

Lines of Business

LOB #247:

DEPARTMENTAL LEADERSHIP AND ADMINISTRATIVE SERVICES

Purpose

The Department of Code Compliance is a unified code enforcement organization focused and dedicated to the understanding that the community is constantly changing and citizen demands and expectations for quality service delivery are high. Our ability to partner with the neighborhoods and communities toward identifying code enforcement trends, and then effectively addressing those community concerns and trends is a core component of our department leadership philosophy.

Description

The Department of Code Compliance is under the general supervision of the Deputy County Executive for Planning and Development, and under specific delegation works collaboratively with the Zoning Administrator, Property Maintenance Official, Building Official, Fire Code Official, and Health Code Official, to ensure compliance and/or enforcement of applicable codes.

The DCC Leadership team is comprised of the Director, Operations Manager, the Code Official, Administrative Services Manager, Complaint Intake and Case Documentation Supervisor, and Field Operations Division Supervisors.

Administrative Services includes responsibilities for the Department's financial and human resources functions, training and employee development needs, strategic analyses, performance measurement, workforce planning, succession planning, and organizational development, in order to ensure services and resources are aligned with the agency's mission.

Benefits

DCC is dedicated to being a leader in code compliance and committed to responsive resolution of neighborhood concerns. The Directors Office guides agency leadership in remaining focused on the vision and values as stated in the DCC Strategic plan:

Education – a commitment to providing educational and training programs through a dynamic learning system designed to meet the changing needs of our community, our work force and the public.

Commitment – a dedication to providing the highest level of professional service consistent with the goals and values of our organization.

Teamwork - value the collective strengths and resources of our staff by sharing, collaborating and learning from others to achieve best results.

Respect – working together and treating colleagues and members of the public with compassion, dignity and professionalism.

Integrity – ensuring our staff conduct themselves according to the highest ethical standards by communicating openly and honestly to build a sense of mutual trust while delivering quality services.

Communication – continually fostering a culture that stimulates and supports a free and open exchange of ideas, information and knowledge through community participation and outreach.

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Mandates

The Directors Office and Administrative Services is not mandated; however, these individuals ensure strict adherence to Fairfax County rules and regulations and federal laws related to human resources and financial activities (recruitment, hiring practices, time and attendance, work hours, employee relations, records retention, confidentiality, employee health and safety, driving records review, employee assistance, ADA, FMLA, EEO, separation of duties, internal control procedures, financial reconciliation, evaluation and assessment of organizational performance measures).

Trends and Challenges

Board of Supervisors and citizen expectations require a highly technical and integrated, collaborative approach, often with many agency representatives, to determine the best possible solution for attempting to resolve complicated community concerns such as Blight Abatement, Hoarding, Zoning, Property Maintenance, health and safety issues, overcrowding, Noise Ordinance, Sign Ordinance; and the interpretation and enforcement challenges associated with these cases.

DCC was created in 2010 as a consolidation of staff from varying partnering agencies. DCC has identified challenges related to the need for additional administrative support and dedicated IT personnel. DCC has partnered with various agencies during the evolution of the agency to provide critical needed administrative services. Most of the services are now handled in-house with the exception of dedicated agency IT personnel. DCC IT needs include: desktop support and PC replacement; agency requirements related to the Fairfax Inspections Database Online (FIDO) replacement project; improving the agency's ability to ensure quality and efficiency in case processing; generating dashboard data related to agency performance metrics; and providing a method to engage in community outreach utilizing an agency web page and other current social media methods.

Recently, the Code Administration Section was created for the Department of Code Compliance in an effort to assist the DCC Code Authority. The Code Authority is required to make decisions with in short timeframes and/or with strict deadlines on a daily basis. The time-sensitivity is typically related to court dates, life safety and/or issues of critical community concern, public hearings, and legal deadlines. Assistance to the Code Authority will provide the necessary support to facilitate faster and more efficient decision making in daily processes, reducing the time it takes to resolve or make progress on cases and afford the Code Authority opportunities to improve service delivery. The creation of this section is critical to ensuring case management quality, particularly for the almost 400 cases annually submitted for litigation. The Section will also be engaged with DCC staff as a resource when working with the public, providing staff training, and conducting research needed to solve complex problems and cases.

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Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
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FUNDING			
<u>Expenditures:</u>			
Compensation	\$250,000	\$250,000	\$316,000
Operating Expenses	36,000	30,000	39,000
Total Expenditures	\$286,000	\$280,000	\$355,000
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$286,000	\$280,000	\$355,000
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	2 / 2	3 / 3	3 / 3
Total Positions	2 / 2	3 / 3	3 / 3

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Agency planning activities linked to strategic initiatives	11	21	19	19	19
Number of annual workforce planning objectives achieved	1	2	1	2	3
Percentage of employees completing training/employee development opportunities identified in the CMP	NA	NA	NA	75%	75%
Number of Participants at Neighborhood and Community Leaders Conference	NA	NA	136	150	175

The Director's Office/Administrative Services group endeavors to provide clear direction, leadership, and strategic management necessary for, and in support of, DCC to achieve its mission to serve its customers and community.

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Agency planning activities linked to strategic initiatives

The DCC Strategic Plan was established as a roadmap of goals and objectives to guide both current and future programmatic and operational initiatives in harmony with the Fairfax County Vision Elements. The Strategic Plan is intended to provide strategic directions for change that will be implemented through initiatives such as, focusing on achieving outcomes, creation of process improvements that are integrated into existing systems, developing responsibilities for achieving outcomes and measuring progress, and ensuring continuous analysis and refinement of strategic directions and programs. The plan lists twenty one initiatives, some of these are limited in scope and have been completed, while others are intended to be ongoing.

Number of annual workforce planning objectives achieved

DCC is dedicated to continually evaluating our staffing needs and works very closely with our Central partners in the Department of Human Resources and the Department of Management and Budget during workforce planning sessions to ensure that the agency's staffing needs are reviewed and properly considered in order to best achieve the mission. Due to fiscal constraints, alternative solutions to achieving workforce planning objectives are explored. The Department of Code Compliance continues to pursue additional staffing in the area of Complaint Intake and dedicated agency Information Technology personnel and it is anticipated that the number of annual workforce planning objectives achieved will increase in FY 2017.

Number of employees receiving training/employee development activities identified in the Career Management Plan

DCC is dedicated to ensuring employees possess the technical competencies required to perform the duties in their assigned positions. In addition, the department is committed to promoting continuous learning and employee development opportunities. Supervisors and employees continually discuss training goals and include these training goals in the employees' Career Management Plan (CMP) during the employee's Performance Evaluation Process. This metric is expected to increase in future years, as employees and supervisors become more familiar with the new Performance Evaluation Process and the CMP tool.

Increased number of participants at the annual Neighborhood and Community Leaders Conference

DCC was the host for the Neighborhood and Community Leaders Conference (NCLC) in the spring of 2015. This conference was intended for those individuals in the Community that are leaders in their community such as Home Owners Associations, Civic Associations and non-profit groups. The conference provided a full day agenda of presentations from various entities covering topics such as community association best practices, code compliance issues, community connectedness, emergency management and preparedness, Virginia Department of Transportation maintenance, successful children and youth, and zoning issues. The conference was commenced by introductions of Board members, the Deputy County Executive for Planning and Development, and Senior Agency Officials, and included nine presentations and information tables from 14 participating agencies. The number of participants at future NCLC Conferences is expected to increase.