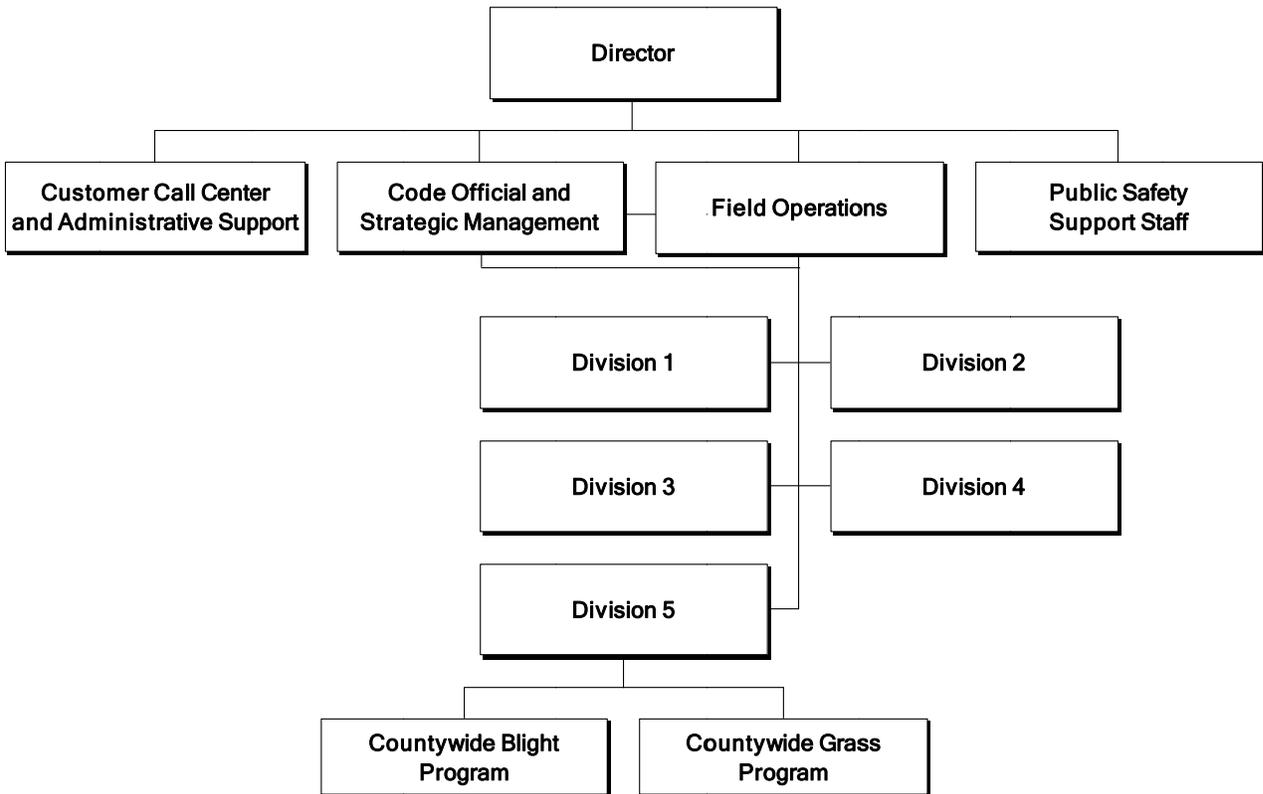


Department of Code Compliance



Mission

The mission of the Department of Code Compliance is to provide services to protect the lives, property and environment of our community by providing a resource of trained professionals that promote and protect the integrity of our neighborhoods. This is accomplished through the enforcement of the Zoning Ordinance, Building Codes and other safety codes utilizing communication, cooperation and education in partnership with the community.

AGENCY DASHBOARD			
Key Data	FY 2010 ⁽⁴⁾	FY 2011	FY 2012
1. Customer Phone Calls	NA	19,409	20,463
2. Customer Service Requests-Total ⁽²⁾	NA	8,845	9,228
3. Zoning Enforcement Cases	NA	3,774	3,858
4. Property Maintenance Code Cases	NA	1,197	1,436
5. Unpermitted Building Code Cases	NA	933	860
6. Tall Grass or Lawn Area Ordinance Cases	NA	1,783	1,901

⁽⁴⁾ The Department of Code Compliance was created effective July 1, 2010 and thus did not exist prior to FY 2011.

⁽²⁾ Customer Service Requests-Total is supported by other service requests and cases not listed, including the Blight Ordinance, certain residential aspects of the Fire and Health codes, and multi-agency code enforcement issues.

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Focus

As part of the FY 2011 Adopted Budget Plan, the Board approved the creation of the Department of Code Compliance (DCC), combining the functions of the Enhanced Code Enforcement Strike Team, the majority of the Zoning Enforcement function in the Department of Planning and Zoning (DPZ), and a small portion of the Environmental Health Division of the Health Department. Additionally, Public Safety and Fire Marshal staff was deployed from their home agencies in support of the new department. The vision of the consolidation was to create an adaptable, accountable, multi-code enforcement organization within a unified leadership/management structure that could respond effectively and efficiently toward building and sustaining neighborhoods and communities.

Effective July 1, 2010, administration of compliance programs pertaining to Zoning, Building, Property Maintenance, Health, and Fire Codes, as well as the Blight and Grass Ordinances were centralized in DCC, thus creating a collaborative multi-functional environment that can investigate and resolve violations and concerns in the residential and commercial communities. One of the customer service highlights of the new organization was that DCC would be centrally responsible for customer service intake and administrative support for the

services which they provided, as well as also provide support to efforts in sister enforcement agencies. By consolidating the intake processes from multiple agencies, DCC was enabled to better support its customers by creating more of an integrated one-call center. This action greatly enhanced customer satisfaction and support by reducing calls that, formerly, needed to be transferred to another agency or agencies.

Beyond operational efforts to create a new agency, re-engineer processes, policies and organizational structures, DCC also engaged in an extensive customer outreach program by meeting with numerous civic and homeowners associations and participating in community and similar public events. Some of the primary intents of that outreach were to educate the community about the new department's mission and processes, enable face to face contact with staff and residents, and create opportunities for feedback from residents to staff about trends and issues in their community, which then enabled staff to assess programmatic priorities and directions across the many communities in the county. DCC also participated in the creation of two videos about the department and its mission, creation of several public service announcements about code issues facing the County's communities, and publishing of flyers, handouts and other media to improve resident awareness of these issues.

Since the agency's first year of operation in FY 2011, efforts have continued through FY 2013 to better refine processes, policies, efficiencies, effectiveness and outcomes for both the Customer Call Center and Documentation Unit, responsible for complaint intake, as well as the Field Operations Unit. The agency completed its first Strategic Plan in FY 2012 and continues to implement measures to best serve the community, identify issues and trends, deploy services, provide educated and experienced staff and all systems necessary to address and resolve those community issues in a timely manner.

The Department of Code Compliance supports the following County Vision Elements:



Maintaining Safe and Caring Communities



Creating a Culture of Engagement



Building Livable Spaces



Exercising Corporate Stewardship

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The agency's focus in FY 2014 will continue to emphasize efforts to identify issues facing neighborhoods and communities and deploy necessary resources to best address and resolve those matters. Furthermore, DCC will continue to review the technical balance of code authorities which enable investigative staff to best serve the community, and identify additional areas, as needed, which should be considered in order to improve the agency's ability to meet its mission.

Budget and Staff Resources

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Revised	FY 2014 Advertised
FUNDING				
Expenditures:				
Personnel Services	\$3,157,195	\$3,122,957	\$3,422,957	\$3,458,652
Operating Expenses	442,084	517,246	521,290	527,246
Capital Equipment	0	0	0	0
Total Expenditures	\$3,599,279	\$3,640,203	\$3,944,247	\$3,985,898
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	44 / 44	44 / 44	44 / 44	44 / 44

FY 2014 Funding Adjustments

The following funding adjustments from the FY 2013 Adopted Budget Plan are necessary to support the FY 2014 program:

- ◆ **Employee Compensation** **\$35,695**
 An increase of \$35,695 in Personnel Services reflects the full year impact of the FY 2013 2.5 percent performance-based scale and salary increase, effective January 2013, for non-uniformed employees. It should be noted that no funding is included for additional employee compensation for this department in FY 2014.
- ◆ **Special Investigation Unit Adjustment** **\$300,000**
 Funding of \$300,000 in Personnel Services is required to meet current Board-directed Special Investigation Unit (SIU) requirements, fill vacancies, and improve the ability of staff to meet Board of Supervisors' expectations consistent with adjustments included in FY 2013. Since its creation, DCC has administered compliance programs pertaining to Zoning, Building, Property Maintenance, Health, and Fire Codes, as well as the Blight and Grass Ordinances. In addition to this core work, DCC has recently been tasked by the Board to support SIU activities, which typically occur after-hours and on weekend evenings, and have required extensive use of overtime. This work includes, but is not limited to, enforcement and compliance activities pertaining to entertainment establishments that transform into "dance/night club" type uses. In order to maintain current levels of support for SIU-related activities while continuing to meet its core functions, additional Personnel Services funding is required.
- ◆ **Intergovernmental Charges** **\$10,000**
 A net increase of \$10,000 in Operating Expenses for Department of Vehicle Services charges is based on anticipated charges for fuel, vehicle replacement, and maintenance-related costs.

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- ◆ **Reductions** **\$0**
 It should be noted that no reductions to balance the FY 2014 budget are included in this agency based on the agency's lack of flexibility in their Personnel and Operating budgets due in part to the additional work requested by the Board noted above.

Changes to FY 2013 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2013 Revised Budget Plan since passage of the FY 2013 Adopted Budget Plan. Included are all adjustments made as part of the FY 2012 Carryover Review, and all other approved changes through December 31, 2012:

- ◆ **Carryover Adjustments** **\$304,044**
 As part of the FY 2012 Carryover Review, the Board of Supervisors approved funding of \$300,000 to meet current Special Investigation Unit (SIU) requirements and improve staff's ability to meet the Board of Supervisors' expectations. In addition, the Board approved encumbered funding of \$4,044 in Operating Expenses.

Cost Centers

Central Services

The Central Services cost center includes the Customer Call and Documentation Unit which provides a first point of contact for County residents. This cost center enables staff to discuss concerns and complaints with residents of the County in order to provide the most effective service possible. Both DCC cost centers work closely together throughout the complaint evolution, from intake, investigation, compliance and prosecution if necessary, to case resolution and closure.

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Revised	FY 2014 Advertised
EXPENDITURES				
Total Expenditures	\$1,098,344	\$1,218,092	\$1,222,136	\$1,235,457
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	8 / 8	8 / 8	8 / 8	8 / 8
1 Director, Code Compliance	1 Code Compliance Operations Mgr.	4 Administrative Assistants III		
1 Code Auth./Strategic Initiative Mgr.	1 Management Analyst II			
TOTAL POSITIONS				
8 Positions / 8.0 FTE				

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Field Operations

The Field Operations cost center responds to service requests and also meets with community groups to discuss the services provided and methods to submit complaints and monitor progress. This cost center also hears concerns from residents about cases or issues in their community or trends that they are observing. Both DCC cost centers work closely together throughout the complaint evolution, from intake, investigation, compliance and prosecution if necessary, to case resolution and closure.

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Revised	FY 2014 Advertised
EXPENDITURES				
Total Expenditures	\$2,500,935	\$2,422,111	\$2,722,111	\$2,750,441
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	36 / 36	36 / 36	36 / 36	36 / 36
5 Code Compliance Supervisors	10	10 Code Compliance Investigators III		
1 Urban Forester II	20	20 Code Compliance Investigators II		
TOTAL POSITIONS				
36 Positions / 36.0 FTE				

Key Performance Measures

Indicator	Prior Year Actuals			Current Estimate
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate/Actual	FY 2013
Central Services				
Percent of service requests processed within two business days	NA	97.0%	97.0% / 97.0%	97.0%
Field Operations				
Percent of first inspections conducted within 20 business days	NA	80.0%	92.0% / 90.0%	92.0%
Percent of non-litigated service requests resolved within 120 days	NA	77.0%	80.0% / 84.0%	84.0%

A complete list of performance measures can be viewed at www.fairfaxcounty.gov/dmb/fy2014/advertised/pm/97.pdf

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Performance Measurement Results

Performance Measures for DCC have been identified to enable accountability of the department's two cost centers: Central Services and Field Operations. The measures chosen are based on the results of extensive community and stakeholder discussions pertaining to those areas of performance significance to them. The measures will serve as management tools for staff of DCC and Senior Leadership to monitor workload volume, staffing effectiveness and efficiencies, and overall performance outcomes.

The Central Services cost center primarily focuses on customer contact, service request intake and overall support to field operations. In order to improve and enhance overall customer service and satisfaction, the call center was established by consolidating several intake processes from former agencies. The unified approach reduces the number of calls that customers need to make to report concerns or obtain information. Thus, the goal of processing all service requests within two business days was established to ensure an effective intake process and expedient service request processing and case file setup for referral to field operations. Service requests can be obtained from customer calls, website intake, emails, referrals from staff and other agencies, letters and correspondence and a variety of other means.

The Field Operations cost center focuses on effective review, assignment and resolution of service requests within the five field divisions based on the cases' geographic location in the County. Case life-cycle often consists of assignment, research, investigation, documentation, issuance of formal notices of violation, follow-up to ensure compliance, and referral to court processes and testimony as required, concluding with compliance tracking. Case life-cycle times can vary widely by technical discipline, ability of DCC staff to contact the owner (some owners do not live within the County or the State of Virginia), and willingness of the owner or tenant to comply.

Case durations can vary from short-duration grass enforcement cases wherein an owner readily responds to cut their grass within a few days, to long-term, multi-month cases involving correction of illegally and extensively subdivided structures or illegal uses of houses or properties, to blight abatement cases requiring Board of Supervisors' Public Hearings to abate blighted conditions. To address these many aspects of field operations, an overall goal to provide efficient and effective investigation and resolution was identified. Two objectives were selected as being critical to achieving this goal: conducting a first inspection within 20 business days and, resolving non-litigated service request within 120 days. Timely first inspections are critical in order to allow staff investigators to observe and identify the issues, concerns or behaviors that residents have reported.

Inspector service request (case) volume is an indicator of overall workload volume, which also can affect the average time to complete first inspections on those cases. Resolution of non-litigated service requests focuses on gaining compliance within need for court processes. Timeliness of resolution and completion of those non-litigated cases depends on the owner or tenant availability and willingness to comply, as well as the investigator's diligence in pursuing resolution, thus the non-litigated cases are being reported for organizational performance measurements due to DCC's greater control of the resolution processes.