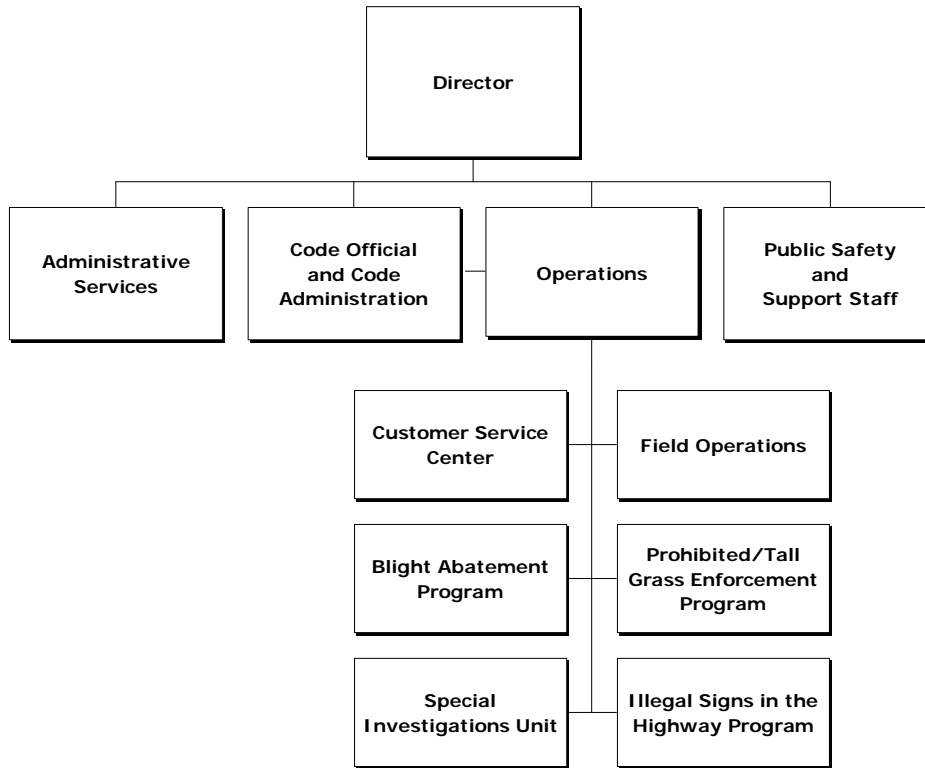


Department of Code Compliance



Mission

The mission of the Department of Code Compliance is to promote, protect, and maintain a healthy and desirable living environment in Fairfax County. This is accomplished through education and outreach, community partnerships, voluntary compliance, and enforcement of the Zoning Ordinance, the Property Maintenance Code, the Building Code and other applicable safety codes.

AGENCY DASHBOARD			
Key Data	FY 2014	FY 2015	FY 2016
1. Customer Phone Calls	17,396	15,939	14,591
2. Customer Service Requests-Total ¹	8,914	8,935	9,056
3. Zoning Enforcement Cases	3,529	3,330	3,405
4. Property Maintenance Code Cases	1,577	1,579	1,428
5. Unpermitted Building Code Cases	989	835	930
6. Tall Grass or Lawn Area Ordinance Cases	1,361	1,436	1,417

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.

Department of Code Compliance

Focus

The Department of Code Compliance (DCC) is a multi-code enforcement agency that was created in 2010 by combining the functions of the following:

- ◆ The Code Enforcement Strike Team
- ◆ A majority of the Zoning Enforcement function in the Department of Planning and Zoning
- ◆ Components of the former Code Enforcement Branch in the Department of Public Works and Environmental Services
- ◆ The Blight Program from the Department of Housing and Community Development
- ◆ Public Safety staff from the Sheriff's Office, Police Department and Office of the Fire Marshall

The current staff of DCC is proficient in all aspects of code enforcement to address issues related to the Zoning Ordinance, the Virginia Maintenance Code, the Building Code, the Noise Ordinance, the Fire Code, the Health Code, the Blight Abatement Program and the Grass Ordinance.

The 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 residential and commercial communities. One of the

benefits of the consolidated model is centralized customer service intake. By consolidating the intake processes from multiple agencies, DCC has been able to better support its customers by creating an integrated one-call center. This approach has greatly enhanced customer service and support by reducing calls that previously needed to be transferred to another agency or agencies.

As Fairfax County continues to grow, DCC continues to gauge community trends and service needs through extensive customer outreach and education efforts. Through meetings with civic and homeowners associations and participation in public events, staff is able to educate the residents about the DCC mission and processes, to encourage face to face contact between staff and residents, and to 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 to serve on County committees that deal with issues affecting communities, such as the Hoarding Committee. The Special Investigations Unit (SIU) offers greater flexibility responding to service requests outside core hours and partnering with other County agencies on complex and challenging cases.

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



Maintaining Safe and Caring Communities



Maintaining Healthy Economies



Connecting People and Places



Practicing Environmental Stewardship



Creating a Culture of Engagement



Exercising Corporate Stewardship

Department of Code Compliance

The agency utilizes the DCC Strategic Plan to implement measures that best serve the community; to identify issues and trends; to deploy services; and to provide educated, experienced staff along with the systems necessary to address community issues in a timely manner. The agency's Vision for FY 2018 and beyond is to be the leader in the preservation and protection of healthy and desirable neighborhoods through education, community partnerships, voluntary compliance and enforcement.

Director's Office/Administrative Services endeavors to provide clear direction, leadership, and strategic management for the agency. DCC is committed to promoting continuous learning, providing employee development opportunities, succession planning, and continually evaluating staffing needs to recruit and retain employees who possess the competencies necessary to achieve its mission. The Code Administration Section enhances the agency's ability to provide a multi-code response in collaboration with the appropriate county agency and code authority. Field Operations continue to refer a high volume of cases to the Code Official for actions such as appeals, requests for legal action to obtain code compliance, requests for guidance, and technical assistance relevant to the investigative process.

DCC expects a continued increase in demand for responses to community concerns which affect core business areas: Administrative Services, Code Administration, and Operations. These increased demands are the result of expanded authorities granted to DCC, such as the authority to abate public menaces, modifications to the County's Blight Abatement Program, enforcement responsibility for the Grass Ordinance, and implementation of fines related to Illegal Signs in the Right of Way Program. Increased demands related to code amendment changes and new code enforcement challenges such as short term rental units and the noise ordinance require analysis, training, and the development of new investigation protocols. Once new amendments are adopted, there is a requirement to provide continuous public outreach and education, to monitor the new investigation protocols and to coordinate with other affected departments.

Budget and Staff Resources

Category	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2018 Advertised	FY 2018 Adopted
FUNDING					
Expenditures:					
Personnel Services	\$3,734,535	\$3,776,861	\$3,776,861	\$3,930,549	\$3,930,549
Operating Expenses	415,847	562,380	562,380	541,380	541,380
Capital Equipment	0	0	0	0	0
Total Expenditures	\$4,150,382	\$4,339,241	\$4,339,241	\$4,471,929	\$4,471,929
Income:					
Illegal Signs Fines	\$0	\$0	\$0	\$88,109	\$88,109
Miscellaneous Revenue	0	0	0	8,810	8,810
Total Income	\$0	\$0	\$0	\$96,919	\$96,919
NET COST TO THE COUNTY	\$4,150,382	\$4,339,241	\$4,339,241	\$4,375,010	\$4,375,010
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	45 / 45	45 / 45	45 / 45	46 / 46	46 / 46

Department of Code Compliance

FY 2018 Funding Adjustments

The following funding adjustments from the FY 2017 Adopted Budget Plan are necessary to support the FY 2018 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 May 2, 2017.

- ◆ **Employee Compensation** **\$125,875**
 An increase of \$125,875 in Personnel Services includes \$55,192 for performance-based and longevity increases for non-uniformed merit employees effective July 2017, as well as \$70,683 for employee pay increases for specific job classes identified in the County's benchmark class survey of comparator jurisdictions.

- ◆ **Illegal Signs in the Right-of-Way Inspector** **\$60,213**
 An increase of \$60,213 in Personnel Services is required to establish 1/1.0 FTE Code Specialist I position to support growing workload of the Illegal Signs and Advertising in the Right-of-Way Program. Under a 2013 agreement with the Virginia Department of Transportation, the Sheriff's Community Labor Force (CLF) collects signs illegally posted along roadways and, in January of 2016, DCC began enforcement actions on signs collected by the CLF. At the direction of the Board of Supervisors in November 2016, the Illegal Sign Program is now monitoring a total of 99 roads. It should be noted that an increase of \$27,896 in Fringe Benefits funding is included in Agency 89, Employee Benefits, for a total cost of \$88,109 in FY 2018. For further information on Fringe Benefits, please refer to the Agency 89, Employee Benefits, narrative in the Nondepartmental program area section of Volume 1. The full cost of this position is anticipated to be offset by \$88,109 in fine revenue collected as the result of enforcement for no net impact on the General Fund.

- ◆ **Reductions** **(\$53,400)**
 A decrease of \$53,400 reflects reductions utilized to balance the FY 2018 budget. In addition, opportunities generating \$8,810 in General Fund revenue have been identified. The following table provides details on the specific reductions and revenue enhancements:

Title	Impact	Posn	FTE	Reduction
Reduce Grass Inspector Positions	A reduction of \$32,400 is based on the elimination of two vacant exempt limited term Grass Inspector positions which provide seasonal inspections to ensure that residential and commercial properties comply with the Grass Ordinance. While this reduction would reduce budgeted grass inspection hours by 26.8 percent, public awareness of ordinance requirements has increased and non-compliance rates have declined since the Grass Ordinance was adopted in 2008, reducing the follow-up work required.	0	0.0	\$32,400
Reduce Operating Expenses	A reduction of \$21,000, or nearly 4 percent, in Operating Expenditures is included based on recent operating expense balances that have materialized. The impact of this reduction is anticipated to be minimal.	0	0.0	\$21,000

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Title	Impact	Posn	FTE	Reduction
Implement Cost Recovery Charge in Illegal Sign Program	An increase of \$8,810 in revenue from fees to recover the costs associated with enforcing the Illegal Sign program. On January 24, 2017, the Board of Supervisors authorized DCC to impose and collect fees to recover enforcement costs in addition to fines from owners of signs illegally posted along roadways. A \$10 fee per sign is required to offset the vehicle and staff costs associated with the program. Based on enforcement experience in FY 2017, DCC estimates that 881 signs will be subject to enforcement in FY 2018. Please note this is in addition to the revenue associated with the \$100 per sign penalties collected beginning in FY 2017 and included in the <u>FY 2018 Adopted Budget Plan</u> to support a new position.	0	0.0	\$0

Changes to FY 2017 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2017 Revised Budget Plan since passage of the FY 2017 Adopted Budget Plan. Included are all adjustments made as part of the FY 2016 Carryover Review, FY 2017 Third Quarter Review, and all other approved changes through April 30, 2017.

- ◆ There have been no adjustments to this agency since approval of the FY 2017 Adopted Budget Plan.

Department of Code Compliance

Cost Centers

Director's Office, Code Administration and Administrative Services

This cost center includes the DCC Director's Office, Code Administration and Administrative Services. Code Administration includes the DCC Code Official who serves as the Fairfax County Property Maintenance Code Official and Senior Deputy Zoning Administrator. This position collaborates closely with the Fairfax County Zoning Administrator, the DCC Field Operations Manager, the Office of the County Attorney, and other stakeholders relevant to code administration, policy interpretation, and legal action. Additionally, the DCC Code Official manages the Code Administration Section of DCC, which is responsible for code analysis, code research, code amendment processing, legislative analysis and litigation. DCC Administrative Services responsibilities include the Department's financial and human resources functions, training and employee development, strategic analysis, performance measurement, workforce planning, succession planning, organizational development and other necessary functions in order to ensure services and resources are aligned with the agency's mission.

Category	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2018 Advertised	FY 2018 Adopted
EXPENDITURES					
Total Expenditures	\$1,028,461	\$1,343,765	\$1,343,765	\$1,364,457	\$1,364,457
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	5 / 5	5 / 5	5 / 5	6 / 6	6 / 6
1 Director, Code Compliance		1 Management Analyst III			
1 Code Auth./Strategic Initiatives Mgr.		1 Administrative Assistant IV			
1 Code Specialist III		1 Code Specialist I (1)			
TOTAL POSITIONS					
6 Positions (1) / 6.0 FTE (1.0) () Denotes New Positions					

Department of Code Compliance

Field Operations, Central Intake and Customer Service

The Field Operations cost center focuses on the assignment and resolution of complaints within five field divisions based on the geographic location of the complaint in Fairfax County. Complaints are received through a Central Intake Center. These requests for service come to DCC from a variety of sources, such as customer calls, website intake and referrals from other agencies. Operations staff follows up on these inquiries utilizing a review process which often involves research, investigation, documentation, issuance of formal notices of violation, follow-up inspections to ensure compliance, and referral to court processes. The Central Intake and Customer Services Section is responsible for managing the complaint intake and customer service center for DCC. They provide all the administrative support to DCC Operations for case processing and case documentation, they respond to Freedom of Information Act (FOIA) requests, and they coordinate with the Department of Information Technology on systems replacements, web page content updates and technology needs. The Central Intake and Customer Services Center maintains a high level of administrative expertise and provides assistance to citizens from case intake through the entire case management process. Both DCC cost centers work closely together throughout the complaint evolution, from intake, investigation, compliance and prosecution if necessary, to case resolution and closure. DCC Leadership collaboratively work together on strategic planning, community education, inner-agency coordination and policy development.

Category	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2018 Advertised	FY 2018 Adopted
EXPENDITURES					
Total Expenditures	\$3,121,921	\$2,995,476	\$2,995,476	\$3,107,472	\$3,107,472
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	40 / 40	40 / 40	40 / 40	40 / 40	40 / 40
5 Code Compliance Supervisors	10	10 Code Compliance Investigators III	19	19 Code Compliance Investigators II	
1 Operations Manager	1	1 Management Analyst II	4	4 Administrative Assistants III	
TOTAL POSITIONS					
40 Positions / 40.0 FTE					

Department of Code Compliance

Key Performance Measures

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate/Actual	FY 2017	FY 2018
Leadership and Central Services					
Percent of service requests processed within two business days	97.0%	97.0%	97.0%/97.0%	97.0%	98.0%
Field Operations					
Percent of first inspections conducted within 20 business days	97.0%	97.0%	97.0%/97.0%	97.0%	97.0%
Percent of non-litigated service requests resolved within 120 days	85.0%	86.0%	90.0%/82.0%	90.0%	85.0%

A complete list of performance measures can be viewed at www.fairfaxcounty.gov/dmb/fy2018/adopted/pm/97.pdf

Performance Measurement Results

The DCC Customer Service and Case Documentation Section focuses on customer contact, service request intake and overall support to field operations. 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 approximately 15,000 calls and almost 5,000 web complaints in FY 2016. This section processed 97 percent of service requests within two business days, thereby meeting the established target. 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 primary goal of Field Operations is to provide efficient and effective resolution to the alleged code violations. Two objectives are considered critical to achieving this goal: conducting a first inspection within 20 business days and resolving non-litigated service requests within 120 days. During FY 2016, over 6,800 first inspections were conducted within four business days and 97 percent were conducted within 20 business days. Additionally, non-litigated service requests were resolved 82 percent of the time within 120 days, with an average of 26 days to achieve resolution, approximately 40 percent faster than when DCC was created in FY 2011. These measures can be directly attributed to continuous process improvements which enhance the ability of investigative staff to respond to, investigate, and resolve complaints.