 22nd and Market Streets – caused by the unsafe demolition of an adjacent structure – cut short six lives and injured 14 others. In response to this tragic event, a series of reviews identified longstanding and significant deficiencies in Philadelphia's building safety practices and systems.

In 2013, Philadelphia City Council established a Special Investigative Committee on Demolition Practices and Mayor Michael A. Nutter appointed a Special Independent Advisory Commission to Review and Evaluate the Department of Licenses and Inspections (L&I). Each of these assessments incorporated expert reviews and analysis, and led to a detailed set of recommendations to put building safety first and foremost through a comprehensive set of legislative and administrative reforms. Over the intervening months, significant new safety-oriented legislation and regulations have been adopted, and strengthened funding, staffing, and technology commitments have advanced.

As part of implementation, Mayor Nutter charged a high-level steering committee of senior City officials to evaluate the Special Independent Advisory Commission recommendations and to develop specific budget, staffing, and other action steps to operationalize reform. To help ensure meaningful and enduring progress with these efforts, in January 2015, Mayor Nutter further appointed a Building Safety Oversight Board of professionals outside of City government to provide additional review and accountability. As of year-end, full implementation remains very much a work still in progress.

Accordingly, as noted on the timeline below, this Report, *“Building Safety in Philadelphia: Progress in Process,”* represents the assessment by the Building Safety Oversight Board of status as of the end of 2015 – and, even more importantly, seeks to highlight vital work still to be done as a new Administration of Mayor-elect James F. Kenney prepares to take office.



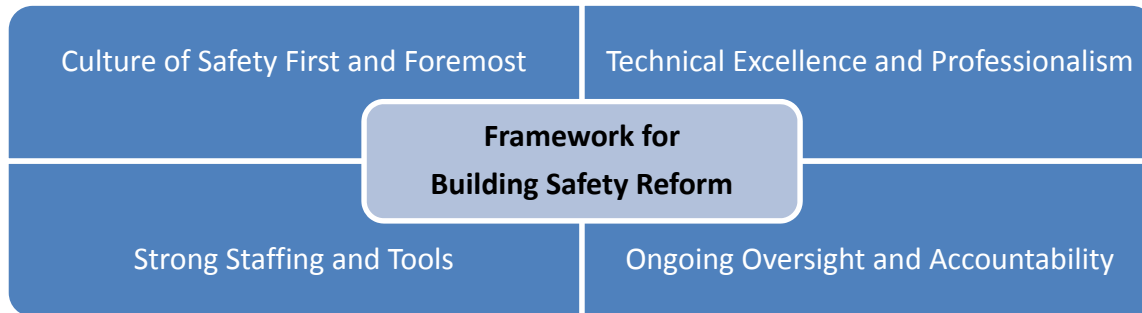
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Before addressing critical next steps, it is important to recognize the many changes that have already been made over the two-and-half years since the collapse at 22nd and Market:

- Overall, a significant majority of the Special Independent Advisory Commission (SIAC) recommendations have been implemented or are underway toward implementation.
- Annual funding for L&I alone has increased by more than **\$10 million** since FY2013, from \$21.5 million to \$31.5 million, and is up over \$13 million from the post-recession lows of FY2011 – with additional, incremental building safety investments made in the Fire Department, demolition budget, and supporting City operations.
- New demolition safety standards and permitting practices are now law, incorporating the strongest provisions for buildings above three stories in height – with permitting beginning in the Fall of 2015 and full enforcement slated for early 2016.
- A comprehensive technology upgrade, the electronic Commercial Licensing, Inspection and Permitting Services Enterprise (eCLIPSE) system has been launched, and the first phase is operational.
- The First Judicial District entered an order appointing a court officer to issue civil warrants for Inspectors to enter potentially dangerous properties where vacant and/or where the City has not been able to obtain permission to enter, and City Council has revised the Code to further promote access to vacant properties for inspection through the licensing process.
- The Philadelphia Fire Department (PFD) and L&I have begun a joint inspection program, the PFD Fire Code unit has expanded by eight (8) positions, and enhanced fire inspection training is gearing up for over 400 fire officers.
- The number of authorized positions in L&I has expanded by 84 since FY2013 – with 48 of those increased positions already filled as of November 2015. In addition, an expanded L&I training program has initiated, and new L&I Code Inspector job classifications are in the final stages of development.
- Additional new safety positions have also been created in the Managing Director's Office and Office of Information and Technology in support of better vacant property data analysis and mapping.

At the same time – while these initial steps provide an important foundation for full reform, and have begun to make Philadelphia communities safer – the work required is far from done. In each of the areas outlined in the SIAC report and the work of City Council, the Building Safety Oversight Board recommends that Mayor-elect Kenney and City Council continue to stay focused on institutionalizing enduring reforms. In our view, key areas of focus can be grouped into the framework below, with the indicated immediate priorities.

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Immediate Priorities - Culture of Safety First and Foremost

- Build a strong leadership team for L&I that can unify the department, reestablish credibility and positive morale for the department, and meet the many management and implementation challenges ahead.
- Reaffirm L&I's focus on building safety – including pursuit of reconstitution as a Department of Buildings or the equivalent – while the separate Department of Planning and Development, newly authorized by a November 2015 Charter amendment, takes on the lead role for supporting development and advancing an overall strategy for addressing vacant properties.
- Expand the Law Department's capacity to enforce dangerous code violations in court, with increased staffing, better technology, clearer procedures, enhanced interagency coordination with L&I, and greater transparency for the public.

Immediate Priorities - Technical Excellence and Professionalism

- Build on L&I's newly expanded training programs to further increase the level of certification and expertise held by City Inspectors, particularly among the growing number of recent hires still gaining experience.
- Complete planned training of over 400 Fire Captains and Lieutenants to achieve Fire Inspector Class 1 certification by June 2016, substantially enhancing capacity and awareness of building safety concerns related to the fire code.
- Clarify, strengthen, and extend new contractor demolition training standards and experience requirements to further advance the goals of City Council's 2014 legislation.

Immediate Priorities - Strong Staffing and Tools

- Finalize and approve civil service job classification redesign to professionalize the Inspector career track, and follow through on scheduled recruitment to fill 42 current L&I vacancies, many resulting from recent budget increases.

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- Fully support ongoing implementation of the new eCLIPSE technology upgrades, which hold the potential for transforming key business processes, improving accountability, and directly and indirectly enhancing public safety.
- Continue incremental investment in improved building safety, consistent with the FY2016-FY2020 Five-Year Financial Plan, including further key staffing additions slated for the FY2017 Budget.

Immediate Priorities - Ongoing Oversight and Accountability

- Initiate a Project Management Office (PMO) to coordinate and accelerate implementation of all building safety reforms.
- Continue to sustain Office of the Inspector General (OIG) staffing sufficient to ensure active and visible integrity oversight of L&I.
- Focus on key performance metrics to align building safety spending with outcomes and results.

As reforms continue to advance, new challenges and opportunities will undoubtedly emerge, and some mid-course corrections will inevitably become necessary, but the imperative for continued progress will not change.

Within this context, the Board hopes that our findings and perspective from this past year of oversight will be helpful in charting such a course for further reform. With this report, we seek to detail both the progress already made as of December 2015, and key recommendations for the next steps ahead. More detailed reviews of these issues may be found in the subsequent sections of this Report, and are summarized in the table that immediately follows this Executive Summary.

Ultimately, the true legacy for the efforts compelled by the tragedy at 22nd and Market will not be measured in budget appropriations, or headcount, or even progress on a checklist of specific initiatives. Rather, the best metrics for meaningful impact involve the indicators of a safer city, with better outcomes and results. Through continued focus on a comprehensive, holistic commitment to reform, the platform is now coming into place to put building safety first and foremost for Philadelphia.

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Progress through November 2015	Recommended Future Steps
<i>Governance and Organizational Structure</i>	
<ul style="list-style-type: none"> • L&I oversight moved from the Mayor's Office of Economic Development to his Office of Public Safety. • Charter amendment creates a new Department of Planning and Development; L&I remains separate to stay focused on safety concerns. 	<ul style="list-style-type: none"> • Pursue formally reconstituting L&I as a Department of Buildings or the equivalent to ensure that safety comes first. • Explore opportunities to move current L&I business licensing responsibilities into the Department of Planning and Development. • Any new regulatory mandates from City Council to be accompanied by a realistic fiscal impact analysis. • Develop and sustain a high quality leadership team for L&I, including a mix of technical expertise, leadership strength, and communications skills. • Fund a dedicated Project Management Office (PMO) to support continued implementation of the full range of initiatives identified by the SIAC and ongoing efforts for reform. • Continue to sustain Office of the Inspector General (OIG) staffing sufficient to ensure active and visible integrity oversight of L&I.
<i>Vacant Properties</i>	
<ul style="list-style-type: none"> • At a Citywide level, City Council created a Land Bank in 2013 that provides a platform for accelerating efforts to address vacant and abandoned properties, and established a Vacant Property Task Force in 2014. • Overall funding for demolitions has increased from post-recession lows to reach \$10.8 million in FY2016, with General Fund investment up from a low of \$3.3 million in FY2011 to \$9.3 million in FY2016. • Efforts to improve the City's ability to track and address vacant properties through better information technology have also advanced. LIDAR aerial imaging, planimetrics, and street-level pictometry are all being deployed to develop a new data warehouse, expected to be available in 2016. 	<ul style="list-style-type: none"> • On a Citywide basis, designate a Vacant Property "Czar" – potentially to be located at a senior level within the Managing Director's Office, or within the new Department of Planning and Development – to better coordinate the interrelated efforts of code enforcement, tax foreclosure, land acquisition, and related legal initiatives and to accelerate the work of the Vacant Property Task Force. • L&I remains unable to achieve compliance to address vacant property violations when no viable owner is identified who can be taken to court. In such cases, a broader City-wide effort, potentially involving Sherriff's sales and the Land Bank is required. • Continued focus is required to follow through on and sustain initial progress with better inventorying and tracking vacant properties. This includes full rollout of the vacant property data warehouse,

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<ul style="list-style-type: none"> • Within L&I, the Vacant Property Unit has been reinstated with new staff, including two research assistants, two geographic information system (GIS) specialists, a data analyst, and a case manager. As a result, the City's vacant property inventory has been improved and better prioritized for proactive inspections. • As further detailed in the Fire Safety section of this Report, a Large Vacant Commercial and Industrial Property inspection program has also been launched. 	<p>coordination with the forthcoming code enforcement functionality of L&I's eCLIPSE technology initiative, and funding of periodic updates for LIDAR and planimetrics data collection. In turn, such newly obtained data should be used effectively and strategically to better guide code enforcement for vacant properties.</p>
<p><i>Demolition and Construction Safety</i></p>	
<ul style="list-style-type: none"> • A 2015 City ordinance implemented requirements for Site Safety Managers and Demolition Supervisors as part of the provisions for obtaining a newly established demolition contractor's license, building on a prior set of 2014 Council legislative reforms. • As of November 2, 2015, L&I had issued 13 demolition contractor licenses, with 38 personnel across these firms registered as Site Safety Managers. No demolition permits are now issued unless a license has first been obtained, highlighting the importance of these licensing procedures. • To address concerns raised by the SIAC regarding the reliability of third party electrical inspections, the City's FY2016 Budget includes funding for four L&I Electrical Inspectors to audit and oversee electrical inspection agency activity. In addition, to strengthen oversight of construction crane safety, the City's FY2016 Budget also includes funding to hire and train a certified Crane Inspector. • Consistent with SIAC recommendations, the City's recent demolition legislation has increased demolition permit fees and established a new license fee – helping to recover and sustain a portion of the costs associated with promoting and enforcing building safety. 	<ul style="list-style-type: none"> • To strengthen the quality and experience standards for demolition contractors in Philadelphia: <ul style="list-style-type: none"> ○ L&I should require Site Safety Managers, Demolition Supervisors, and both the Primary and Supplemental Special Inspectors, to have <u>at least</u> three years of relevant experience linked to the type of demolitions they will be overseeing. ○ L&I should certify the OSHA #3500 Demolition course, or equivalent demolition-specific training, as the standard requirement for all demolition site supervisory personnel. ○ L&I should issue a regulation requiring all candidates for the safety compliance positions – the Site Safety Manager, the Special Inspectors, and the Demolition Supervisor – to consent to a background investigation to verify education, training, experience and good character. In addition, similar background investigations should be conducted regarding the applicant companies and their principals. • In October 2015, Mayor Nutter tasked the City's Office of the Inspector General (OIG) with investigating whether L&I has appropriately conducted the demolition inspections required under the City's new ordinances and regulations. If the OIG should determine system flaws – or worse

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	<ul style="list-style-type: none"> – it will be of critical importance to undertake strong corrective action. • To provide for greater safety with the more than 95% of Philadelphia demolitions involving non-major buildings – now requiring less stringent oversight: <ul style="list-style-type: none"> ○ All City Inspectors, who are currently the only safety officials required to inspect this work, should complete OSHA #3500 demolition safety training. ○ L&I should also require greater contractor safety training and oversight for the demolition of non-major structures. • To expand the pool of qualified professionals available, amend the Code to allow licensed structural Professional Engineers to prepare or approve a site safety plan, not just Demolition Supervisors. • Continue working to fill newly authorized positions to address electrical inspection and construction crane safety concerns.
Fire Safety	
<ul style="list-style-type: none"> • The Philadelphia Fire Department (PFD) executed a large vacant property pilot program in conjunction with L&I, inspecting 62 buildings and identifying 33 buildings failing the inspections. • PFD integrated unsafe and dangerous buildings data from L&I into the PFD CAD system for real-time dispatch information. • PFD implemented initial staffing increases, adding 6 lieutenants and 2 captains, and conducted an initial Fire Inspector I training program. • L&I now routinely conducts joint inspections with the PFD. • L&I, in addition to the coordination work with the PFD as set out above, has begun staffing a L&I Fire Code Enforcement Unit (FCEU), and has appointed a senior, experienced management official to lead the FCEU. 	<ul style="list-style-type: none"> • Continue to pursue the hiring of a dedicated engineer with fire protection experience to oversee the L&I inspection program. • Complete planned training of over 400 Fire Captains and Lieutenants to achieve Fire Inspector Class 1 certification by June 2016, substantially enhancing capacity and awareness of building safety concerns related to the fire code. • Establish joint PFD and L&I fire inspector training to enable the trained inspectors to become fully operational as soon as possible. • Identify the resources to enable co-location for the PFD and L&I fire inspectors. • The PFD, L&I and OIT should continue to work on ensuring the eCLIPSE program becomes fully operational as soon as possible for both predictive analytics and unsafe and dangerous building conditions.

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Information Technology	
<ul style="list-style-type: none"> • A major technology upgrade, the eCLIPSE project, is actively underway with measureable progress being made with the full support of L&I leadership. • Communications are positive among project management, the eCLIPSE vendor, and L&I. • The project has strong support internally with good user feedback. • Training is in place and working. • A system feature for plans has reached the contract review phase. • Deployment of mobile applications for field personnel is close to implementation, with L&I testing the app with users before full rollout. • Limited customization of the technology is occurring to minimize any disruptive effect of future changes 	<ul style="list-style-type: none"> • Fund and complete eCLIPSE with continued aggressive management of change orders. • Create a contingency account for funding of change orders. • Transition eCLIPSE operational control from the Office of Innovation and Technology to a fully qualified L&I operational manager. • Staff the L&I eCLIPSE management team for rollout and post-deployment support and management. • Fully implement ePlans as it provides much-needed self-service to ease the approval process and other significant safety features as noted above. • Integrate data processing with other City departments, including the management and control of vacant properties and imminently dangerous buildings. • Expand analytics to predict abandoned and imminently dangerous buildings.
Staffing and Training	
<ul style="list-style-type: none"> • Budgeted headcount for L&I has increased from 300 in FY2013 to 384 in FY2016, with a further 12 additional building safety positions added across other departments • While the City is still gearing up to fill and train all of these new positions, civil service examination and procedural hiring requirements have advanced – including preliminary development of a new, consolidated Building Inspector job classification (pending finalization) to use an innovative broad-banding approach to create a more professionally grounded career path for L&I inspectors with improved compensation competitiveness. • L&I has hired a professional Training and Development Manager, and established a new training division to coordinate and deliver enhanced training programs, many of which are already underway. 	<ul style="list-style-type: none"> • L&I still had 42 vacancies out of 384 authorized positions as of November 2015. Although measures are well underway to fill a majority of these vacancies during FY2016, continued outreach, recruitment, and follow-through remains critical. • The City's FY2016-FY2020 Five-Year Financial Plan calls for an additional 58 positions over the next two years to sustain the continued rebuild of L&I and related activities. • Finalization of a new broad-banded Code Inspector classification is pending, and should be completed and advanced as soon as possible. • This new Code Inspector classification also includes the flexibility for L&I to develop weekend and other off-hour shifts for increased safety monitoring without incurring automatic overtime.

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	<ul style="list-style-type: none"> • L&I is in the process of creating a comprehensive training and development plan for both new and existing staff. • Mayor Nutter has called for the establishment of a new Chief Safety Officer position, however, recruitment to date has not yielded a qualified candidate.
Financial Controls	
<ul style="list-style-type: none"> • The Controller's Office and City Finance Department are in agreement in support of the following SIAC recommendations: <ul style="list-style-type: none"> ○ For at least the next three years, the Controller's Office will expand the scope of its annually required examination of the financial affairs of the proposed Department, as well as perform selected programmatic audits. ○ To ensure that the Controller continues to have the resources to perform annual examinations and performance audits for appropriate oversight, the City and Controller's Office will work through the annual budget to provide appropriate funding to carry out such responsibilities. ○ Annual audits of L&I will also include an assessment of the effectiveness of financial internal controls and report any weaknesses. 	<ul style="list-style-type: none"> • The original SIAC report highlighted recommendations included in a September 2006 assessment of L&I by the Controller to improve effectiveness of the Department's Housing Inspection and Enforcement Process. As reforms are advanced going forward, the Controller's 2006 recommendations remain a relevant reference point, and full cooperation and implementation should remain a priority as part of overall improvements in L&I and related functions. • The SIAC report also recommended that L&I establish a comprehensive process to evaluate on an annual basis, the actual costs of licenses, permits, code enforcement, performing inspections and related activities. Establishing a practice of more routine cost assessment remains important to improve billing and potentially increase revenue going forward.
Law Department/L&I Coordination	
<ul style="list-style-type: none"> • On October 10, 2015, the First Judicial District entered an order granting the request of Law in its entirety appointing a court officer to issue civil warrants to enter and inspect properties where vacant or where the City has not been able to obtain permission to enter, and City Council amended the Philadelphia Code to include a provision for the voluntary authorization of access to vacant properties for inspection as a component of the licensing process. • Law reports that many interagency communications have improved, and are now electronic. Law tracks its cases 	<ul style="list-style-type: none"> • The City's FY2016-FY2020 Five-Year Financial Plan included funding for expanding Law Department staffing to increase and accelerate court enforcement, scheduled to begin in FY2017 as new technology and processes are put into place. Such capacity building remains critical for achieving fully effective enforcement – and will work in tandem with enhanced coordination, referral, and filing policies to achieve a greater level of deterrence to violators. • Law and L&I should continue to work toward having only Law attorneys file actions in any court and should request the

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<p>through the Case II system, while L&I will continue to use the Hansen system, until such time as eCLIPSE is fully functional.</p>	<p>additional resources to effectuate this policy.</p> <ul style="list-style-type: none">• Law and L&I should request the necessary court time from the First Judicial District to accommodate their combined enhanced property violations enforcement efforts.• Law and L&I should continue to implement comprehensive electronic communications between the two departments, building on the improved functionality anticipated with the new eCLIPSE system to facilitate that implementation.• Law and L&I should also work to establish a more effective system of tracking and auditing the outcomes of all issued violations and to publicly report these results. L&I should consider establishing a senior management position to oversee this level of performance and compliance analysis.• Consideration should also be given to housing some Law attorneys and legal assistants physically within the L&I offices. Co-location with L&I could substantially improve Law's understanding of operational concerns and L&I's understanding of legal considerations – with potential benefits for case prioritization, coordination, follow-up, and communications.
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II. Governance and Structure; Implementation

One of the key recommendations of the SIAC was the establishment of a stand-alone Department of Buildings to focus squarely on advancing a core mission of public safety, undiluted by competing concerns of business licensing, compliance, and commercial development. Under the SIAC recommendations, other current functions of L&I were primarily to be transferred to a proposed new Department of Business Compliance, leaving the new Department of Buildings unencumbered to be a safety-first voice.

Consistent with this goal, Mayor Nutter transferred functional oversight of L&I from his Office of Economic Development to become part of his Office of Public Safety, emphasizing the importance of reestablishing a stronger safety orientation for the department. Because this SIAC recommendation was issued well into Mayor Nutter's second term, however, the Nutter Administration determined that the complexity and lengthy implementation requirements associated with full departmental reorganization – inclusive of Charter change – would best be issues for the next Mayor and City Council to address.

As the City now moves forward into the new Administration, the Building Safety Oversight Board strongly reaffirms the importance of maintaining sharp organizational responsibility for building safety distinct from the economic development arm of the government – and of providing a clear and manageable focus to the Philadelphia agency accountable for building safety.

Progress to Date

- Mayor Nutter transferred oversight of L&I from his Office of Economic Development to his Office of Public Safety to support a strong safety focus for the department.
- In November 2015, Philadelphia voters approved a related Charter amendment to create a new Department of Planning and Development, headed by a Cabinet-level Director, to oversee the City's planning, zoning, development services, and housing and community development functions. Of note, L&I remains outside of this new combined agency, and the Zoning Board of Adjustment was transferred from L&I to the new Department. By maintaining a role distinct from this newly coordinated planning and development activity, L&I is better positioned to stay focused on safety concerns.

Key Next Steps

- As the newly approved Department of Planning and Development takes shape under the next Administration, the City should pursue transfer of current L&I business licensing responsibilities into this new department, consistent with the original SIAC recommendation to separate Business Compliance from Building Safety.
- Under whatever formal governance structure exists, it is critical that clear focus be maintained on core building safety responsibilities. Any new regulatory mandates being

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considered by City Council should be accompanied by a realistic fiscal impact analysis, such that new duties are not created without new funding in a way that erodes existing capacity to address core functions.

- As the responsibilities and functions of L&I are clarified and streamlined to support a sharper focus on building safety, the City should pursue formally reconstituting the agency as a Department of Buildings or establish an equivalent governance structure to reaffirm this core mission across the government, development community, and general public.
- It will be critical for the new Administration to develop and sustain a high quality leadership team for L&I Building Safety. In the original SIAC recommendations, this encompassed a specific recommendation that a new Department of Buildings be headed by a professional engineer or registered architect, and the Nutter Administration has proposed establishing a Chief Building Safety Officer position with similar qualifications. With the announced appointment of an experienced public sector executive and trained engineer, David Perri, as the next L&I Commissioner, the Board commends the Kenney Administration for their commitment to this level of professionalism. Given the broad range of leadership, and change management, and communication skills required to effectively lead L&I and advance still-needed reforms, the Building Safety Oversight Board also notes the importance of assembling the highest caliber executive team for the agency – including a mix of high-level leadership, technical, and municipal experience across the Commissioners, Deputies, and other senior staff. The challenges ahead not only require an exceptionally strong professional at the top, but also a cohesive leadership team that combines unquestioned technical expertise in building safety and the skills required to move reform forward all working together.
- For the first years of the new Administration, the Building Safety Oversight Board also strongly recommends that funding be provided for a dedicated Project Management Office (PMO) to support continued implementation of the full range of initiatives identified by the SIAC and ongoing efforts for reform. Given the extensive day-to-day responsibilities assigned to departmental leadership, the creation of a strong and separate PMO focused squarely on improvements and change will provide better support for advancing and monitoring progress on the many elements of achieving successful reform. Given that this would not be a permanent function, some PMO staffing might be effectively provided by a professional services firm experienced with this role. In addition, given the critical role of agencies and departments beyond L&I in improving building safety (e.g. Law, Information Technology, Fire), the Board recommends that this PMO be established at a high level within the Office of the Managing Director.
- While most L&I Inspectors are dedicated public servants committed to building safety, the nature of field inspection requires ongoing integrity review and monitoring in any municipality. In Philadelphia, the independent Office of the Inspector General (OIG) typically assigns multiple staff to provide such review on an ongoing basis. To further enhance this role, the Building Safety Oversight Board recommends continued OIG staffing sufficient to

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ensure active and visible integrity oversight of L&I – and further suggests that space for the be provided on site within L&I offices for the OIG to use on a regular basis at its discretion to further send the clear message that Philadelphia is committed to building unimpeded by any real or perceived corruption.

- In Appendix B of this Report, the Building Safety Oversight Board outlines key metrics and indicators of performance trends to help the next Administration track ongoing efforts to strengthen Philadelphia's building safety. While this list is not meant to be exhaustive, it is provided to suggest key areas for ongoing monitoring and review, and to provide a framework for future management. Central to the success of reform, a performance culture must be promoted and reinforced.

III. Vacant and Abandoned Properties

From 1950 to 2000, Philadelphia's population declined by over 550,000 – roughly equivalent to the entire City of Atlanta *plus* another 100,000 people moving out – in tandem with the loss of major manufacturers in the postindustrial era. While Philadelphia has seen modest population gains since, many of the city's lower income communities remain blighted by the resulting abandonment of both housing and commercial structures.

This challenge has long been a focus of City government, and impacts many important issues, including crime rates, public and environmental health, the real estate tax base, and overall neighborhood vitality and viability. Within this broader context, Philadelphia's estimated 25,000-30,000 vacant structures are one of the most significant drivers of building safety concerns, and must be addressed as part of reform.

Continued progress with reducing Philadelphia's vacant and abandoned property risks involves a mix of enhanced interagency coordination and incremental investment. Most critically, there is a need for greater policy and operational coordination among agencies including L&I, Revenue, Law, and the Land Bank. Significant decisions are now made in 'silos' based on individual agency perspectives, and no one overall City leader has had the mission or authority to ensure a coordinated strategy is pursued. Additionally, improvements and significant steps in recent years made by L&I to adopt a more strategic and data-driven approach to vacant properties need to be institutionalized so they are preserved and advanced. As further detailed below, significant steps forward have been taken in recent years, and much more work remains still ahead.

Progress to Date

- At a Citywide level, City Council created a Land Bank in 2013 that provides a platform for accelerating efforts to address vacant and abandoned properties, and established a Vacant Property Task Force by ordinance in 2014 charged with creating a database of vacant structures and interagency strategies for improved inspections and enforcement measures.
- Overall funding for demolitions has increased from post-recession lows to reach \$10.8 million in FY2016, with General Fund investment up from a low of \$3.3 million in FY2011 to \$9.3 million in FY2016. As a result, total demolitions are projected to reach 585 in FY2016, the highest level in recent years.
- Efforts to enhance the City's ability to track and address vacant properties through improved information technology have also advanced. LIDAR aerial imaging, planimetrics, and street-level pictometry are all being deployed to develop a new data warehouse, expected to be available in 2016.
- Within L&I, the Vacant Property Unit has been reinstated with new staff, including two research assistants, two geographic information system (GIS) specialists, a data analyst,

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and a case manager. As a result, the City's vacant property inventory has been improved and better prioritized for proactive inspections. Over the six months from April through October 2015, including inspections prompted by service requests, the Vacant Property Unit coordinated 3,358 inspections, identifying 3,008 violations. Over one thousand (1,168) of these violations involved doors and windows violations that contribute directly to both structural deterioration and neighborhood instability.

- As further detailed in the Fire Safety section to follow, a Large Vacant Commercial and Industrial Property inspection program has also been launched.

Key Next Steps

- On a Citywide basis, Philadelphia continues to need a stronger overall strategy and point of accountability for addressing vacant and abandoned properties on an interagency basis. To build on the positive steps taken through creation of a Land Bank and Vacant Property Task Force, the City would benefit greatly from the designation of a Vacant Property "Czar" – potentially to be located at a senior level within the Managing Director's Office, or within the new Department of Planning and Development – to better coordinate the interrelated efforts of code enforcement, tax foreclosure, land acquisition, and related legal initiatives and to accelerate the work of the Vacant Property Task Force.
- L&I remains unable to achieve compliance to correct address vacant property violations when no viable owner is identified who can be taken to court. In such cases, a broader City-wide effort, potentially involving Sherriff's sales and the Land Bank is required. This is a major example of the need for a senior-level Vacant Property "Czar" to develop and advance more aggressive strategies.
- Continued focus is required to follow through on and sustain initial progress with better inventorying and tracking vacant properties. This includes full rollout of the vacant property data warehouse, coordination with the forthcoming code enforcement functionality of L&I's eCLIPSE technology initiative, and funding of periodic updates for Lidar and planimetrics data collection. In turn, such newly obtained data should be used effectively and strategically to better guide code enforcement for vacant properties. Such data-driven enforcement was a key part of the initial SIAC recommendations, and – while the City has taken significant steps in data development – it remains important to continue and build upon this work (along with market value analysis and additional data shared by city agencies) to better understand and address the scope of Philadelphia's vacant property problem.

IV. Demolition and Construction Safety

The tragic loss of life at 22nd and Market Street in June 2013 that launched the City's subsequent building safety reforms was caused by a criminally unsafe demolition. In this context, it remains of paramount importance that Philadelphia's standards and practices for demolition site safety become stronger and more effective. Mayoral directives, City Council legislation, and SIAC recommendations have all focused on the importance of taking firm, practical steps to raise demolition site safety to a significantly higher level.

Toward this critical goal, many of the broad-based investments and initiatives detailed throughout this Report – in funding, staffing, training, and technology – provide important foundations for improvement. At the same time – at a more focused and on-the-ground-level – the single best method to improve demolition site safety is to have trained and experienced personnel providing close order oversight. Such on-site safety management represents a real-time, preventive, and forward-looking effort with accountability – rather than relying on the retrospective examination of an accident or criminal investigation after horrific damage has been done.

In this regard, City Council adopted a series of ordinances in early 2014 that, among other provisions, established procedures for demolition work and inspection, signage and safety measures to protect pedestrians and surrounding structures, training standards for City inspectors and some contractor personnel, and requirements for documentation to be submitted to obtain a permit. Building on these ordinances, further legislation adopted in the summer of 2015 established requirements for a demolition contractor's license – including the designation of an experienced Site Safety Manager and a Demolition Supervisor who would have to complete an examination certified by L&I, along with requirements for a safety plan to be filed with L&I before work could begin.

As these positive measures are now phasing in, it is no less critical that such advances be implemented rigorously and effectively. In this regard, significant work still remains – and the “key next steps” that follow below represent high priority actions required to better ensure that the goals of the Mayor and City Council are fulfilled, and that demolitions in Philadelphia truly reach a meaningful level of public safety.

Progress to Date

- The 2015 City ordinance implemented important requirements for Site Safety Managers and Demolition Supervisors as part of the provisions for obtaining a newly established demolition contractor's license, building on the prior set of 2014 Council reforms outlined above.
- As of November 2, 2015, L&I had issued 13 demolition contractor licenses, with 38 personnel identified as qualified Site Safety Managers. No demolition permits are now issued unless a license has first been obtained, highlighting the importance of these licensing procedures. As further outlined in the “key next steps” section to follow, however, strengthened qualification and verification practices are recommended to better fulfill the goals of this critical program. In addition, enforcement of the required completion of new

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International Code Council examinations for contractor Demolition Supervisors has been deferred until April 2016 to allow time for full compliance.

- Consistent with SIAC recommendations, the City's recent demolition legislation has increased demolition permit fees and established a new license fee – helping to recover and sustain a portion of the costs associated with promoting and enforcing building safety.
- To address construction safety concerns raised by the SIAC regarding the reliability of third party electrical inspections, the City's FY2016 Budget includes funding for four L&I Electrical Inspectors to audit and oversee electrical inspection agency activity. In addition, to strengthen oversight of construction crane safety, the City's FY2016 Budget also includes funding to hire and train a certified Crane Inspector.

Key Next Steps

- It is strongly recommended that the following steps be taken to strengthen the quality, training, and experience standards for demolition contractors in Philadelphia:
 - For Class A (major building demolitions), L&I should require Site Safety Managers, Demolition Supervisors, and both the Primary and Supplemental Special Inspectors, to have at least three years of experience supervising the construction or demolition of major buildings within 10 years of submitting their application. For Site Safety Managers designated for Class B demolitions (non-major buildings), L&I should require either a minimum of three years of work on construction sites of major buildings or three years of supervisory experience in the demolition of buildings of any size. Currently, there is no specific standard for duration of experience for either Site Safety Managers or Demolition Supervisors, and the requirements for Primary and Supplemental Special Inspectors (one year and three years, respectively) are not linked to a specific type of “relevant” experience.
 - L&I should certify the OSHA #3500 Demolition course as a standard requirement for Site Safety Managers, Demolition Supervisors, and all Special Inspectors, and/or develop an alternative course that includes specific focus on demolition. Currently, only the OSHA-30 course serves as the basic requirement. While this OSHA 30-hour course is appropriate as a component of training to improve job site safety overall, it does not typically include any specialized coverage of means, methods, and risks associated specifically with demolition. These topics are covered in the three-day OSHA #3500 Demolition course. The standard requirement for all demolition site supervisory personnel should fully cover such demolition-specific concerns.
 - L&I should issue a regulation requiring all candidates for the safety compliance positions – the Site Safety Manager, the Special Inspectors, and the Demolition Supervisor – to consent to a background investigation, including criminal record checks, to verify education, training, experience and good character as part of their application to qualify

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for these positions. In addition, parallel background investigations should be conducted regarding the applicant companies and their principals to further ensure strong experience, work record, and good character. The personnel conducting these verifications should be trained investigators. Regardless of who conducts the investigation, L&I should not approve applications until the investigations are complete and the results have been fully reviewed.

For many of the actions outlined above, it appears that L&I has existing authority under the relevant City codes to require that such fundamental safety standards are met. To the extent the Law Department determines that further authority is required for any particular proposed provision, Law would be expected to work with L&I to pursue the necessary authorizations.

- In October 2015, Mayor Nutter tasked the City's Office of the Inspector General (OIG) with investigating whether L&I has appropriately conducted the demolition inspections required under the City's new ordinances and regulations. This mandate followed a media report indicating significant deficiencies in L&I oversight of private demolitions, much of which L&I officials have disputed. With this OIG investigation ongoing, the Building Safety Oversight Board has not sought to further review L&I's performance and documentation of such inspections, but rather has focused our review at a policy level. Clearly, if the OIG should determine additional flaws – or worse – it will be of critical importance to undertake strong corrective action.
- Many of the strongest provisions for demolition site safety are required only for what is categorized as “major buildings” – those over three stories or 40 feet high and/or covering more than 10,000 square feet (Class A demolition). For example, a Site Safety Manager is required to be continuously present only for major building demolitions and Special Inspectors are not required for non-major buildings (Class B demolitions). In terms of overall Philadelphia demolitions, however, the substantial majority of activity involves “non-major” structures. According to L&I data, only 48 private demolitions conducted between July 2014 and November 2015 involved major buildings – less than 5% of the total 1,159 private demolitions Citywide. While demolitions of non-major structures may be less complex, many of these smaller buildings are located in congested areas – often with abutting properties – and still require safe practices and oversight. In this regard:
 - It is important for all City Inspectors, who are currently the only safety officials required to visit Class B demolitions, to have completed OSHA demolition safety training (i.e., OSHA #3500 Demolition course). As of November 2015, L&I reported that nine (9) out of the 20 Inspectors in the Contractual Services Unit responsible for demolition oversight had participated the OSHA #3500 Demolition course to date.
 - L&I should also seek to strengthen contractor safety oversight for the demolition of non-major buildings. For example, L&I should require the Site Safety Managers

for contractors performing Class B demolitions to conduct an inspection of each floor before the demolition of each begins. This practice would better assess whether the safety plan is being followed and if there are any hazardous conditions, and would be ongoing until the structure is demolished to a height of 10 feet. Further, if at any time mechanical means are being used, then the Site Safety Manager's oversight should be continuous. As noted above, L&I should also provide that Site Safety Managers designated for Class B demolitions must either have a minimum of three years of work on construction sites of major buildings or three years of supervisory experience in the demolition of buildings of any size. L&I should certify a training course for site safety managers for Class B demolition as including both the OSHA 30 and the OSHA #3500 (or equivalent demolition-specific training) and require successful completion.

- Currently, L&I requires that a demolition safety plan can only be approved by a Demolition Supervisor exclusively employed by a demolition contractor. There is no apparent professional reason, however, why a Professional Engineer, duly licensed in the structural engineering discipline, should not be qualified to prepare and approve a safety plan as part of a retained engagement. The present code does not require any training for the Demolition Supervisor other than the successful completion of an open book examination administered by the International Code Council, and the current restriction imposes an unnecessary barrier to retaining a properly licensed engineer and to companies new to the demolition community in Philadelphia. Accordingly, the current Code §9-1008(c) should be amended to state that, in the alternative a duly licensed professional engineer who completes an examination in the structural discipline may also prepare or approve a site safety plan. It should also provide that (a) the engineer who will perform such work must consent to a background application that is the same for safety officials, and (b) have at least three years of supervisory experience on construction or demolition of a major building and have successfully completed the OSHA #3500 Demolition course (or equivalent demolition-specific training).
- While FY2016 Budget authorization has been provided to address electrical inspection and construction crane safety concerns, these positions have not yet been filled. Based on progress with recruitment efforts through December 2015, L&I expects to fill three (3) of the four (4) authorized Electrical Inspector positions by January 2016, leaving only one vacancy. For the crane inspection program, however, L&I reports that additional program planning is still required.

V. Fire Safety

The SIAC recommended generally that the Philadelphia Fire Department (PFD) assume responsibility for all fire inspections and, by way of implementation, that the PFD:

- Create a two-tiered system of code enforcement using existing fire companies and a greatly expanded Fire Prevention Bureau (Fire Code Unit).
- Provide the necessary training to both Fire Officers and to Fire Inspectors in the areas of vacant properties, unsafe and dangerous buildings, and the effective integration and use of the new eCLIPSE system.

The PFD recognized that, because of a critical lack of resources, it could not assume responsibility for all fire inspections. It also recognized the need for a higher level of coordination with L&I, and for increased training – both for its own inspectors and for those of L&I. Specifically, the PFD and L&I set out in a joint effort to close the knowledge gap that exists between L&I fire inspection personnel and PFD firefighters, and increase the joint ability of both departments to identify unsafe or non-complaint conditions. This historical knowledge gap has presented a unique challenge because of the way each organization carries out its primary functions. Firefighters are trained as emergency responders and L&I personnel are trained in code enforcement and inspection. In order to ensure a successful partnership, it is necessary to establish workable common ground.

The second point builds on the firehouse structure and 24 hour operation of the PFD. By relying on the PFD's extensive field operations, L&I expects to increase its ability to discover and eliminate citywide unsafe conditions before an event occurs.

The planning for increased coordination and training has included the objectives of:

- Training all PFD company level officers in inspection procedures to act as a force multiplier. Both departments expect this training will lead to improved referrals and enhance fire personnel's ability to readily identify fire violations.
- Fully staffing the Fire Code Unit (FCU) – with a goal of 15 trained and fully qualified inspectors – to handle complaint referrals and to work with L&I.
- Training and certifying L&I inspectors to handle the increased inspection demand generated by and enhanced FCU and by the Commercial Vacant Property ordinance.
- Establishing and staffing an L&I Fire Code Enforcement Unit.
- L&I hiring an engineer with fire protection experience to oversee the inspection program

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Progress to Date

The PFD and L&I have made significant progress in their implementation of the SIAC recommendations, modified as necessary to meet current resource constraints. Specifically, the PFD has:

- Approved initial staffing, consisting of the addition of 6 lieutenants and 2 captains as authorized in the FY2016 Budget.
- Conducted the initial Fire Inspector I training program at the Fire Academy, with full deployment pending the availability of necessary resources, including handheld devices, radios, vehicles, and most importantly, a work location.
- Executed a large vacant property pilot program in the 7th Council District in conjunction with L&I, inspecting 62 buildings – resulting in 33 buildings identified as failing the inspections. The PFD is planning to expand inspections to another District in December 2015.
- Integrated unsafe and dangerous buildings data from L&I into the PFD CAD system for real-time dispatch information.
- Began working with L&I and the Office of Innovation and Technology (OIT) to ensure building safety-related data is available in the to the PFD in the eCLIPSE system for both predictive analytics on unsafe and dangerous building conditions and for operational use of fire personnel on the way to reported fire locations.
- Routinely conducted joint L&I/PFD inspections with the expectation that these joint operations will continue.
- Continued to work with L&I on the cross-training of L&I and PFD inspectors, with an ultimate goal of housing them together to continue and strengthen the new partnership. Specifically, plans are being made for PFD inspectors to participate in L&I's high risk inspection program, which include schools, large vacant commercial buildings, and high rises. Experience has shown that such joint inspections are effective and lead to a more uniform enforcement approach to property owners and managers. An added bonus for L&I is having fire personnel in district offices to act as conduits to address complaints from firefighters in the field with the ability to communicate across departments before, during, and after an issue has been identified.

L&I is, in addition to the coordination work with the PFD as set out above:

- Establishing training and certification of eight fire inspectors to handle increased inspection demand generated by the expanded PFD FCU and as required by the Vacant Commercial Property ordinance.

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- Planning for the training and certification of seven additional inspectors for a unit total of 15 inspectors
- Planning for establishing and staffing a L&I Fire Code Enforcement Unit (FCEU) complete with supervisory and clerical positions. L&I has selected a senior, experienced management official with certification as a Fire Inspector with Haz Mat Awareness level for the position of FCEU Supervisor and PFD has selected two captains to serve as the L&I counterparts.

Key Next Steps

- The City should continue to pursue the hiring of a dedicated engineer with fire protection experience to oversee the L&I inspection program, and task Human Resources with working with L&I to develop a strategy to fill this important position. To date, market pay rates for this specialty – typically well above the City pay scales – have impeded outside recruitment. As an alternative, L&I is currently exploring other options such as tuition assistance for current fully certified engineers to obtain the fire protection engineer specialty.
- The City also should complete planned training of over 400 Fire Captains and Lieutenants to achieve Fire Inspector Class 1 certification by June 2016, substantially enhancing capacity and awareness of building safety concerns related to the fire code.
- The PFD and L&I should continue their considerable progress in establishing joint fire inspector training to enable the trained inspectors to become fully operational as soon as possible. As further outlined in the staffing and training section of this report, L&I has hired a new, professional training manager, who is now developing a training plan. In conjunction with the PFD Battalion Chief responsible for the Philadelphia Fire Academy, discussions have begun in the area of joint training, but to ensure the desired outcome, further investment in the L&I training unit will be important.
- The City should find the resources to enable co-location for the PFD and L&I fire inspectors.
- The PFD, L&I and OIT should continue to work on ensuring the eCLIPSE program becomes fully operational as soon as possible for both predictive analytics and unsafe and dangerous building conditions.

VI. Information Technology

For more than a decade, L&I has been using a permit and code enforcement system, Hansen, that has outgrown its usefulness. Among a number of serious limitations, this outdated and inefficient system has hindered or made impossible the effective transfer of necessary data and information between L&I and other City departments, including the Philadelphia Fire Department and Law Department. This deficiency has, on occasion, resulted in dangerous situations which could have been avoided by better data access and communications. In addition, the structure of the Hansen system does not allow for adequate retention of past entries to support full program auditing and accountability.

In January 2014, Mayor Nutter announced the launch of Project eCLIPSE (electronic Commercial Licensing, Inspection and Permit Services Enterprise), a new database system for L&I. The objective of eCLIPSE is to enhance customer services for businesses and residents and to increase the technical capabilities of L&I, including expanding online functions, improving data sharing between City departments, and making the inspection process more efficient. The ultimate outcome is intended to support improved building and human safety.

The full installation of eCLIPSE is designed to enable every service that L&I provides to be offered online, including permitting, plan review, license application and renewal and payment options. The benefits are projected to include reduced wait times, the creation of a virtually paperless system, enhanced recordkeeping and controls, and expanded payment options (including payment by credit card). Previously, most L&I services were only offered in-person at the Municipal Services Building.

Project eCLIPSE will also deploy “anytime, anywhere” mobile technology for field inspections. L&I inspectors will use mobile devices during inspections to enter inspection results into the data system in real time. The system will also allow field inspectors to review permits, plans and other relevant L&I data during the inspection process.

The SIAC recognized the potential for improving critical communications in matters of building safety, and recommended the continued installation of eCLIPSE at all practical speed as a core strategy for navigating the complex, intertwined communications both within L&I and across other departments. It is within this framework that the Board examines the progress made to date.

Progress to Date

- The eCLIPSE project is well underway – although the initiative is also now six months behind the originally projected completion deadline. The primary cause of the delay involves changing operational requirements leading to an increasing scope, which in turn has generated extensive change orders. This is not necessarily all negative, however, in that the end users of the technology are having increasing and relevant input to the scope of the end product. In addition, changes from the original RFP have been necessitated as City

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Council has made legislative changes, L&I has changed its business process, and where the drafters of the RFP did not fully anticipate the requirements of the current business process. While the original scope of the project has been fully funded, incremental funding for subsequent changes requires ongoing dialogue and approvals, and has not yet been fully committed.

- The ongoing installation of eCLIPSE has been under the purview of the City's Office of Innovation and Technology (OIT), with a dedicated project manager. Other project personnel include a business analyst, system administrator and the vendor's project team. The OIT project manager is doubling as Operations Manager.
- On the positive side of the eCLIPSE installation:
 - The project is actively underway with measureable progress being made with the full support of L&I leadership.
 - Good communications are in place among management, the eCLIPSE vendor, and L&I leadership.
 - Internal support for the project is strong, with good user feedback.
 - Training is in place and working.
 - The Electronic Plans contract is in review.
 - The mobile rollout is close to completion with L&I testing the app with users before full rollout.
 - Limited customization of the technology is containing the disruptive effect of future changes.
- Risks to the satisfactory completion of the eCLIPSE project with full operational capabilities include:
 - Continued funding, including where needed for appropriate change orders.
 - Challenges arising from the handling and funding of the many change orders being generated.
 - Staff continuity and continued dedication of sufficient staff to realize full operational capabilities.
 - The complex question of data ownership as a resource issue remaining unresolved.
- The significant potential upsides for the project include:
 - Significant increased revenue from licensing and collecting delinquencies.
 - The solution of a significant data integrity issue with the existing system.
 - Synchronization with other City departments.
 - Enhanced data analytics capability, including GIS, vacant land and property, and generation of predictive models.
 - Improved flagging of contractors in violation of licensing applications.
 - Accelerated issuance of stop work orders.
- In addition, project eCLIPSE should significantly improve fire safety through the real-time availability of electronic plans, enabling Fire Department personnel – while in route to a fire

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– to call up the plans of the building and basic information about the structure. This will lead to better informed fire personnel arriving at the scene of the fire. Another significant advantage of L&I and Fire Department eCLIPSE integration will be to enable the creation of predictive models to begin to identify areas that may see an increase in fires because of vacant buildings or extensive violations.

Key Next Steps

For building safety, for fire safety, and for critical communications between L&I and other operating departments, it is imperative that the eCLIPSE project be kept on track, fully funded (even if this means an increase in current funding), and adequately staffed and supported.

Specific key steps include:

- Continue to fund and complete eCLIPSE with ongoing aggressive management of change orders.
- Create a contingency account for funding of appropriate future change orders.
- Transition eCLIPSE operational control from OIT to a fully qualified L&I operational manager. L&I has yet to identify a fully qualified individual to assume the operational manager role.
- Staff the L&I eCLIPSE management team for rollout and post-deployment support and management.
- Fully implement the ePlans feature of the system, which will provide much-needed self-service to ease the approval process and other significant safety features.
- Integrate data processing with other City departments, including the management and control of vacant properties and imminently dangerous buildings.
- Expand analytics to predict and address projected abandoned and imminently dangerous buildings.

VII. Staffing and Training

The ultimate effectiveness of Philadelphia's building safety programs rests squarely on the degree to which the City employs a sufficient number of qualified, well-trained inspectors and other safety personnel. Strong leadership, policies and procedures, technology, and other factors are also critical, but the people ensuring building safety day-to-day through their work across city neighborhoods are essential – and Philadelphia has many dedicated public employees who have continued to deliver high quality services throughout all the challenges and criticisms of recent years.

Over time, however, recession-era budget cuts and turnover eroded staffing levels in L&I and supporting agencies, leaving a smaller number of inspectors with less average experience responsible for increasingly overwhelming and unmanageable caseloads. Since FY2014, however, Philadelphia has begun to rebuild this key capacity, and to put new structures in place to support enhanced professionalism and performance.

At the same time, it can take many months to bring about change in and hire under a municipal government's civil service system. In addition, it often requires years for newly hired inspectors to acquire full experience and a range of certifications. Accordingly, Philadelphia's rebuild of such capacity remains a work in process. The following bullet points highlight the progress made with these efforts through November 2015, and outline important next steps still ahead.

Progress to Date

- From 300 authorized positions in FY2013, the budgeted headcount for L&I has increased over each of the past three fiscal years to 322 in FY2014, 353 in FY2015, and 384 in FY2016.
- Along with the additional positions in L&I, the City's FY2016 Budget also authorized building safety positions in the Managing Director's Office (two management analysts), Office of Innovation and Technology (two GIS specialists), and Fire Department (eight Lieutenants dedicated to fire inspections).
- In combination with the positions previously added in FY2014 and FY2015, this represents a 28% increase of 84 positions above the starting FY2013 levels in L&I alone, and 96 new building safety positions overall.

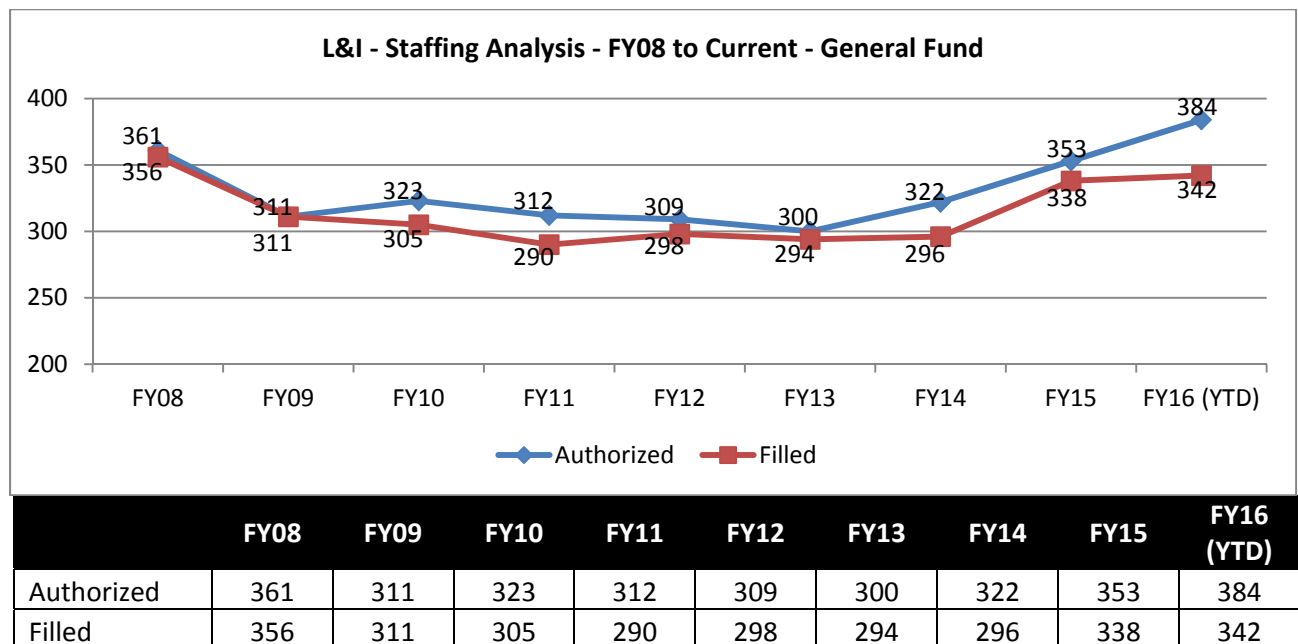
While the City is still gearing up to fill and train all of these new positions, with 42 vacancies remaining across L&I overall as of November 2015, substantial progress has been made toward completing civil service examination and procedural requirements to fill these additional key positions:

- A new, consolidated Code Inspector job classification has nearly been completed. Using an innovative broad-banding approach, this new job series will help fulfill the

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SIAC recommendations to provide a more professionally grounded career path for L&I inspectors with improved compensation competitiveness. While final authorization is pending resolution of labor concerns, the City has already increased inspection staffing using the prior classifications, and a major round of recruitment is slated under the new job series for early 2016.

- Civil Service eligible hiring lists were published in November 2015, enabling to move forward toward filling key Staff Engineer positions for professional engineers (P.E.) in the Department's Electrical, Mechanical, and Structural Divisions.
- Civil Service lists were also recently produced for Plumbing Inspectors (October 2015) and Electrical Inspectors (November 2015). Although skilled trades positions remain difficult to fill across City government, these lists should help to reduce the current vacancy levels.
- The development of these new titles and eligible hiring lists reflects months of effort and collaboration by L&I and the City's Office of Human Resources, and all key positions are expected to have new lists available before the end of calendar year 2015.



- In July 2015, L&I hired a professional Training and Development Manager, and established a new training division to coordinate and deliver enhanced training programs, some of which are already underway.

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Key Next Steps

- As noted above, L&I still had 42 vacancies out of 384 authorized positions as of November 2015. Although measures are well underway to fill a majority of these vacancies during FY2016, continued strong outreach, recruitment, and follow-through remains critical. As part of this effort, finalization of the new broad-banded Code Inspector classification is an urgent priority.
- Beyond the additional building safety staffing already authorized, the City's FY2016-FY2010 Five-Year Financial Plan includes an additional 50 positions in FY2017 and 8 more beginning in FY2018, for a total of 58 more recurring positions above current authorized levels. This planned, additional ramp up was intended to provide time for capacity building at a realistic pace, as well as for alignment with new technology systems under development. While some of the details for such further investment may appropriately be adjusted as the City learns from its experience under new legislation, technology, and programmatic structures (such as the current joint fire inspections approach being piloted by L&I and the Fire Department), the Building Safety Oversight Board strongly recommends that the rebuild of L&I and related activities continue on such an upward trajectory.
- The new broad-banded Building Inspector classification includes the flexibility for L&I to develop weekend and other off-hour shifts without incurring automatic overtime. Given the potential for a subset of unprincipled contractors to seek to avoid new safety requirements by performing illegal and unsafe demolitions on the weekends, it will be important for L&I to continue and expand active monitoring seven days per week. This new scheduling flexibility, included in the new job series, provides a positive tool for the Department to deploy in the months ahead.
- L&I is in the process of creating a comprehensive training and development plan for both new and existing staff. Elements to be addressed include enhanced demolition training, greater certification for newer hires, and expanded customer service and management training beyond purely technical professional education. This is another key initiative requiring support and follow-through in the months ahead.
- Mayor Nutter has called for the establishment of a new Chief Safety Officer position, however, recruitment efforts to date have not yielded a qualified candidate. As the new Administration builds its executive team, it will be important to successfully recruit leadership with the level of experience and expertise contemplated with this new role.

VIII. Financial Controls

As part of the original SIAC report, an in-depth review of the City's financing for L&I identified two areas for focus. First, the Commission cited the important role for the City's central financial agencies to regularly review and help ensure fiscal accountability for L&I and other departments involved in building safety. Second, the SIAC report recommended the establishment of a comprehensive process to evaluate on an annual basis, the actual costs of licenses, permits, code enforcement, performing inspections and related activities.

Over the intervening months, the City's Finance Department and Office of the Controller have met to coordinate regarding these concerns, and the Controller's Office has continued to actively monitor and report on L&I's activities and financial controls. The following bullet points highlight the progress made with these efforts through November 2015, and outline important next steps still ahead.

Progress to Date

- The Controller's Office and City Finance Department are in agreement in support of the following SIAC recommendations:
 - For at least the next three years, the Controller's Office will expand the scope of its annually required examination of the financial affairs of the proposed Department, as well as perform selected programmatic audits. These types of engagements should provide valuable insight into ways in which the Department can improve its financial and operational performance. For example, in a September 2015 Review of Operations, the Controller's Office, among other findings, reinforced the importance of building better data integrity controls and audit trail capabilities into the new eCLIPSE technology system to eliminate flaws highlighted in the report with regard to the existing Hansen information system.
 - To ensure that the Controller continues to have the resources to perform annual examinations and performance audits for appropriate oversight, the City and Controller's Office will work through the annual budget to provide appropriate funding to carry out such responsibilities. For example, using appropriations provided within the FY2015 operating budget, the Controller's Office has invested in a new electronic working paper system that will enable audit staff to gain efficiencies.
 - Annual audits of L&I will also include an assessment of the effectiveness of financial internal controls and report any weaknesses. These audits will focus on assessing whether management has designed and placed into operation internal controls to safeguard assets, assure the accuracy of departmental financial information recorded in the City's accounting system, and provide assurance of compliance with any laws, regulations, contracts, and grant agreements. For

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example, the Controller's September 2016 review identified areas of concern and opportunities for improvement with regard to L&I overtime controls.

Key Next Steps

- The original SIAC report highlighted recommendations included in a September 2006 assessment of L&I by the Controller to improve effectiveness of the Department's Housing Inspection and Enforcement Process. Many of the themes included in the Controller's 2006 assessment still remain to be addressed – involving the interrelated areas outlined throughout this report, including staffing resources, technology, performance measures, and collaboration among all City Departments. As reforms are made under the new Mayoral Administration, the Controller's 2006 recommendations remain a relevant reference point, and full cooperation and implementation should remain a priority as part of overall improvements in L&I and related functions.
- The SIAC report also recommended that L&I establish a comprehensive process to evaluate, on an annual basis, the actual costs of licenses, permits, code enforcement, performing inspections and related activities. Such reviews are important not only for ensuring appropriate cost recovery through fees and charges, but also to help generate sufficient resources for effective safety regulation and enforcement. While accurately determining the cost of each service is a complex process, establishing a practice of more routine cost assessment remains important to improve billing and potentially increase revenue going forward.

IX. Law Department /L&I Coordination

The City of Philadelphia Law Department (Law) plays an important role in the enforcement of code violations by handling cases initiated by L&I, often involving vacant properties. These cases may be processed through Municipal Court, the Court of Common Pleas, or handled out of court.

With the full cooperation of both Law and L&I, the SIAC identified a set of longstanding and concerning issues involving coordination between these two departments. Some of these issues are process-oriented and can be substantially resolved by better use of technology, both existing and planned with the full implementation of Project eCLIPSE. Other process issues are non-technological, and can be resolved by better internal and cross-department procedures.

The SIAC highlighted the following issues for attention by both departments:

- Unsatisfactory information flow, including particularly inaccurate information given to Law as to the identity and location of property owners in cases filed in Court either by L&I without prior consultation with the Law Department, or by Law using information furnished by L&I.
- Insufficient resources to locate property owners of property in unsafe or imminently dangerous conditions, necessitating the use of City resources for the repair or demolition of these properties.
- Lack of a system to track the progress and outcome of cases referred by L&I to Law.
- The inability of L&I inspectors to enter any property, including vacant properties, without obtaining the owner's permission.
- Inadequate Law Department resources resulting in triage decisions about which cases to bring to court to obtain necessary judgments, leaving other cases unaddressed.

In response to these particular issues, the SIAC made the following recommendations:

- The First Judicial District should approve a Law request for a court officer to be appointed to issue civil warrants to enter and inspect where the property is vacant or where the City has not been able to obtain permission to enter.
- Only Law should be permitted to file L&I actions in any court.
- Communications between Law and L&I should be electronic, with a system developed to track the progress and outcomes of cases filed.

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- With regard to case referrals, Law, with the cooperation of L&I, should develop an electronic form to be completed by L&I with a “no-go” feature built in to trigger improved document preparation prior to filing if L&I packages are incomplete and/or inaccurate.

To date, substantial progress has been made toward improved coordination between Law and L&I consistent with these recommendations, with several key steps remaining yet ahead.

Progress to Date

- On October 10, 2015, the First Judicial District entered an order granting the request of Law in its entirety appointing a court officer to issue civil warrants to enter and inspect properties where vacant or where the City has not been able to obtain permission to enter. The full text of the order is in Appendix C, and may also be found electronically at: <http://courts.phila.gov/pdf/regs/2015/Joint-GCR-2015-01.pdf>
- In addition, in November 2015, City Council amended Title 9 of the Philadelphia Code to include a provision for the voluntary authorization of access to vacant properties for inspection as a component of the licensing process.
- Law reports that many interagency communications have improved and are now electronic. Law tracks cases through the Case II system, while L&I continues to use the Hansen system until such time as eCLIPSE is fully functional. Within this framework, Law reports that the present system allows for Law’s review of referrals and return to L&I for more information, or rejection, where appropriate, such that a formalized “no-go” feature is unnecessary.

Key Next Steps

- The City’s FY2016-FY2020 Five-Year Financial Plan included funding for expanding Law Department staffing by six (6) positions to increase and accelerate court enforcement, scheduled to begin in FY2017 as new technology and processes are put into place. Such capacity building remains important for achieving fully effective enforcement.
- Law and L&I need to ensure realistic and coordinated policies relating to the decision to refer (for L&I) or file (for Law) cases in court that will achieve a greater level of deterrence to violators. The Board is well aware that L&I’s decisions to refer a property to court must accommodate a number of variables, and that the raw numbers of how many property violations are open vs. the number referred to court do not paint the complete picture of process efficiency. L&I feels strongly, however, that its referral process would be enhanced by reorganization (and increased resources) to enable more effective and comprehensive property oversight, and better communication and strategizing on dealing with unsafe buildings that may not have viable owners. The recurring issue of unsafe buildings which may not have a viable owner or be ripe for court warrants aggressive engagement with other City agencies. If property owners do not believe that violations will most likely result in fines or judicial orders, they will have little incentive to make repairs or otherwise bring a property

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into code compliance. The importance of a strong policy with effective implementation cannot be overstated.

- Law and L&I should continue to work toward having only Law attorneys file actions in any court. Law estimates that increased enforcement to properly address unsafe structures in court will require an additional three attorneys, two legal assistants and at least one secretary. Law would also require access to additional search engines, and Code Enforcement would also require additional office space.
- Additional court time to prosecute cases referred by L&I is of critical importance to any effort to increase property code enforcement. Law and L&I should schedule a conference with the First Judicial District at the earliest practical date to address this need.
- Law and L&I should continue to implement comprehensive electronic communications between the two departments, building on the improved functionality of the new eCLIPSE system to facilitate that implementation.
- Law and L&I should also work to establish an effective system of tracking and auditing the outcomes of all issued violations and to publicly report these results. This public reporting of progress/outcomes for violations needs to include a way to track continued progress once a property is in the legal process. Lack of this information creates both confusion and administrative inefficiency. L&I should consider establishing a senior management position to oversee this level of performance and compliance analysis.
- As a related concern, there is also no systemic mechanism now in place to internally audit and track outcomes of referred cases if a case is bounced back to L&I by Law for some deficiency. While the Board is assured that efforts are made to follow up which such referrals, the system appears to be prone to human error and effectively impossible to oversee or audit. Having key "business partners" work in silos without effective auditing can lead to inconsistent and selective processing. For instance, the Contractual Services Unit makes its own decisions about which cases to refer (or not) for legal enforcement, and those decisions are not subject to oversight or auditing by anyone except the Commissioner. While much of the relevant data is currently made public through an open data application programming interface (API), it is not digestible in a way that allows for accountability.
- Consideration should also be given to housing key Law attorneys and/or legal assistants physically within the L&I offices. While Law staff would remain fully accountable to the City Solicitor on all legal decisions and for the quality of City legal representation, co-location with L&I could substantially improve Law's understanding of operational concerns and L&I's understanding of legal considerations – with potential benefits for case prioritization, coordination, follow-up, and communications. The Board acknowledges that current Law Department Code Enforcement Unit leadership does not support this approach.

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Appendix A: Status Summary of SIAC Recommendations (Provided by the Nutter Administration)

The summary below has been provided by the Nutter Administration to track the status of the original SIAC recommendations, generally as of November 2015, with some December updates. This information is generally consistent with the findings and recommendations of the Building Safety Oversight Board as detailed throughout this Report, however, the specific details that follow in this Appendix reflect the City's understanding and perspective.

STRUCTURE					
SIAC #	Council Report	SIAC Recommendations	Status	Progress to Date	Next Steps
S-1		A Department of Buildings (DOB) should be established.	HOLD	When the SIAC report was released, the Administration developed an internal Steering Committee with staff from all appropriate departments to review implementation of each of the SIAC recommendations. The Steering Committee concluded that to consider fully the many ramifications related to the proposed structural change to the Department, it would need at least a year. With less than a year remaining in the Nutter Administration, the Steering Committee decided that this issue should be considered by the next administration. In light of this decision, the Committee reviewed the remaining SIAC recommendations with two key assumptions in mind: L+I will, for the time being, remain a single department and the new vision for L+I is as a public safety-oriented department that does not set unreasonable obstacles to development.	
S-2		The DOB should be headed by a Professional Engineer.	HOLD		
S-3		The DOB should be charged with the following responsibilities: a) Assuring code compliance to construction, maintenance, demolition and renovations to structures in the City; b) Identifying and sealing unsafe structures; c) Permitting and inspection of demolitions; d) The procurement process for public demolitions; e) Inspections and enforcement relating to the PM code in regards to all matters bearing upon the structural integrity of buildings.	HOLD		
S-4		Administrative staff for the L+I Review Board, Board of Building Standards, and Zoning Board of Adjustment should be housed in the new Department of Buildings.	HOLD		
S-5		A Department of Business Compliance should be established.			

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VACANT PROPERTY					
SIAC #	Council Report	SIAC Recommendations	Status	Progress to Date	Next Steps
V-1		The position of Director of Vacant & Abandoned Properties, with an adequate supporting staff, should be created within the current L&I Department	In Process	The Vacant Property Strategy Unit has been reinstated and is fully staffed and operational. New staff includes a data analyst, a case manager, two GIS specialists, and two research assistants, all working under the direction of the Department's Director of Policy. Working with the Office of Innovation and Technology, the Unit created a database of approximately 6,000 suspected vacant properties. These properties were researched, mapped, prioritized, and assigned to inspectors for proactive inspection. Inspections began on April 1, 2015 and more than 3,000 properties have been inspected to date. These proactive inspections will continue - along with inspections of all service requests for vacant properties received by the Department, which average approximately 600 per month - until the entire inventory is inspected. At that time, the Unit will repeat the process with a new inventory of suspected vacant properties, this one taken from the vacancy model being built by OIT (see below).	The remaining task is the creation and appointing of a Director of Vacant & Abandoned Properties. L&I fully agrees with the Commission on the need for a position to direct the City's overall vacant property efforts. We believe that a position of Director of Vacant and Abandoned Properties will be most effective and efficient as a cabinet-level position. This structure would reflect that vacancy is a city-wide problem that cannot be solved by code enforcement alone but rather that requires comprehensive solutions. In this structure, the Director of Vacant and Abandoned Properties will be able to coordinate all aspects of vacant property management - such as code enforcement, tax and nuisance lien foreclosure, and land acquisition - across all involved agencies, including L&I, Law, Revenue, Commerce, Fire, Police, Redevelopment Authority, Sheriff's Office, OIT, and the Land Bank. If the position is housed in L&I, the necessary coordination among all involved agencies would be considerably more difficult. The creation of this position should be considered by the next administration.

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VACANT PROPERTY					
SIAC #	Council Report	SIAC Recommendations	Status	Progress to Date	Next Steps
V-2		A Vacant Properties Task Force should be formed and managed	In Process	A multi-department group of agencies that deal with property-related issues has had an introductory meeting to communicate the status of the creation of the vacancy model and of L&I's vacant property inspections. An internal working group consisting of L&I, OIT, and the Lank Bank meets monthly to develop the vacancy model.	For there to be an effective, permanent task force or working group to address vacant properties, there must be a cabinet-level position to appoint members and coordinate meetings. This should be considered by the new administration.
V-3		Obtain regularly-updated vacant property surveys, using current technology	Completed (FY 18 Budget Request)	OIT is building a comprehensive property data warehouse using existing administrative data - including data from L&I, OPA, and others - and data obtained through LIDAR, Planimetrics, and other current technology. Part of this warehouse will be a predictive model that will identify properties that are suspected to be vacant based on a number of factors. This model is being tested now and will be available for use by L&I by Spring 2016.	This data will need to be updated and refreshed on a continual basis in order to effectively predict vacancy. Currently, additional funds to update Planimetrics data have been placed in the FY18 budget request. Additional funds will be required to refresh the data obtained through LIDAR and Cyclomedia every two years, and will have to be placed in future budget requests.

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VACANT PROPERTY					
SIAC #	Council Report	SIAC Recommendations	Status	Progress to Date	Next Steps
V-4		Use survey data to prioritize and target enforcement efforts, and assess what additional budgetary resources are necessary for abatement, including demolition.	In Process	The Vacant Property Strategy Unit has developed a database for tracking and reporting of inspections that allows for prioritization and targeting of enforcement efforts and real-time updates on properties needing abatement. Both processes will be enhanced upon the completion of the data warehouse, particularly through the use of LIDAR and Planimetrics data. In addition, the Unit's research assistants will be utilized to identify properties with owners who can be prosecuted, which will assist in budgeting abatement costs. All of this data will be improved once it is part of the Project eCLIPSE system.	These are ongoing processes that will remain the top priority of the Vacant Property Unit.

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VACANT PROPERTY					
SIAC #	Council Report	SIAC Recommendations	Status	Progress to Date	Next Steps
V-5		For abandoned properties without a responsive owner, the City should lien any abatement costs and work with the Land Bank for foreclosure and transfer to a new, responsible owner	In Process	The Vacant Property Strategy Unit identifies vacant properties that do not have a responsive owner and thus are not suitable for prosecution in court. Many of these properties are tax delinquent; these properties are referred to the Revenue Department for consideration for Sheriff Sale. The Unit also identifies properties with outstanding abatement liens and refers these to Revenue for Sheriff Sale on a prioritized basis. L&I cannot partner with the Land Bank on land acquisition or disposition, but the properties referred to Revenue for Sheriff Sale may be considered for acquisition by the Land Bank.	L&I and Revenue have a formalized Sheriff Sale recommendation process for vacant properties with tax and/or nuisance liens. Other processes necessary for the fulfillment of this recommendation are to be developed by Revenue and the Land Bank, among other agencies, and would be most effectively directed by a cabinet-level position. This should be considered by the next administration.
IT-6		L&I should assign a business owner of data quality and integrity outside the IT group and interface closely with L&I, IT, OIT and other city agencies to ensure shared, accurate information. Particularly important with respect to the master file property addresses maintained by the City's Office of Property Assessment. L&I's Compliance Division, which has IT personnel assigned, is a candidate for this role.	In Process	OIT is developing solutions to the city's addressing issues, with the support of the Office of Property Data (OPD). This is not something that should be housed within or directed by L&I.	This is a massive project that involves mapping all existing addresses, identifying current challenges to accuracy, and determining how to best to manage addressing going forward. This project involves multiple city agencies and should be coordinated by a cabinet-level position. This should be considered by the next administration.

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DEMOLITION					
D-1		A background investigation must be required and conducted for pre-qualifying companies to determine responsibility instead of this investigation only being part of the permitting process.	In Process	Response to Bill No. 130691-A and Bill No. 130685. Develop Special Inspection Program for demolition sites greater than three stories.	Sept. 2015: Implemented demolition contractor license and Special Inspection Program. Nov. 2015 Compliance must be complete.
D-2		The appropriate officials must verify all representations made by demolition qualification applicants.	Completed	Bill NO 130691-A amended and now requires the contractor to review the site safety plan on-site with one of L&I's professional engineers.	Will continue to monitor progress
D-3		City Council should continue in its efforts to create new demolition site safety (manager) positions			
D-4 (1)		The following should be included in the process for issuing a demolition permit for any structure in the City of Philadelphia: 1. A detailed safety plan	Completed	A detailed site safety plan and work schedule is currently required with all demolition permit applications. Major buildings which are defined by height and proximity to adjoining properties require a certified engineering seal by a Professional Engineer.	Will continue to monitor progress
D-4 (2)		2. The identification and signature of the responsible architect or engineer of the project	Completed	When applicable, the design professional in charge must be identified on the permit application and all construction documents prepared by the design professional must bear an original signature and seal.	Process enhancement: Electronic signatures will be part of the Project eCLIPSE capabilities. Will continue to monitor progress.

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D-4 (3)		3. Signatures from the property owner and/or corporate entity responsible officer must also be required	Completed	Already required.	Process enhancement: Additional enforcement capability will be available with the roll out of the permit phase of Project eCLIPSE. Will continue to monitor progress
D-4 (4)		4. Any requirements for additional safety steps initiated by a building inspector must be delivered in writing to the contractor. These safety plans must address worst-case, debris fields, and include provisions for rerouting street and pedestrian traffic accordingly. Three additional inspections should be scheduled and conducted to ensure compliance with the site safety plan.	Completed	The existing demolition permit process and associated controls satisfy the intent of the recommendation. Site safety plans identifying the means and methods of demolition and any potential hazards are submitted, in writing, by the Contractor and approved as part of the permit documents. The plans are reviewed on-site with the inspector. If there are any proposed deviations in scope or unidentified hazards, the Contractor must amend his site safety plan and permit prior to the start of demolition. The same process applies to hazards uncovered during the course of demolition. However, if the condition poses an imminent threat, immediate action is required.	Will continue to monitor progress
D-5		Any reports of a potentially unsafe condition should be resolved by a site visit by qualified inspector	Completed	Inspectors currently inspect and resolve all reports of unsafe conditions, but this response will be greatly enhanced by the implementation of Project eCLIPSE technology by early 2016. This part of Project eCLIPSE will allow contractors access to their L+I accounts.	Will continue to monitor progress

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PRIORITY #2 SIAC #6 (p.29)		The City should implement a system that ensures the 3rd party agency for inspections of electrical work is not chosen by the property owner, project manager or contractor.	In Process	FY 16 Budget Approved: Requesting four electrical inspectors	A regulation was promulgated requiring the 3rd party inspector to contract with the owner or his/her agent. Applications have been accepted for the electrical inspector position and L+I is waiting the list of eligible candidates from OHR. Initiate process of auditing inspection process with a target goal of 50%
PRIORITY #2 SIAC #7 (p.29)		The City should enact construction crane permit regulations.	In Process	FY 16 Budget Approved	Create and establish a crane registration and inspection process for all mobile and stationary crane through regulation. Crane Bill has been crafted. If the bill is approved then will hire and train certified Crane Inspector in the Department of Licenses and Inspections and Implement Crane Inspection Program
	#5	Increase Demolition Permit Fees	Completed	<i>Bill NO 130691-A</i> Increased demolition permit fees from \$10 to \$15 per 100 sq. ft. and the maximum permit fee from \$25,000 to \$37,500	Will continue to monitor progress

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FIRE SAFETY (Priority #4)					
F-1		Create a two-tiered system of code enforcement, using existing fire companies as well as a generally expanded Fire Prevention Bureau (FPB).	In Process	<p>Pilot inspection began in Spring 2015</p> <p>FY16-FY20 Budget Approved</p> <p>Enhanced fire inspections at the unit level by the Fire Department with an expanded Fire Code Unit (FCU). Inspections will be completed by company level PFD Certified Fire Inspectors Level I (CFI/I). Fire Code violation referrals will be forwarded to L&I for follow up.</p>	<p>The plan to implement this exists in two phases:</p> <p>Phase 1 includes using dedicated PFD and L&I staff to conduct joint inspections of various high-risk occupancies throughout the city. The first program inspections focus on large vacant commercial and industrial properties; a pilot program was successfully conducted in the 7th Council District in summer 2015, and the program will be expanded in December 2015.</p> <p>Phase 2 adds additional personnel from both Departments, bringing the total to 30 as the program is brought to scale.</p> <p>In support of the above and in order to enhance effectiveness, both Departments continue to work with OIT to develop an information sharing platform which will improve communication between Departments and provide useful data to emergency responders.</p>

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F-2		Create an expanded Fire Prevention Bureau properly staffed with a sufficient number of inspectors.	In Process	<p>FY16-FY20 Budget Approved</p> <p>Implementation of the program would require a new training program and expansion of the Fire Department's FCU. Fifteen (15) additional fire officers will be added to the FCU. These additional Officers will comprise a group of 11 to 15 joint inspection teams with L&I. Recruit, hire and train new PFD & L + I inspectors beginning July 1, 2015.</p>	<p>Phase I at PFD requires hiring/promoting two captains and six lieutenants who will be assigned to one of two Code Districts (South and East) composed of several battalions. The preferred location is within L&I offices located in South and East districts. L&I fire inspection personnel will be assigned from our existing staff and work from their existing district locations. PFD has committed to having staff in place by the end of 2015. Because existing L&I staff will be reassigned to this program, this requires the Department to replace the reassigned inspectors with new inspectors; this hiring will begin in early 2016.</p>
F-3		Provide specific training to both Fire Officers as well as Fire Inspectors.	In Process		<p>The training program will focus on two main goals: (1) Instruction and introduction to the code enforcement process and L&I procedures will be conducted for PFD personnel, and (2) Technical training programs on various Fire Code topics such as fire protection system installation and certification will be held. This is intended to occur within the L&I training framework and in conjunction with PFD Fire Academy.</p>

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INFORMATION TECHNOLOGY					
SIAC #	Council Report	SIAC Recommendations	Status	Progress to Date	Next Steps
PRIORITY #7 IT-1		OIT and L&I collectively must ensure the project is fully staffed, with turnover minimized and leadership housed at L&I.	In Progress	Project eCLIPSE Phase 1 - Business Licenses launched Jan. 5, 2015. OIT has assigned a Project Director and Project Manager to maintain momentum of future timelines, with additional IT staff rolling on and off as needed. Future IT needs are addressed through the best practice of a rolling 90-day resource calendar maintained by OIT and with input from L&I and Computronix. Staffing recommendations for the future include 4 additional IT positions to be hired with each phase of the project. FY16-FY20 Budget Approved	Project eclipse Phase 2 - Trade Licensing go-live date in May 2016. Department will need to begin the process of hiring additional staff including a GIS Analyst, E Plan project leader and business analyst for business process engineering for overall Department efficiency and effectiveness. Project eCLIPSE Phase 4- Code Enforcement will launch Fall 2016.
IT-2		To maintain current timeliness for project completion, the city and OIT in particular should assign additional staff full time to L & I through project rollout.	Completed	The Department and OIT have completed actions to meet necessary staffing levels for implementation. All technical resources have been identified and assigned for Project eCLIPSE implementation, with backup personnel identified. OIT has assigned a Project Director and Project Manager to maintain momentum and timelines, with additional IT staff rolling on and off as needed. Future IT needs are addressed through the best practice of a rolling 90-day resource calendar maintained by OIT and with input from L&I and Computronix. Department staff is proactively working with project staff to schedule needed resources well in advance. We fully expect that the project will meet all timelines going forward.	Will continue to monitor

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IT-3		Place more focus and attention on process engineering to obtain desired operation efficiencies.	Completed	Project eCLIPSE will have far-reaching implications across our City, including in our goals of reducing the number of vacant and blighted properties, encouraging safe development and making our department more efficient and accountable. This is how Project Eclipse will accomplish our goals.	Will continue to monitor.
IT-4		The eCLIPSE project team should more actively partner with divisional and supervisory leadership of L&I	Completed	The eCLIPSE project team has already had at least an initial meeting with each division head and their senior staff to review the overall project, target resource requirements, and discuss any initial concerns. These individuals are considered the subject-matter experts for their respective areas and work closely with the project team and vendors to not only explain the Department's business and processes, but to provide information for the build of the system. L&I Subject Matter Experts (SMEs) are identified prior to Phase kick-off activities to ensure current resources are in place and time allocated to support Project eCLIPSE. Phase One and Two SMEs have been identified and Phase Three experts will be fully identified for kick-off in late January. Project eCLIPSE leadership does not foresee any Fiscal or Administrative issues in this approach.	Will continue to monitor

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<p>PRIORITY #7 IT-5</p>		<p>E-Plans should remain a Phase 3 "go-live" objective and the city should finalize any remaining issues regarding the contract as soon as possible.</p>	<p>In Process</p>	<p>Part of Budget Request for FY 17</p>	<p>Project eCLIPSE Phase 3 - ePLANS and Permits to launch Fall 2016. Hyland's Onbase solution was selected in March 2014 as the system to implement. Contract negotiations began in August and are scheduled to be completed in December of 2015. The eCLIPSE Project Manager is leading the effort to create the Statement of Work for the contract and the City's Law Department is in weekly contact with the Vendor's Law Group for contract discussions. All parties are aware of the priority of this contract and its impact on Project eCLIPSE. Additional equipment will be required for plan reviewers to comment on and approve submitted plans. Equipment would need to be in place by Phase Three Go Live.</p>
<p>IT-6</p>		<p>L&I should assign a business owner of data quality and integrity outside the IT group and interface closely with L&I, IT, OIT and other city agencies to ensure shared, accurate information. Particularly important with respect to the master file property addresses maintained by the City's Office of Property Assessment. L&I's Compliance Division, which has IT personnel assigned, is a candidate for this role.</p>	<p>In Process</p>	<p>Moved under vacant property recommendations</p>	

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SIAC #	Council Report	SIAC Recommendations	Status	Progress to Date	Next Steps
STAFFING AND TRAINING					
PRIORITY #3 ST-1	#41	The City should be structured in such a way so as to place supervising licensed engineers in each division "discipline" (mechanical, electrical, plumbing, structural, fire protection, etc.) with a corresponding appropriate number of state certified inspectors.	In Process	Job announcement posted and applications reviewed by OHR	See pages 26-27 of this report.
PRIORITY #3 ST-2	#46	The City should hire additional qualified inspectors and plan reviewers to reduce the workload on individuals and assure thorough and complete reviews/inspections are being conducted.	In Process	Job announcement posted and applications reviewed by OHR	See pages 26-27 of this report.
ST-3		The City should create a new "Training Division" to create organized training programs for all department personnel.	Completed	Training manager hired 7/20/15	Will continue to monitor progress.

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SIAC #	Council Report	SIAC Recommendations	Status	Progress to Date	Next Steps
ST-4	#40	The City should take steps to establish a professionally grounded approach to titles, salary scales and career paths currently in place for the employees of L&I	In Process	New "Broadband" job titles were developed by Human Resources. The new job titles are L+I Building Inspector and L+I Code Enforcement Inspector. Civil Service Commission approval is now pending further refinement to address union concerns.	See pages 26-27 of this report.
Mayoral Recommendation		Chief Safety Officer (or Building Site Safety Officer). Define the job, salary, reporting structure, etc.	In Process	Job has been posted	No qualified candidates have responded to multiple jobs positions for this position. The next administration will need to decide whether to pursue this avenue.
	#38	All L+I Inspectors shall be OSHA 30 Trained	In Process	To date 60 out of 71 inspectors had completed OSHA 30 training and an additional 20 Code Enforcement Inspectors have received OSHA 30 Training.	Remaining OSHA 30 training will be scheduled for October and November 2015
	#39	A minimum of 20% of L+I inspectors shall be OSHA 300 trained	In Process	L+I has one inspector on staff with OSHA 500 certification and is developing a train-the-trainer plan to train additional inspectors.	By Winter 2016, train-the-trainer plan will be developed.

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FINANCIAL CONTROLS (Priority #9)					
SIAC #	Council Report	SIAC Recommendations	Status	Progress to Date	Next Steps
FC-1		Initially, the City Controller's Office should perform financial audits on the new Department of Buildings and department of Licensing and publish the results on a yearly basis for the next three years in order to obtain the financial documentation necessary for a timely evaluation of the Department's performance.	In Process	Agree that, for at least the next three years, the Controller's Office should expand the scope of its annually required examination of the financial affairs of the proposed Department, as well as perform selected programmatic audits. These types of engagements should provide valuable insight into ways in which the Department can improve its financial and operational performance.	For the next three years, the Controller's Office will be including in its annual audit plan an expanded scope audit of either the existing Department of Licenses and Inspections or, if implemented, the proposed new Departments of Buildings and Licensing. As part of its annual audit plan, the Controller's Office will also include selected areas of operational performance to evaluate.
FC-2		There should be improved financial oversight to ensure that the Departments are provided with the funding necessary to properly carry out their responsibilities.	In Process	Ensuring that the Controller continues to have the resources to perform annual examinations and performance audits of the Department will also help ensure appropriate oversight. The City's annual budget process will also play a crucial role in ensuring that the Controller's Office will receive appropriate funding to carry out its responsibilities.	The Controller's Office will continue efforts to recruit high quality job applicants that possess the skill sets and educational requirements to become Certified Public Accountants. Additionally, using appropriations provided within the fiscal year 2015 operating budget, the Controller's Office has invested in a new electronic working paper system that will enable audit staff to gain efficiencies in the performance of audits.

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FC-3		The annual audits should include an assessment of the effectiveness of internal controls and report any weaknesses.	In Process	We support the work of the Controller's Office to annually examine management's design and placement into operation of financial internal controls, (including those that encompass revenue collections, payroll, and other expenditures, as well as an expanded scope to include other functional areas such as imprest funds, other cash accounts, receivables, inventories, personal property, payables and encumbrances) and report any weaknesses. The Controller's Office agrees.	The planned expanded scope audits of either L&I or the proposed new departments will include an examination of financial internal controls. These audits will focus on assessing whether management has designed and placed into operation internal controls to safeguard assets, assure the accuracy of departmental financial information recorded in the City's accounting system, and provide assurance the department(s) is in compliance with any laws, regulations, contracts, and grant agreements, with which noncompliance could have material impact to financial statement amounts reported in the City Comprehensive Annual Financial Report.
FC-4		The September, 2006 assessment of L&I by the Controller that identified several recommendations that if implemented by management would improve effectiveness of the Housing Inspection and Enforcement Process, calling for improving collaboration among all City Depts.	In Process	We agree that L&I should continue to implement the recommendations listed in the Controller's September 2006 assessment. Additional oversight of financial and internal controls as noted in Recommendations 1-3 will also help L&I improve collaboration, productivity, and data accuracy. The subcommittee on Staffing and Training will provide additional detail on resource levels and progress toward those related recommendations. Recommend developing a dashboard.	We suggest that an implementation plan be developed in 2016 under the new administration.
FC-5		L&I should establish a comprehensive process to evaluate on an annual basis, the actual costs of licenses, permits, code enforcement, performing inspections and like activities.	In Process	We support the recommendation for the Department to develop a process for routinely assessing the actual costs of L&I services and activities. Accurately determining the cost of each service is a complex process and will require cooperation from other city departments including Budget and Accounting. Developing a process to routinely assess costs will improve Department billing and potentially generate increased revenues.	We suggest that an implementation plan be developed in 2016 under the new administration.

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Law Department and L+I Interface					
SIAC #	Council Report	SIAC Recommendations	Status	Progress to Date	Next Steps
L-1		The First Judicial District should consider and approve a Law Dept. request that a court officer be appointed to issue civil warrants to enter and inspect a property where vacant or where the City has not been able to obtain permission to enter.	In Process	The City's recommendation is to seek a warrant in instances of large vacant commercial structures, properties that are creating nuisance issues for the neighbors, and properties where serious violations are believed to exist in the interior. "Protocol for Seeking an Administrative Search Warrant" has been approved.	Next steps would be meeting with the First Judicial District to coordinate implementation. Also, training for L+I staff to be conducted by Law Department, and having the warrant application printed by Public Property.
Priority #8 L-2		Only the Law Department should file L&I actions in any court	In Process	FY17 Budget Request	Recruit, Hire and Train Law Department Personnel and Assign Cases
L-3		The Law Dept. with the cooperation of L&I should develop an electronic form to be filled out by L&I with a "no-go" feature built in if the information is not complete.	In Process	There is currently a no-go procedure in use but it is not electronic. Law & L+I are working to design/develop portions of eCLIPSE that are applicable to the legal process	Part of eCLIPSE Code Enforcement Rollout (Fall 2016) See page 32 of this report for additional information.
L-4		All communications between Law and L & I should be electronic and a system should be developed to track the progress and outcome of cases filed.	In Process	The institution of a policy and a procedure to have electronic communication for the receipt of equity requests and verifications of Complaints will reduce the amount of time between receipt of the request and the filing of the complaint. It will make enforcement stronger, and will result in better tracking of the results of cases. This feature will be built into eCLIPSE.	Part of eCLIPSE Code Enforcement Rollout (Fall 2016) See page 32 of this report for additional information.

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UNFUNDED MANDATES					
SIAC #	Council Report	SIAC Recommendations	Status	Progress to Date	Next Steps
		The leadership in the Mayor's Office and in City Council should avoid ever imposing unfunded mandates on L & I, the new Department of Buildings or the new Department of Licenses.	In Process	Steering Committee explored the idea that all legislation that is directed at L+I and that may have a significant resource impact should include a fiscal impact statement.	Suggest that the next administration form an internal working group to discuss the mechanics of compiling this financial data on a regular basis.
PRIORITY #6 S-4		A Department of Business Compliance should be established	In Process	FY17 Budget request	Increase the number of Business Compliance inspections in business districts throughout the City of Philadelphia.

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Appendix B: Illustrative Performance Indicators

Regular tracking of investment, activity, and results will be critical as a guide for ongoing and future building safety reform efforts. The following list of performance indicators (many of which are already in use by the City) is not meant to be exhaustive, but is provided to suggest key areas for ongoing monitoring and review, and to illustrate a framework for future management.

Vacant Properties

- Estimated number of vacant and abandoned properties Citywide
 - Total
 - Large Vacant Commercial and Industrial Properties (LVCIP)
- Number of vacant building complaints
- Number of vacant licenses
- Demolition activity (see below)
- Total number of vacant and abandoned structures cleaned and sealed
- Vacant Property Unit impact
 - Total inspections by type (service request, proactive list)
 - % of inspected properties cited for violations by type of inspection (service request, proactive list) and category of violation (vacant license, doors and windows, other)
 - Number and % of violated properties achieving pre-court compliance (vacant licenses, permits, abatement action)
 - Court actions and resolution (see Law Department Coordination section below)
 - Number of open violations
 - All indicators to be separately tracked for LVCIP
- Vacant properties referred to Sheriff sale and status

Demolition

- Annual funding for the demolition of vacant and abandoned structures

	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
General Fund	9,985,531	8,250,000	7,195,663	3,338,365	6,193,978	6,338,812	9,338,812	9,338,812	9,338,812
NTI				5,725,566	378,788	231,083	162,807	303,608	1,496,392
NSP2				1,305,161	1,449,140	1,265,803			
Total	9,985,531	8,250,000	7,195,663	10,369,092	8,021,906	7,835,698	9,501,619	9,642,420	10,835,204

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- Total number of public demolitions of vacant and abandoned structures

	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16 (proj)
General Fund	405	311	479	158	398	423	509	469	500
NTI				345	19	15	13	23	85
NSP2 (ARRA)				64	123	83			
Total	405	311	479	567	540	521	522	492	585

*City Neighborhood Transformation Initiative (NTI) special capital funding.

**HUD Neighborhood Stabilization Program (NSP) funding through the American Recovery and Reinvestment Act (ARRA) federal stimulus program.

- Total number of private demolitions
- Number of unsafe properties
- Number of imminently dangerous buildings
- Number of licensed demolition contractors
 - Number of approved Site Safety Managers
 - Number of approved Demolition Supervisors
 - Number of registered Special Inspectors
- Number of demolition permits, inclusive of data regarding results of verifications, site safety plan approvals/disapprovals, violations
- Number of construction site stop work orders issued

Fire Safety (see also Vacant Properties above, and Staffing and Training below)

- Number of fire code inspections by property type
- Number of fire code violations cited
- Number and % of properties with fire code violations achieving pre-court compliance
- Fire Code related court actions and resolution
- Number of open fire code violations and status

Information Technology

- eCLIPSE Phase 3 (Permits & Inspections) status and estimated “go live” date

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- eCLIPSE Phase 4 (Code Enforcement) status and estimated “go live” date
- Once live, number of inspections and other key activities conducted in eCLIPSE, along with number of data views by the public

Staffing and Training

- L&I staffing levels

	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16 (YTD)
Authorized	361	311	323	312	309	300	322	353	384
Filled	356	311	305	290	298	294	296	338	342

Major Positions	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16 (YTD)
District Building Inspectors	42	35	40	42	45	43	34	41	45
Contractual Services Unit (CSU) Inspectors	7	7	8	7	7	9	9	26	18
District Code Enforcement Inspectors	73	56	46	57	50	51	60	65	57
Plans Examiners*	32	30	30	42	41	36	31	30	28

- Fire Department Fire Prevention Bureau staffing
- Law Department code enforcement staffing
- Other dedicated building safety staffing (Managing Director’s Office, Office of Innovation and Technology, etc.)
- Certifications held by L&I Inspectors and other personnel
- Number of certified engineers and registered architects in L&I

STATE CERTIFICATION SUMMARY (as of 11/2015)	
118 Employees Hold Certification(s)	NOTE: Detailed breakdowns are tracked and available within L&I
766 Total Certifications Held	
6 Certified Engineers	NOTE: All Engineers possess at least a Bachelor's Degree in Civil Engineering
36 Certified District Building Inspectors	NOTE: Nine (9) recently hired District Building Inspectors not included

- Number of L&I with OSHA training in the 30 (basic), 500 (trainer), and 3500 (demolition) programs
- Number of Fire Department employees trained and certified at the Fire Inspector 1 level

- L&I training programs offered

Financial Controls

- Annual financial audit findings
- Programmatic audit findings
- Internal control audit findings
- Cost recovery analysis of fees, fines, and charges
- Total L&I revenues by category

Law Department Coordination

- Number of cases referred by L&I to Law for legal enforcement
 - Total number
 - As a % of open violations
- Status of cases referred to Law for legal enforcement
 - Status and resolution by type
 - Number of open matters by type
- Number of civil warrants issued for inspection of vacant properties

Appendix C: First Judicial District Order Regarding Property Inspection

**FIRST JUDICIAL DISTRICT OF PENNSYLVANIA
COURT OF COMMON PLEAS – TRIAL DIVISION
PHILADELPHIA MUNICIPAL COURT**

Joint General Court Regulation No. 2015-01

***In re: Administrative Search Warrants – Right of Entry –
Residential and Commercial Properties***

The Philadelphia Code authorizes code officials (i.e., “The Commissioner of Licenses and Inspections [as well as the Fire Commissioner in Fire Code matters] or his or her duly authorized representative charged with the administration and enforcement of such codes”) to enter any building or structure, subject to reasonable limitations, when there is reasonable cause to believe that a code violation exists or a dangerous condition is present which may cause serious harm to the public. *See* Title 4 of the Philadelphia Code, Section A-106 and Section A- 401.2 (2).

The Philadelphia Home Rule Charter also authorizes similar access. Section 5-1004 of the Home Rule Charter provides as follows:

Subject to the limitations of the Constitutions of the United States and of the Commonwealth of Pennsylvania, any officer or employee of the Department of Licenses and Inspections, in the performance of his duties, may at any reasonable hour, without hindrance, enter, examine and inspect all vessels, vehicles, premises, grounds, structures, buildings, and underground passages of every sort, including their contents and occupancies, and may likewise examine, inspect and test any substance, article, equipment or other property.

The United States Supreme Court and this Commonwealth’s appellate courts have had occasion to address the constitutional limitations imposed on city inspectors and code officials. *See eg. Camara v. Municipal Court of San Francisco*, 387 U.S. 523 (1967); *See v. Seattle*, 387 U.S. 541 (1967); *Commonwealth v. Tobin*, 828 A.2d 415 (Pa. Cmwlth. 2003); and *Warrington Township v. Powell*, 796 A.2d 1061 (Pa. Cmwlth. 2002).

In light of the important private and public rights involved and the concomitant necessary restrictions, the intent of this Joint General Court Regulation is to set forth the process to be followed in seeking administrative search warrants to enter and search residential and commercial premises while safeguarding the property rights of the property owners and lessees as well as other legal restrictions.

1. General Statement. Generally, a search warrant is not needed to inspect or search commercial premises which are open to the general public. However, the search of residential premises and commercial premises or sections within commercial premises which are not open to the public are presumptively unreasonable if conducted without an administrative search warrant, as provided herein. Moreover, an administrative search warrant to enter or inspect should be sought whenever the property owner, occupant, or possessor refuses entry, even if such administrative search warrant is not legally required.

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2. Residential Property. Unless the property owner, occupant, possessor, or other authorized agent consents to the entry, inspection or search of a residential premises before the premises are entered, inspected or searched, an administrative warrant shall be obtained as provided in Section 5. Provided, however, that entry, inspection or searches may be conducted due to exigent circumstances, which may include a fire or abandoned lot or property (as defined).

3. Commercial Property open to the public. An administrative search warrant is not required to enter, inspect or search a commercial property open to the general public.

4. Commercial Property not open to the public. Unless the property owner, occupant, possessor, or other authorized agent consents to the entry, inspection or search of a commercial property not open to the public, an administrative warrant shall be obtained as provided in Section 5. Provided, however, that entry, inspection or searches may be conducted due to exigent circumstances, which may include a fire or abandoned lot or property (as defined).

5. Application for Administrative Search Warrant and Authorization. The following process shall be followed in seeking an *Administrative Search Warrant*.

- a. **Affiant.** The Commissioner of Licenses and Inspections or any other authorized code officer may file an *Application for Administrative Search Warrant and Authorization*. The name of the Affiant, identification number, Agency name, address and telephone number shall be set forth in the *Application*.
- b. **Property to be entered, inspected or searched.** The property to be entered, inspected or searched must be identified and described in as much detail as possible. The description shall include the street address as well as the specific area within the property if necessary.
- c. **Property owner, occupant or possessor.** The property owner, occupant, or possessor as disclosed in available property records or other registrations (such as rental agent or business owner) shall be identified.
- d. **Reason for entry, inspection or search.** The specific factual and legal reasons for entry, inspection or search must be set forth in as much detail as possible, and any alleged statutory violation or ordinance violation must be identified. In the event a Code Enforcement violation or other legal proceedings are pending, the case number must be provided.
- e. **Reasonable Cause.** The affiant shall set forth with specificity the factual reasons which necessitate the entry, inspection or search, such as a violation of a city building, fire or other code with an adverse effect on the public health, safety or welfare. The affiant shall include a statement as to whether the property at issue was previously inspected and if so, the date of such inspection and shall attach any documentation or other description of the results of such inspection.
- f. **Review by City Solicitor.** The affiant shall submit the *Application* to the Assistant City Solicitor(s) designated by the City of Philadelphia to review such *Applications* for review and for approval to file such *Application* with the appropriate judicial officer.
- g. **The *Application* is to be brought to the designated Judicial Officer.** The affiant shall bring any *Application* approved by the designated Assistant City Solicitor to the judicial officer designated from time to time by the Administrative Judge of the Trial Division, Court of Common Pleas and/or by the President Judge of Philadelphia Municipal Court, as appropriate.

- h. **Oath to be administered by Judicial Officer.** The judicial officer shall administer the requisite oath to the affiant and shall determine whether reasonable cause exists for the issuance of an Administrative Search Warrant based on the information contained within the *Application* or provided therewith.
- i. **Issuance of Administrative Warrant.** If the issuing authority determines that reasonable cause exists for the issuance of an Administrative Search Warrant, the Warrant shall be issued. The judicial officer shall set forth the timing of the service of the Administrative Search Warrant as well as to the return of the Administrative Search Warrant and shall sign and seal the warrant and return it to the affiant. The Warrant shall be returnable to the Judicial Officer upon service. The original *Application*, Warrant and attachments shall be forwarded to the Office of Judicial Records and a copy of the *Application* and all attached documentation shall be retained by the judicial officer.

6. Reasonable cause to issue Administrative Search Warrants. Justification for the issuance of an Administrative Search Warrant does not rise to the level of criminal “probable cause.” As the United States Supreme Court noted in *See, supra*, an “agency’s particular demand for access will of course be measured, in terms of probable cause to issue a warrant, against a flexible standard of *reasonableness* that takes into account the public need for effective enforcement the particular regulation involved. *See*, 387 U.S. at 545. (*Emphasis supplied*). This Joint General Court Regulation thus references such standard as “reasonable cause” to highlight the applicable legal standard, while cognizant of the fact that some appellate cases may use the term “probable cause” while noting, as the United States Supreme Court did in *See*, that the administrative search warrant standard does not rise to the level of a criminal search warrant.

The original Joint General Court Regulation shall be filed with the Office of Judicial Records in dockets maintained for General Court Regulations issued by the Administrative Judge of the Court of Common Pleas and the President Judge of the Philadelphia Municipal Court, and one certified copy shall be submitted to the Administrative Office of Pennsylvania Courts. Two certified copies of the Joint General Court Regulation and an electronic copy on a computer diskette shall be distributed to the Legislative Reference Bureau for publication in the *Pennsylvania Bulletin*, shall be published in *The Legal Intelligencer*, and shall be posted on the First Judicial District’s website at <http://courts.phila.gov>. Copies of this General Court Regulation and shall also be submitted to *American Lawyer Media*, *Jenkins Memorial Law Library*, and the Law Library for the First Judicial District. This General Court Regulation shall become effective thirty (30) days after publication in the *Pennsylvania Bulletin*.

BY THE COURT:

/s/ *Kevin M. Dougherty*

/s/ *Marsha H. Neifield*

Honorable Kevin M. Dougherty
Administrative Judge, Trial Division
Court of Common Pleas
Chair, Administrative Governing Board

Honorable Marsha H. Neifield
President Judge,
Philadelphia Municipal Court
Philadelphia County

Date: 10/26/15

Date: 10/26/15

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APPLICATION DATE	Commonwealth of Pennsylvania CITY AND COUNTY OF PHILADELPHIA	WARRANT CONTROL NO.				
DOCKET NO.	Application for Administrative Search Warrant and Authorization	ISSUED TO DISTRICT/UNIT				
<table style="width: 100%; border: none;"> <tr> <td style="width: 30%; border: none;"><i>NAME AND AFFIANT</i></td> <td style="width: 30%; border: none;"><i>IDENTIFICATION NO.</i></td> <td style="width: 30%; border: none;"><i>AGENCY - DISTRICT/UNIT - ADDRESS</i></td> <td style="width: 10%; border: none;"><i>PHONE NUMBER</i></td> </tr> </table>			<i>NAME AND AFFIANT</i>	<i>IDENTIFICATION NO.</i>	<i>AGENCY - DISTRICT/UNIT - ADDRESS</i>	<i>PHONE NUMBER</i>
<i>NAME AND AFFIANT</i>	<i>IDENTIFICATION NO.</i>	<i>AGENCY - DISTRICT/UNIT - ADDRESS</i>	<i>PHONE NUMBER</i>			
STREET ADDRESS OF PROPERTY TO BE ENTERED/INSPECTED/SEARCHED/ITEMS TO BE SEIZED		BRT/OPA #				
DESCRIPTION OF PROPERTY TO BE ENTERED/INSPECTED/SEARCHED/ITEMS TO BE SEIZED. PROVIDE APARTMENT OR SUITE NUMBER IF APPROPRIATE. <i>(Be specific):</i>						
NAME OF OWNER, OCCUPANT OR POSSESSOR OF SAID PROPERTY <i>(If proper name is unknown, give alias and/or description):</i>						
VIOLATION OF STATUTE OR ORDINANCE. <i>(Describe conduct or specify statute):</i>		PROVIDE CODE VIOLATION COMPLAINT NO. IF ISSUED				
REASONABLE CAUSE AFFIDAVIT						
REASONABLE CAUSE BELIEF TO ENTER AND/OR SEARCH THE SAID PROPERTY IS BASED UPON THE FOLLOWING FACTS AND CIRCUMSTANCES:						
<input type="checkbox"/> _____ ADDITIONAL PAGES ARE ATTACHED I verify that the statements contained herein are true and correct to the best of my knowledge, information and belief. I understand that these statements are made subject to the penalties of 18 Pa.C.S. § 4904 relating to unsworn falsification to authorities.						
Date: _____		SIGNATURE OF AFFIANT _____				
APPROVED BY CITY SOLICITOR						
<table style="width: 100%; border: none;"> <tr> <td style="width: 30%; border: none;"><i>NAME OF ASSISTANT CITY SOLICITOR</i></td> <td style="width: 30%; border: none;"><i>SIGNATURE OF ASSISTANT CITY SOLICITOR</i></td> <td style="width: 15%; border: none;"><i>DATE</i></td> <td style="width: 25%; border: none;"><i>FILE NUMBER</i></td> </tr> </table>			<i>NAME OF ASSISTANT CITY SOLICITOR</i>	<i>SIGNATURE OF ASSISTANT CITY SOLICITOR</i>	<i>DATE</i>	<i>FILE NUMBER</i>
<i>NAME OF ASSISTANT CITY SOLICITOR</i>	<i>SIGNATURE OF ASSISTANT CITY SOLICITOR</i>	<i>DATE</i>	<i>FILE NUMBER</i>			
The below named Affiant, being duly sworn (or affirmed) before the Issuing Authority according to law, deposes and says that the above property has not been recently inspected, may be in violation of the Philadelphia Code, and that reasonable cause exists for the issuance of an Administrative Search Warrant to enter the property and to inspect and/or search same as described above.						
<table style="width: 100%; border: none;"> <tr> <td style="width: 30%; border: none;"><i>NAME AND AFFIANT</i></td> <td style="width: 30%; border: none;"><i>SIGNATURE OF AFFIANT</i></td> <td style="width: 30%; border: none;"><i>AGENCY - DISTRICT/UNIT - ADDRESS</i></td> <td style="width: 10%; border: none;"><i>DATE</i></td> </tr> </table>			<i>NAME AND AFFIANT</i>	<i>SIGNATURE OF AFFIANT</i>	<i>AGENCY - DISTRICT/UNIT - ADDRESS</i>	<i>DATE</i>
<i>NAME AND AFFIANT</i>	<i>SIGNATURE OF AFFIANT</i>	<i>AGENCY - DISTRICT/UNIT - ADDRESS</i>	<i>DATE</i>			
TO BE COMPLETED BY THE ISSUING AUTHORITY						
SWORN TO AND SUBSCRIBED BEFORE ME THIS _____ DAY OF _____, 20 _____						
<table style="width: 100%; border: none;"> <tr> <td style="width: 30%; border: none;"><i>SIGNATURE OF ISSUING AUTHORITY</i></td> <td style="width: 20%; border: none;"><i>TITLE</i></td> <td style="width: 30%; border: none;"><i>OFFICE ADDRESS</i></td> <td style="width: 20%; border: none;"><i>SEAL</i></td> </tr> </table>			<i>SIGNATURE OF ISSUING AUTHORITY</i>	<i>TITLE</i>	<i>OFFICE ADDRESS</i>	<i>SEAL</i>
<i>SIGNATURE OF ISSUING AUTHORITY</i>	<i>TITLE</i>	<i>OFFICE ADDRESS</i>	<i>SEAL</i>			
ADMINISTRATIVE SEARCH WARRANT						
TO AFFIANT/CODE ENFORCEMENT OFFICIAL: upon consideration of the facts which have been sworn to or affirmed before me I have found reasonable cause to enter the above property as requested and I do authorize you to inspect and search the above described property.						
<input type="checkbox"/> This Warrant shall be served as soon as practicable and shall be served only between the hours of 6AM to 10PM but in no event later than _____						
<input type="checkbox"/> This Warrant shall be served as soon as practicable and may be served any time during the day or night but in no event later than _____						
<input type="checkbox"/> This Warrant shall be returnable to Judicial Officer _____						
Issued under my hand this _____ day of _____, 20 _____, at _____ .M o'clock. <i>(Issue time must be stated)</i>						
Signature of Issuing Authority _____		Title (Court of Common Pleas Judge, Municipal Court Judge, Other) _____ Date Commission Expires _____				