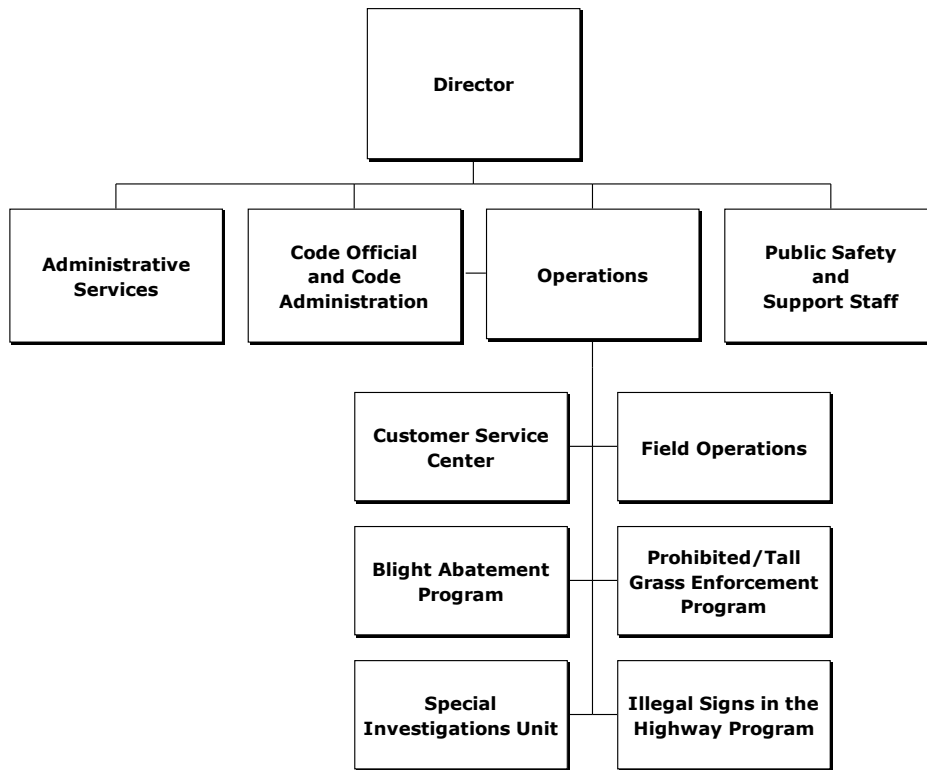


Department of Code Compliance



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 2015	FY 2016	FY 2017	
1. Customer Phone Calls	15,939	14,591	11,511	
2. Freedom of Information Act Requests	183	178	198	
3. Customer Service Requests-Total ¹	8,935	9,056	9,176	
4. Zoning Enforcement Cases	3,330	3,405	3,484	
5. Property Maintenance Code Cases	1,579	1,428	1,400	
6. Unpermitted Building Code Cases	835	930	1,001	
7. Tall Grass or Lawn Area Ordinance Cases	1,436	1,417	1,343	
8. Signs in the Right of Way Violation Total ²	n/a	98	1,059	

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.

² Enforcement for Illegal Signs in the Right of Way began in May of 2016; FY 2016 data is for two months of enforcement.

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 educates residents about the DCC mission and processes, encourages face to face contact between staff and residents, and creates opportunities for feedback about trends and issues in the 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 2019 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. In FY 2018 DCC plans to purchase and implement the Lytx DriveCam safety program. Employee safety is the agency's top priority and DriveCam is an investment in helping staff get home safely as well as protecting their reputation and the reputation of Fairfax County.

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, which concluded its first full year in operation during FY 2017. The Illegal Signs in the Right of Way program is authorized through an agreement with the Virginia Department of Transportation and operates through a partnership with the Office of the Sheriff, with the Sheriff's Community Labor Force collecting signs from roadways and DCC takes enforcement action in egregious cases. During FY 2017 over 22,000 signs were collected by the CLF from 99 allotted roadways and 146 invoices were sent to sign owners in violation.

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.

Department of Code Compliance

Budget and Staff Resources

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Revised	FY 2019 Advertised	FY 2019 Adopted
FUNDING					
Expenditures:					
Personnel Services	\$3,863,218	\$3,930,549	\$3,910,549	\$4,089,065	\$4,089,065
Operating Expenses	417,037	541,380	528,132	541,380	541,380
Capital Equipment	0	0	24,145	0	0
Total Expenditures	\$4,280,255	\$4,471,929	\$4,462,826	\$4,630,445	\$4,630,445
Income:					
Illegal Signs Fines	\$62,550	\$88,109	\$88,109	\$88,109	\$88,109
Miscellaneous Revenue	2,500	8,810	8,810	8,810	8,810
Total Income	\$65,050	\$96,919	\$96,919	\$96,919	\$96,919
NET COST TO THE COUNTY	\$4,215,205	\$4,375,010	\$4,365,907	\$4,533,526	\$4,533,526
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	45 / 45	46 / 46	46 / 46	46 / 46	46 / 46

FY 2019 Funding Adjustments

The following funding adjustments from the FY 2018 Adopted Budget Plan are necessary to support the FY 2019 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 1, 2018.

- ◆ **Employee Compensation** **\$158,516**
An increase of \$158,516 in Personnel Services includes \$88,438 for a 2.25 percent market rate adjustment (MRA) for all employees and \$70,078 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2018.

Changes to FY 2018 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2018 Revised Budget Plan since passage of the FY 2018 Adopted Budget Plan. Included are all adjustments made as part of the FY 2017 Carryover Review, FY 2018 Third Quarter Review, and all other approved changes through April 30, 2018.

- ◆ **Carryover Adjustments** **\$897**
As part of the FY 2017 Carryover Review, the Board of Supervisors approved funding of \$897 in encumbered carryover for office supplies and certifications.
- ◆ **Incentive Reinvestment Initiative** **(\$10,000)**
A net decrease of \$10,000 reflects 50 percent of the savings generated as a result of careful management of agency expenditures during the fiscal year and was returned to the General Fund as part of the FY 2018 Third Quarter Review. The remaining 50 percent was retained by the agency to be reinvested in employee training, conferences and other employee development and succession planning opportunities.

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 2017 Actual	FY 2018 Adopted	FY 2018 Revised	FY 2019 Advertised	FY 2019 Adopted
EXPENDITURES					
Total Expenditures	\$915,364	\$1,364,457	\$1,365,354	\$1,397,835	\$1,397,835
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	5 / 5	6 / 6	5 / 5	5 / 5	5 / 5
1 Director, Code Compliance	1	1 Management Analyst III			
1 Code Auth./Strategic Initiatives Mgr.	1	1 Administrative Assistant V			
1 Code Specialist III					
TOTAL POSITIONS					
5 Positions / 5.0 FTE					

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 2017 Actual	FY 2018 Adopted	FY 2018 Revised	FY 2019 Advertised	FY 2019 Adopted
EXPENDITURES					
Total Expenditures	\$3,364,891	\$3,107,472	\$3,097,472	\$3,232,610	\$3,232,610
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	40 / 40	40 / 40	41 / 41	41 / 41	41 / 41
1 Operations Manager	19	Code Compliance Investigators II	1	Management Analyst II	
5 Code Compliance Supervisors	1	Code Specialist I	4	Administrative Assistants IV	
10 Code Compliance Investigators III					
TOTAL POSITIONS					
41 Positions / 41.0 FTE					

Department of Code Compliance

Key Performance Measures

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate/Actual	FY 2018	FY 2019
Leadership and Central Services					
Percent of service requests processed within two business days	97.0%	97.0%	97.0%/97.0%	98.0%	98.0%
Field Operations					
Percent of first inspections conducted within 14 business days ¹	97.0%	97.0%	97.0%/97.0%	98.0%	99.0%
Percent of non-litigated service requests resolved within 120 days	86.0%	82.0%	90.0%/76.0%	85.0%	90.0%

¹ For FY 2018, DCC set a new goal of conducting first inspections in 14 days; FY 2015, FY 2016 and FY 2017 Actuals show the percent of first inspections completed within the previous target of 20 days.

A complete list of performance measures can be viewed at
<https://www.fairfaxcounty.gov/budget/fy-2019-adopted-performance-measures-pm>

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 11,500 calls and almost 5,300 web complaints in FY 2017. 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 2017, over 6,800 first inspections were conducted within five business days and 97 percent were conducted within 20 business days. Over the past few years DCC has been able to conduct 97 percent of inspections within 5 days, so in FY 2018 DCC have altered the goal to conduct a first inspection within 14 days instead of 20 days. Additionally, 76 percent of non-litigated service requests were resolved within 120 days, with an average of 28 days to achieve resolution. This percentage has dropped over the past two years due to an increase in more complicated cases requiring Special Permits and Special Exemptions. These types of cases are submitted through the Board of Zoning Appeals (BZA) and the resolution timeline can be longer on average than other cases due to public meeting laws for notice and decision.