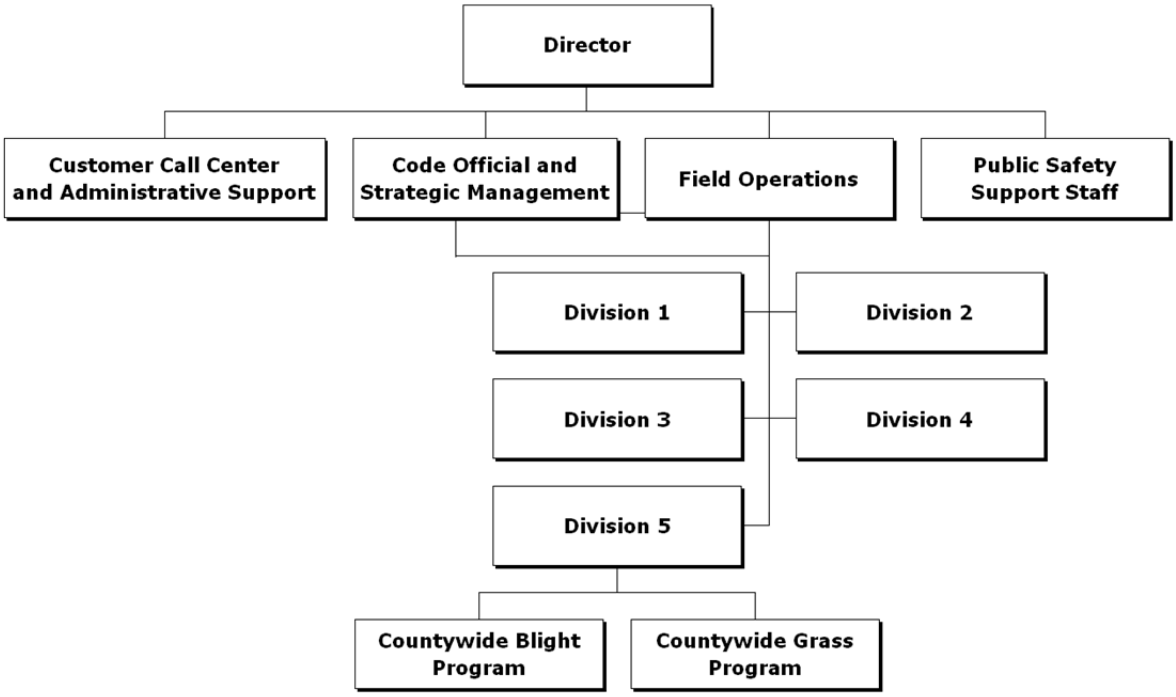
Department of Code Compliance



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 2012	FY 2013	FY 2014
1. Customer Phone Calls	20,463	18,313	17,396
2. Customer Service Requests-Total[1]	9,228	8,756	8,914
3. Zoning Enforcement Cases	3,858	3,550	3,529
4. Property Maintenance Code Cases	1,436	1,452	1,577
5. Unpermitted Building Code Cases	860	849	989
6. Tall Grass or Lawn Area Ordinance Cases	1,901	1,475	1,361

[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.

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 DCC. 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.

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*

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 2016 will be to continue 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 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 2014 Actual	FY 2015 Adopted	FY 2015 Revised	FY 2016 Advertised	FY 2016 Adopted
FUNDING					
Expenditures:					
Personnel Services	$3,516,205	$3,548,541	$3,548,541	$3,533,737	$3,662,961
Operating Expenses	517,364	538,330	542,094	562,380	562,380
Capital Equipment	0	0	0	0	0
Total Expenditures	$4,033,569	$4,086,871	$4,090,635	$4,096,117	$4,225,341
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	44 / 44	45 / 45	45 / 45	45 / 45	45 / 45

FY 2016 Funding Adjustments

The following funding adjustments from the FY 2015 Adopted Budget Plan are necessary to support the FY 2016 program. Included are all adjustments recommended by the County Executive that were approved by the Board of Supervisors, as well as any additional Board of Supervisors' actions, as approved in the adoption of the budget on April 28, 2015.

- **Employee Compensation** **$114,420**
  An increase of $114,420 in Personnel Services includes $39,031 for a 1.10 percent market rate adjustment (MRA) for all employees and $75,389 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2015.

- **Department of Vehicle Services Charges** **$50,000**
  An increase of $50,000 is included for Department of Vehicle Services charges based on anticipated billings for fuel, vehicle replacement, and maintenance and operating-related charges.

- **Reductions** **($25,950)**

  A decrease of $25,950 reflects the following reductions utilized to balance the FY 2016 budget. The following table provides details on the specific reductions:

Title	Impact	Posn	FTE	Reduction
Reduce Operating Expenses	As part of the Mission Savings process, the Department of Code Compliance identified reductions in operating categories such as uniforms and professional contract services to generate savings. This reduction will require close management of the agency's Operating Expenses in FY 2016.	0	0.0	$25,000
Reduce Printing and Copying Supplies	This reduction is associated with a countywide policy decision being implemented to reduce the volume of printing and copying documents over a multi-year period. This was a common and recurring theme brought forward by employees as part of the Mission Savings process in Fall 2014. Agencies are being directed to review internal printing policies and reduce the use of individual desktop printers by utilizing the Multi-Functional Devices (MFDs) available throughout County buildings. In addition, agencies are being directed to reduce paper and toner consumption by only printing documents when necessary and by printing materials double-sided whenever possible.	0	0.0	$950

Changes to FY 2015 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2015 Revised Budget Plan since passage of the FY 2015 Adopted Budget Plan. Included are all adjustments made as part of the FY 2014 Carryover Review, FY 2015 Third Quarter Review, and all other approved changes through April 30, 2015.

- **Carryover Adjustments** **$3,764**

  As part of the *FY 2014 Carryover Review*, the Board of Supervisors approved funding of $3,764, primarily for Architectural/Engineering Services to redesign the customer service lobby space and miscellaneous office supplies.

Cost Centers

Leadership and Central Services

The Leadership and Central Services cost center includes the DCC Leadership Team and Customer Service Team. The Leadership Team encompasses strategic planning, community engagement, inner-agency collaboration with other Code Officials, training, human resources, budget and finance, performance management, and policy development. The Customer Services Team maintains a high level of administrative expertise and provides assistance to citizens from the case intake process through the entire case management process. The Customer Services Team provides critical support to Operations and the Special Operations Division throughout the life cycle of an investigation. Working collaboratively- Leadership, Customer Services and Operations provide daily oversight and quality management of DCC activities to ensure we achieve our mission of providing prompt resolution of neighborhood concerns.

Category	FY 2014 Actual	FY 2015 Adopted	FY 2015 Revised	FY 2016 Advertised	FY 2016 Adopted
EXPENDITURES					
Total Expenditures	$1,228,197	$1,273,444	$1,277,208	$1,318,865	$1,320,776
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	8 / 8	9 / 9	10 / 10	10 / 10	10 / 10

1	Director, Code Compliance	1	Code Compliance Operations Manager	1	Administrative Assistant IV
1	Code Auth./Strategic Initiatives Mgr.	1	Management Analyst III	4	Administrative Assistants III
		1	Management Analyst II		

TOTAL POSITIONS
10 Positions / 10.0 FTE

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 2014 Actual	FY 2015 Adopted	FY 2015 Revised	FY 2016 Advertised	FY 2016 Adopted
EXPENDITURES					
Total Expenditures	$2,805,372	$2,813,427	$2,813,427	$2,777,252	$2,904,565
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	36 / 36	36 / 36	35 / 35	35 / 35	35 / 35

5	Code Compliance Supervisors	10	Code Compliance Investigators III	20	Code Compliance Investigators II

TOTAL POSITIONS
35 Positions / 35.0 FTE

Key Performance Measures

Indicator	Prior Year Actuals FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate/Actual	Current Estimate FY 2015	Future Estimate FY 2016
Leadership and 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	90.0%	96.1%	93.0%/97.0%	97.0%	97.0%
Percent of non-litigated service requests resolved within 120 days	84.0%	86.0%	85.0%/85.0%	85.0%	85.0%

A complete list of performance measures can be viewed at www.fairfaxcounty.gov/dmb/fy2016/adopted/pm/97.pdf

Performance Measurement Results

Performance Measures for DCC have been identified to enable accountability of the department's two cost centers: Leadership and 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 Leadership and 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 Customer Services staff received over 17,000 calls and 5,000 web complaints in FY 2014 and processed 97 percent of the service requests within two business days. DCC's outstanding service model has ensured the ability to continue 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.

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 requests within 120 days. Both objectives achieved measureable improvements in efficiency, service quality and outcomes in FY 2014. During FY 2014, the time (business days) to complete a first inspection averaged 2.4 days, a significant decrease from 4.2 days the prior fiscal year. The time to achieve resolution of non-litigated service requests also declined significantly from an average of 39 days in FY 2013 to an average of 33 days in FY 2014. The improvement in service quality can be attributed to continuous process improvements in collaboration with the Customer Services administrative staff in providing assistance in case processing which allowed more time for investigative staff to respond to and resolve complaints.