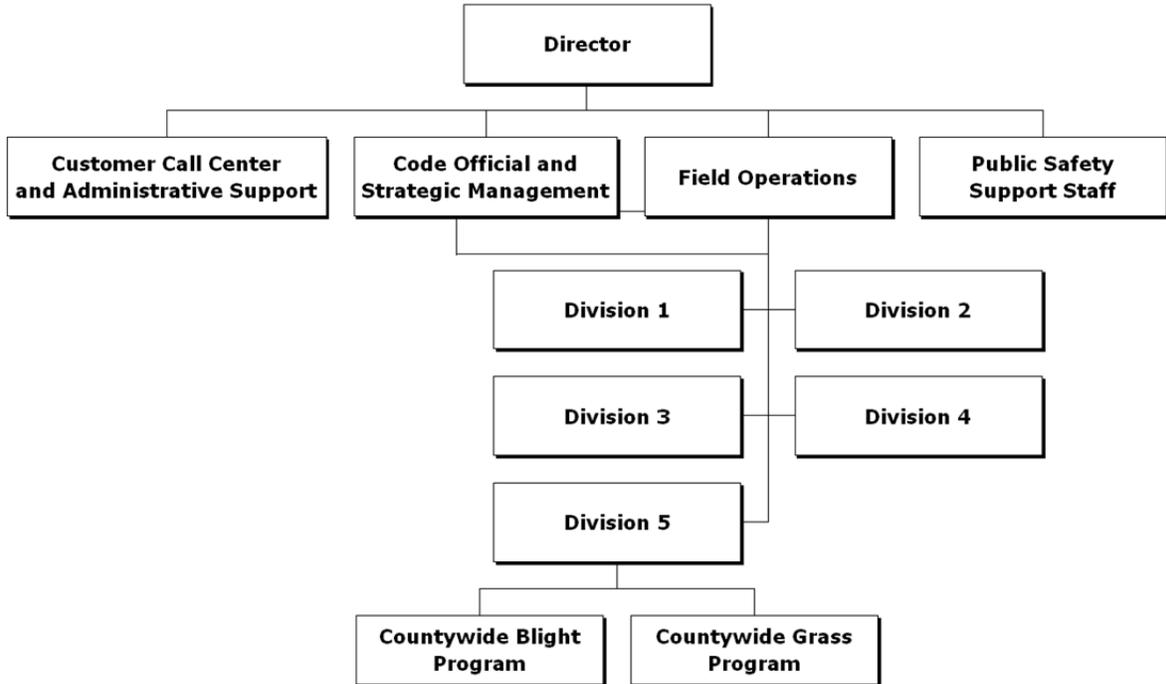


Department of Code Compliance



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 2011	FY 2012	FY 2013
1. Customer Phone Calls	19,409	20,463	18,313
2. Customer Service Requests-Total ¹	8,845	9,228	8,756
3. Zoning Enforcement Cases	3,774	3,858	3,550
4. Property Maintenance Code Cases	1,197	1,436	1,452
5. Unpermitted Building Code Cases	933	860	849
6. Tall Grass or Lawn Area Ordinance Cases	1,783	1,901	1,475

(1) 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 Office of the Fire Marshal staff are deployed from their agencies in order to fully support the mission and daily operations of the Department of Code Compliance. The focus of the DCC continues to be a multi-code enforcement organization within a unified leadership/management structure that responds effectively and efficiently to ensure safe, caring and sustainable neighborhoods and communities.

Administration of compliance programs pertaining to Zoning, Building, Property Maintenance, Health, and Fire Codes, as well as the Blight and Grass Ordinances remain centralized in the DCC. This centralized approach to code enforcement creates 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 consolidation model is the provision of centralized customer services

intake. By consolidating the intake processes from multiple agencies, DCC has been able 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.

DCC continues to gauge community trends and service needs through extensive customer outreach efforts by meeting with numerous civic and homeowners associations and participating in community and similar public events. Community outreach efforts are designed to educate the community about the DCC 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. DCC staff members continue to engage in partnerships with other agencies and serve on County and Statewide task forces to deal with issues affecting our communities, such as the Hoarding Task Force. Additional funding for the Special Investigations Unit (SIU) allowed for greater flexibility to respond to service requests outside core hours and provided greater success in contacting violators resulting in a reduction in the number of attempts for first inspections.

The agency continues to utilize the DCC Strategic Plan 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 agency's focus in FY 2015 will be to continue our dedication to being a leader in the code compliance arena, 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

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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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 2013 Actual	FY 2014 Adopted	FY 2014 Revised	FY 2015 Advertised
FUNDING				
Expenditures:				
Personnel Services	\$3,182,988	\$3,458,652	\$3,496,052	\$3,513,850
Operating Expenses	376,658	527,246	563,663	556,830
Capital Equipment	36,270	0	0	0
Total Expenditures	\$3,595,916	\$3,985,898	\$4,059,715	\$4,070,680
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	44 / 44	44 / 44	44 / 44	45 / 45

FY 2015 Funding Adjustments

The following funding adjustments from the FY 2014 Adopted Budget Plan are necessary to support the FY 2015 program.

- ◆ **Employee Compensation** **\$44,751**
 An increase of \$44,751 in Personnel Services reflects funding for a 1.29 percent market rate adjustment for all employees in FY 2015, effective July 2014.
- ◆ **Customer Service Position** **\$10,447**
 An increase of \$10,447 is associated with the establishment of 1/1.0 FTE Administrative Assistant IV position to support administrative-related needs within DCC's Customer Services Branch. In the past, administrative support of this nature was provided through limited term support; however, recruitment and retention of qualified employees has been a constant issue for the agency as the position requires an individual who can assist with numerous administrative functions including payroll, benefits, recruitment, and other related matters. The cost of transitioning this position to merit status is partially covered through reallocating existing funds for limited-term support. It should be noted that an increase of \$22,028 in Fringe Benefits funding is included in Agency 89, Employee Benefits, for a total cost of \$32,475. For further information on Fringe Benefits, please refer to the Agency 89, Employee Benefits, narrative in the Nondepartmental program area section of Volume 1.
- ◆ **PC Replacement** **\$18,500**
 An increase of \$18,500 is included for PC replacement charges to reflect both updated inventory counts and revised costs, primarily associated with licenses and software requirements, following the review of the PC Replacement Program conducted in FY 2014.
- ◆ **Department of Vehicle Services Charges** **\$11,084**
 An increase of \$11,084 for Department of Vehicle Services charges based on anticipated billings for maintenance and operating-related charges.

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Changes to FY 2014 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2014 Revised Budget Plan since passage of the FY 2014 Adopted Budget Plan. Included are all adjustments made as part of the FY 2013 Carryover Review, and all other approved changes through December 31, 2013:

- ◆ **Carryover Adjustments** **\$73,817**
 As part of the FY 2013 Carryover Review, the Board of Supervisors approved funding of \$73,817 including \$37,400 in Personnel Services for a one-time compensation adjustment of \$850 for merit employees paid in November 2013, and \$36,417 in encumbered funding in Operating Expenses.

Cost Centers

Central Services

The Central Services cost center includes the DCC Leadership Team and 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 2013 Actual	FY 2014 Adopted	FY 2014 Revised	FY 2015 Advertised
EXPENDITURES				
Total Expenditures	\$1,058,660	\$1,235,457	\$1,278,674	\$1,284,758
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	8 / 8	8 / 8	8 / 8	9 / 9
1 Director, Code Compliance		1 Code Compliance Operations Mgr.	1 Administrative Assistant IV (1)	
1 Code Auth./Strategic Initiative Mgr.		1 Management Analyst II	4 Administrative Assistants III	
TOTAL POSITIONS				
9 Positions (1) / 9.0 FTE (1.0)			() Denotes New Position	

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 2013 Actual	FY 2014 Adopted	FY 2014 Revised	FY 2015 Advertised
EXPENDITURES				
Total Expenditures	\$2,537,256	\$2,750,441	\$2,781,041	\$2,785,922
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	36 / 36	36 / 36	36 / 36	36 / 36

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5 Code Compliance Supervisors	10 Code Compliance Investigators III
1 Management Analyst III	20 Code Compliance Investigators II

TOTAL POSITIONS
36 Positions / 36.0 FTE

Key Performance Measures

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate/Actual	FY 2014	FY 2015
Central Services					
Percent of service requests processed within two business days	97.0%	97.0%	97.0%/ 97.0%	97.0%	97.0%
Field Operations					
Percent of first inspections conducted within 20 business days	80.0%	90.0%	92.0%/ 96.1%	93.0%	93.0%
Percent of non-litigated service requests resolved within 120 days	77.0%	84.0%	84.0%/ 86.0%	85.0%	85.0%

A complete list of performance measures can be viewed at www.fairfaxcounty.gov/dmb/fy2015/advertised/pm/97.pdf

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 significant 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. DCC’s outstanding service model has ensured the ability to effectively process the vast majority of service requests within one business day.

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.

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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. Both objectives achieved measureable improvements in efficiency, service quality and outcomes in FY 2013.