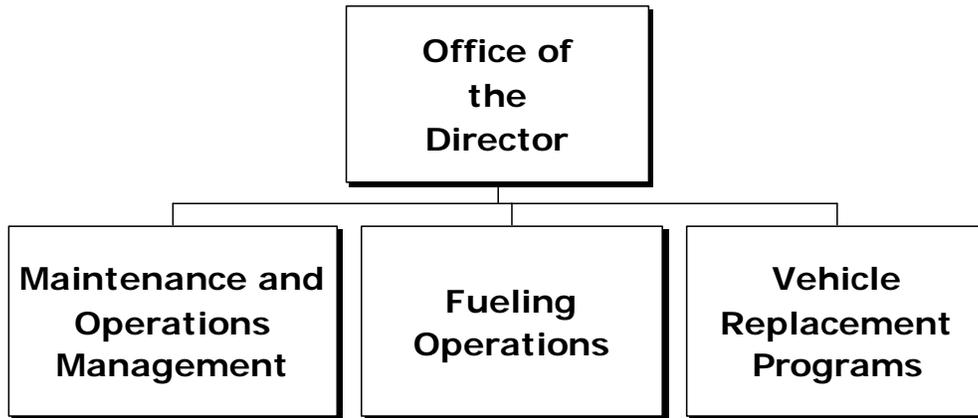


# Fund 60010

## Department of Vehicle Services

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### Mission

To establish efficient and effective delivery of fleet services by providing customer agencies with safe, reliable, economical, and environmentally-sound transportation and related support services which are responsive to the needs of customer departments, and which conserve the value of the vehicle and equipment investment.

### Focus

The Department of Vehicle Services (DVS), Fund 60010, provides management and maintenance services to the County's vehicle fleet and maintenance support to the Fairfax County Public Schools (FCPS). At the end of FY 2014, there was a combined County and School fleet of 6,081 units, of which 5,862 are maintained by DVS. Of the total DVS-maintained units, 2,384 units belong to FCPS. The remaining 3,478 County units consist of approximately 1,031 vehicles more than one half ton (i.e. specialized equipment, dump trucks, wreckers); 867 police package vehicles (includes motorcycles), 975 light vehicles (one half ton or less in capacity), and 605 off-road and miscellaneous equipment (i.e., loaders, dozers, trailers, mowers, snow plow blades). Not included in the County fleet count are FAIRFAX CONNECTOR buses and vehicles owned by Fairfax Water.

The department has four maintenance facilities. The Jermantown and West Ox facilities are located in the central part of the County, and the Newington and Alban facilities are located on the southeast end of the County. These facilities provide timely, responsive and efficient vehicle repairs/services for a broad range of equipment from small engines to large and complex fire apparatus. Road services are also provided at competitive prices ensuring a quick and effective response when needed. Two body shops, located within the Newington and West Ox facilities, provide prompt completion of minor repairs, reducing time out of service.

DVS manages the County's Vehicle Replacement Fund, which accumulates funding over a vehicle's life in order to pay for the replacement of that vehicle when it reaches the end of its service life. The current replacement criteria include the age, mileage, and condition of the vehicle. This fund is intended primarily for General Fund agencies. As of July 2014, 33 agencies participate in the fund, which includes approximately 2,283 units. Additionally, DVS manages funds for Helicopter, Boat, and Police Specialty Vehicle Replacement for the Police Department; an Ambulance and a Large Apparatus Replacement Fund for the Fire and Rescue Department; and a FASTRAN Bus Replacement Fund for the Department of Neighborhood and Community Services. These funds allow the Police Department, Fire and Rescue

## Fund 60010 Department of Vehicle Services

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Department, and Department of Neighborhood and Community Services to make fixed annual payments to ensure the availability of future funds for an orderly replacement program.

DVS manages the County's highway vehicle fuel program, including maintenance of the County's 53 fuel sites. These sites are located at police stations, fire stations, schools, DVS maintenance facilities, Public Works facilities and Park Authority maintenance centers. DVS coordinates with Agency Directors to maintain tight controls over fuel issues to ensure agencies charge fuel directly to their agency vehicle codes and minimize the use of miscellaneous fuel codes.

Other services provided by DVS include: emergency roadside repair; oversight and records maintenance, including security administration for the County's Fleet Maintenance Information System (MIS); analysis of current fleet usage; evaluation of new technologies; operation of the County's motor pool; technical support/review of vehicle and equipment specifications; and initiation of purchase requests for certain County vehicles and related equipment.

**The Department of Vehicle Services supports  
the following County Vision Elements:**



***Practicing Environmental Stewardship***



***Exercising Corporate Stewardship***

DVS uses a commercially available Maintenance Information System known as M5. M5 tracks all parts issues, commercial charges and labor charges to vehicles and equipment, provides customer departments a regular preventive maintenance schedule, and provides for management of the motor pool. Most reports for data analysis and billing of user agencies are generated directly in M5. M5 also provides the ability to write "ad hoc" reports tailored to specific data or analysis needs. DVS provides training on all relevant modules of M5 to staff and to customer agencies.

DVS works to ensure that departments and agencies have the fleet means to support their missions while maintaining fleet levels that are appropriate to actual program and service requirements. As part of this responsibility, the Fleet Utilization Management Committee (FUMC) will continue meeting to review the vehicle and equipment fleet to ensure that fleet size, configuration, and usage are consistent with best practices and in compliance with established policy. Also, the FUMC will continue to review and approve requests for fleet additions to ensure there is a legitimate need for fleet growth.

DVS continues to strive for economically responsible environmental stewardship by working increased fuel efficiency and reduced emissions and petroleum consumption characteristics into vehicle specifications. Specifications for new, heavy duty trucks favor the cleanest diesel engines. In anticipation of the possible adoption of ethanol as a motor fuel, DVS continues to add "flex-fuel" vehicles that can use either E85, gasoline, or any combination. The hybrid fleet now includes 121 vehicles, including five plug-in hybrids, one heavy-duty hybrid-electric truck and one plug-in hybrid-electric school bus. As plug-in hybrids and electric vehicles continue to come to market, the department plans to procure small numbers of them when practical for evaluation.

# Fund 60010

## Department of Vehicle Services

### Budget and Staff Resources

Category	FY 2014 Actual	FY 2015 Adopted	FY 2015 Revised	FY 2016 Advertised	FY 2016 Adopted
<b>FUNDING</b>					
Expenditures:					
Personnel Services	\$19,734,588	\$21,270,251	\$21,015,251	\$22,127,430	\$22,182,628
Operating Expenses	51,734,273	49,616,036	50,555,899	49,560,671	48,344,636
Capital Equipment	17,692,139	12,862,142	23,584,411	15,011,361	15,011,361
<b>Total Expenditures</b>	<b>\$89,161,000</b>	<b>\$83,748,429</b>	<b>\$95,155,561</b>	<b>\$86,699,462</b>	<b>\$85,538,625</b>
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	258 / 258	258 / 258	258 / 258	260 / 260	260 / 260

### 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** **\$747,377**  
 An increase of \$747,377 in Personnel Services includes \$233,549 for a 1.10 percent market rate adjustment (MRA) for all employees and \$513,828 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2015.
- ◆ **Automotive Mechanic Positions** **\$165,000**  
 An increase of \$165,000, including 2/2.0 FTE positions, is required to support increased workload associated with additional buses being added to the Fairfax County Public Schools (FCPS) fleet as part of approved scheduling changes. On October 23, 2014, the Fairfax County Public School Board adopted scheduling changes based on findings associated with the SLEEP Study. The revised schedule condenses start times and will result in additional students being transported to school at similar times. As a result, FCPS will be required to purchase additional school buses which DVS will be responsible for maintaining. It is important to note that the costs associated with these positions will be fully offset by additional revenue associated with increased billings to FCPS.
- ◆ **Operating Expenses** **(\$1,271,400)**  
 A net decrease of \$1,271,400 is due to an increase of \$2,509,594 associated with higher costs for non-fuel related Operating Expenses primarily in the area of parts and commercial vehicle repairs. The increased parts budget is partially due to programmatic changes related to purchasing automotive parts for the Police Department as well as a review of actual parts expenditures in FY 2014 and adjusting the FY 2016 expenditure total accordingly. The increase in the commercial vehicle repairs budget is primarily attributable to an increase in the Fairfax County Public Schools bus fleet based on a revised school schedule due to the Sleep Study and an increased number of vehicles which have to be outsourced for repairs. The increase in non-fuel related expenses is offset by a decrease of \$3,780,994 associated with lower fuel-related costs due primarily to lower price per gallon estimates. In FY 2015, the budget was developed using an unleaded price of \$2.97 per gallon and a diesel price of \$3.04 per gallon. The FY 2016 budget estimates a user price of \$2.62 per gallon for unleaded and

## Fund 60010

### Department of Vehicle Services

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\$2.67 per gallon for diesel. These rates reflect an average decrease of \$0.36 from the FY 2015 level and are based on decreasing price levels over recent months.

- ◆ **Capital Equipment** **\$15,011,361**  
Capital Equipment funding of \$15,011,361 includes the following: \$6,757,171 for the purchase of eight vehicles out of the Fire Apparatus Replacement Fund; \$6,251,230 for the purchase of 222 vehicles that are projected to meet age and mileage criteria for replacement in FY 2016; \$893,468 for the replacement of three vehicles and one trailer out of the Police Specialty Replacement Fund; \$673,596 for the replacement of two vehicles out of the Ambulance Replacement Fund; \$235,146 for necessary facility equipment including three vehicles lifts, one dynamometer and dynamometer accessory, one air compressor, one tire machine and one tire balance, and one utility vehicle; and \$200,750 to purchase eight cars and two vans out of the FASTRAN Replacement Fund.

### **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** **\$11,407,132**  
As part of the FY 2014 Carryover Review, the Board of Supervisors approved funding of \$11,407,132, including \$9,257,132 in encumbered funding, and appropriations of \$900,000 from the Helicopter Replacement Reserve for the Police Department for maintenance-related costs on the County's two recently purchased helicopters and \$250,000 from the Vehicle Replacement Reserve to purchase nine replacement pickup trucks which were delayed in the procurement process. In addition, an increase of \$1,000,000 fully covered by additional revenue was based on a review of actual expenditures for parts in FY 2014 and adjusting the FY 2015 expenditure total accordingly.

### **Cost Centers**

The Department of Vehicle Services provides services in support of the County's fleet in three distinct cost centers: Maintenance and Operations Management, Vehicle Replacement Programs, and Fueling Operations. The majority of the agency's positions and funding are centered in Maintenance and Operations Management.

# Fund 60010

## Department of Vehicle Services

### Maintenance and Operations Management

The Maintenance and Operations Management cost center provides centralized maintenance and repair services and performs required special tasks on vehicles and equipment owned by County agencies and Fairfax County Public Schools (FCPS) through the use of County staff and contractors. DVS ensures that these vehicles and equipment are maintained in safe operational condition and are in accordance with all federal, state, and County policies, procedures and regulations, and ensure that vehicles are maintained as efficiently and cost-effectively as possible with consideration to the customer's requirements.

Category	FY 2014 Actual	FY 2015 Adopted	FY 2015 Revised	FY 2016 Advertised	FY 2016 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$38,840,544	\$38,962,111	\$39,827,061	\$42,491,802	\$42,546,823
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	256 / 256	256 / 256	256 / 256	258 / 258	258 / 258
1 Director	12	Material Mgmt. Specialists I	1	Financial Specialist II	
2 Assistant Directors	1	Material Mgmt. Assistant	1	Business Analyst III	
3 Administrative Assistants IV	2	Management Analysts III	1	Network Telecom. Analyst II	
2 Administrative Assistants III	1	Management Analyst II	1	Information Technology Tech. II	
8 Administrative Assistants II	1	Human Resource Generalist II	6	Assistant Superintendents	
3 Material Mgmt. Supervisors	1	Human Resource Generalist I	17	Motor Mech. Supervisors	
1 Material Mgmt. Specialist III	101	Mechanics II	5	Motor Equipment Superintendents	
9 Material Mgmt. Specialists II	72	Mechanics I (2)	3	Auto Body Repairers II	
			3	Auto Body Repairers I	
<b>TOTAL POSITIONS</b>					
258 Positions (2) / 258.0 FTE (2.0)			( ) Denotes New Positions		

### Vehicle Replacement Programs

The Vehicle Replacement Programs cost center manages the Vehicle Replacement Reserve which accumulates funding over the life of a vehicle (or equipment) in order to pay for the replacement of the vehicle at such time as the vehicle meets replacement criteria. This reserve is intended primarily for General Fund agencies. In addition, the cost center manages six other specialty vehicle replacement funds for the Police Department, Fire and Rescue Department and the Department of Neighborhood and Community Services. These reserves ensure the systematic replacement of vehicles which have completed their cost-effective life cycles.

Category	FY 2014 Actual	FY 2015 Adopted	FY 2015 Revised	FY 2016 Advertised	FY 2016 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$17,557,938	\$12,716,017	\$22,822,865	\$14,776,215	\$14,776,215
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	1 / 1	1 / 1	1 / 1	1 / 1	1 / 1
1 Financial Specialist III					
<b>TOTAL POSITIONS</b>					
1 Position / 1.0 FTE					

# Fund 60010

## Department of Vehicle Services

### Fueling Operations

The Fueling Operations cost center manages the County's highway vehicle fuel program by purchasing approximately 10 million gallons of fuel annually at a significant cost savings to agencies. In addition, the cost center is responsible for managing the automated fuel system and maintaining the County's 53 fuels sites while ensuring compliance with federal and state underground storage tank regulations.

Category	FY 2014 Actual	FY 2015 Adopted	FY 2015 Revised	FY 2016 Advertised	FY 2016 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$32,762,518	\$32,070,301	\$32,505,635	\$29,431,445	\$28,215,587
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	1/1	1/1	1/1	1/1	1/1

1 Heavy Equipment Operator

TOTAL POSITIONS  
1 Position / 1.0 FTE

### Key Performance Measures

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate/Actual	FY 2015	FY 2016
<b>Maintenance and Operations Management</b>					
Vehicle availability rate	97.5%	97.7%	97.0% / 96.8%	96.0%	96.0%
Percent of days vehicle availability rate target was achieved	82.7%	94.0%	90.0% / 37.7%	90.0%	90.0%
<b>Vehicle Replacement Programs</b>					
Percent of vehicles meeting criteria that are replaced	100.0%	100.0%	100.0% / 100.0%	100.0%	100.0%
<b>Fueling Operations</b>					
Price savings between in-house and commercial stations: unleaded gasoline	\$0.138	\$0.280	\$0.100 / \$0.243	\$0.100	\$0.100
Price savings between in-house and commercial stations: diesel	\$0.205	\$0.340	\$0.100 / \$0.320	\$0.100	\$0.100

A complete list of performance measures can be viewed at [www.fairfaxcounty.gov/dmb/fy2016/adopted/pm/60010.pdf](http://www.fairfaxcounty.gov/dmb/fy2016/adopted/pm/60010.pdf)

## **Fund 60010**

### **Department of Vehicle Services**

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#### **Performance Measurement Results**

In FY 2014, the percent of days the vehicle availability rate target was met declined significantly due to ongoing construction at the Newington Facility, increased volume and a higher than anticipated vacancy rate. DVS anticipates this indicator returning to prior year experience in future years based on the construction at the Newington Facility being completed and the filling of several vacant mechanic positions. A total of 5,862 County and School units (motorized and non-motorized) were maintained. It should be noted that “units maintained” in any given year may include vehicles authorized as additions in a previous year, but not received until the indicated year.

The number of vehicles in the Vehicle Replacement Reserve (VRR) increased in FY 2014 primarily due to normal fluctuations in the number of vehicles in the VRR at different points in time. DVS replaced 100 percent of VRR vehicles that met the established criteria in FY 2014.

The Fueling Operations measures examine the cost savings between County contracts and private providers, as well as how satisfied County vehicle drivers are with fueling operations. In FY 2014, gallons of fuel purchased increased and the average cost per gallon decreased from FY 2013. Given the amount of fuel gallons used by the County, the savings remain significant. As in past years, County customers purchasing unleaded gasoline and diesel fuel continue to benefit from cost savings per gallon compared to commercial prices.

# Fund 60010

## Department of Vehicle Services

### FUND STATEMENT

#### Fund 60010, Department of Vehicle Services

	FY 2014 Actual	FY 2015 Adopted Budget Plan	FY 2015 Revised Budget Plan	FY 2016 Advertised Budget Plan	FY 2016 Adopted Budget Plan
<b>Beginning Balance</b>	\$44,414,218	\$22,989,256	\$34,908,961	\$22,504,469	\$22,504,469
Vehicle Replacement Reserve	\$9,222,853	\$2,932,317	\$4,916,507	\$2,000,882	\$2,000,882
Facility Infr./Renewal Reserve	1,021,631	1,021,631	1,021,631	1,021,631	1,021,631
Ambulance Replacement Reserve	3,921,776	3,279,836	3,321,360	3,214,600	3,244,600
Fire Apparatus Replacement Reserve	14,961,303	6,916,833	12,410,328	6,627,500	6,372,500
School Bus Replacement Reserve	17,019	17,019	17,019	17,019	17,019
FASTRAN Bus Replacement Reserve	1,867,534	222,270	2,107,496	307,068	307,068
Helicopter Replacement Reserve	1,256,089	1,346,089	2,362,923	2,102,923	2,102,923
Boat Replacement Reserve	298,065	367,084	367,084	436,103	436,103
Police Specialty Vehicle Reserve	3,190,594	2,456,012	3,338,016	2,636,973	2,636,973
Fuel Operations Reserve	1,688,780	429,250	840,173	53,834	23,550
Fuel Price Stabilization Reserve	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Other	2,968,574	915	206,424	85,936	341,220
<b>Unreserved Beginning Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Revenue:					
Vehicle Replacement Charges	\$5,723,886	\$6,092,460	\$6,572,460	\$6,180,704	\$6,180,704
Ambulance Replacement Reserve	233,505	214,000	214,000	214,000	214,000
Fire Apparatus Replacement Charges	4,044,472	3,134,000	3,134,000	3,134,000	3,134,000
FASTRAN Bus Replacement Charges	239,962	224,962	224,962	304,962	304,962
Helicopter Replacement Charges	1,106,834	640,000	640,000	640,000	640,000
Boat Replacement Charges	69,019	69,019	69,019	69,019	69,019
Police Specialty Vehicle Reserve	245,760	245,760	245,760	251,860	251,860
Vehicle Fuel Charges	31,913,911	31,689,011	31,689,011	29,406,728	28,190,693
Other Charges	37,303,325	38,961,857	39,961,857	42,408,094	42,460,887
<b>Total Revenue</b>	<b>\$80,880,674</b>	<b>\$81,271,069</b>	<b>\$82,751,069</b>	<b>\$82,609,367</b>	<b>\$81,446,125</b>
<b>Total Available</b>	<b>\$125,294,892</b>	<b>\$104,260,325</b>	<b>\$117,660,030</b>	<b>\$105,113,836</b>	<b>\$103,950,594</b>
Expenditures:					
Vehicle Replacement	\$10,030,232	\$7,017,034	\$9,488,085	\$6,251,230	\$6,251,230
Ambulance Replacement	833,921	320,760	290,760	673,596	673,596
Fire Apparatus Replacement	6,595,447	5,117,533	9,171,828	6,757,171	6,757,171
FASTRAN Bus Replacement	0	194,750	2,025,390	200,750	200,750
Helicopter Replacement	0	0	900,000	0	0
Police Specialty Vehicle Replacement	98,338	65,940	946,803	893,468	893,468
Fuel Operations:					
Fuel	\$31,950,784	\$31,315,702	\$31,152,295	\$28,706,772	\$27,490,737
Other Fuel Related Expenses	811,734	754,599	1,353,339	724,673	724,850

# Fund 60010

## Department of Vehicle Services

### FUND STATEMENT

#### Fund 60010, Department of Vehicle Services

	FY 2014 Actual	FY 2015 Adopted Budget Plan	FY 2015 Revised Budget Plan	FY 2016 Advertised Budget Plan	FY 2016 Adopted Budget Plan
Other:					
Personnel Services	\$19,673,777	\$21,202,150	\$20,947,150	\$22,057,101	\$22,112,122
Operating Expenses	19,032,566	17,689,961	18,781,890	20,199,555	20,199,555
Capital Equipment	134,201	70,000	98,021	235,146	235,146
Total Expenditures	\$89,161,000	\$83,748,429	\$95,155,561	\$86,699,462	\$85,538,625
Transfers Out:					
General Fund (10001) <sup>1</sup>	\$1,224,931	\$0	\$0	\$0	\$0
Total Transfers Out	\$1,224,931	\$0	\$0	\$0	\$0
<b>Total Disbursements</b>	<b>\$90,385,931</b>	<b>\$83,748,429</b>	<b>\$95,155,561</b>	<b>\$86,699,462</b>	<b>\$85,538,625</b>
<b>Ending Balance<sup>2</sup></b>	<b>\$34,908,961</b>	<b>\$20,511,896</b>	<b>\$22,504,469</b>	<b>\$18,414,374</b>	<b>\$18,411,969</b>
Vehicle Replacement Reserve <sup>3</sup>	\$4,916,507	\$2,007,743	\$2,000,882	\$1,947,375	\$1,947,375
Facility Infr./Renewal Reserve	1,021,631	1,021,631	1,021,631	1,021,631	1,021,631
Ambulance Replacement Reserve	3,321,360	3,173,076	3,244,600	2,755,004	2,785,004
Fire Apparatus Replacement Reserve	12,410,328	4,933,300	6,372,500	3,004,329	2,749,329
School Bus Replacement Reserve <sup>3</sup>	17,019	17,019	17,019	0	0
FASTRAN Bus Replacement Reserve	2,107,496	252,482	307,068	411,280	411,280
Helicopter Replacement Reserve	2,362,923	1,986,089	2,102,923	2,742,923	2,742,923
Boat Replacement Reserve	367,084	436,103	436,103	505,122	505,122
Police Specialty Vehicle Reserve	3,338,016	2,635,832	2,636,973	1,995,365	1,995,365
Fuel Operations Reserve	840,173	47,960	23,550	29,117	0
Fuel Price Stabilization Reserve	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Other	206,424	661	341,220	2,228	253,940
<b>Unreserved Ending Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<sup>1</sup> In FY 2014, the Board of Supervisors approved a one-time Transfer Out to the General Fund of \$1,224,931 as these funds were not required for scheduled vehicle replacements.

<sup>2</sup> The Ending Balance in Fund 60010, Department of Vehicle Services, fluctuates based on vehicle replacement requirements in a given year. Except in rare cases, vehicles are not replaced until they have met both established age and mileage criteria. In years where more vehicles meet their criteria and are replaced, the ending balance will be lower (and vice versa).

<sup>3</sup> As part of the FY 2016 budget, an amount of \$17,019 previously shown in the School Bus Replacement Reserve is now being reflected in the Vehicle Replacement Reserve.

# Fund 60010

## Department of Vehicle Services

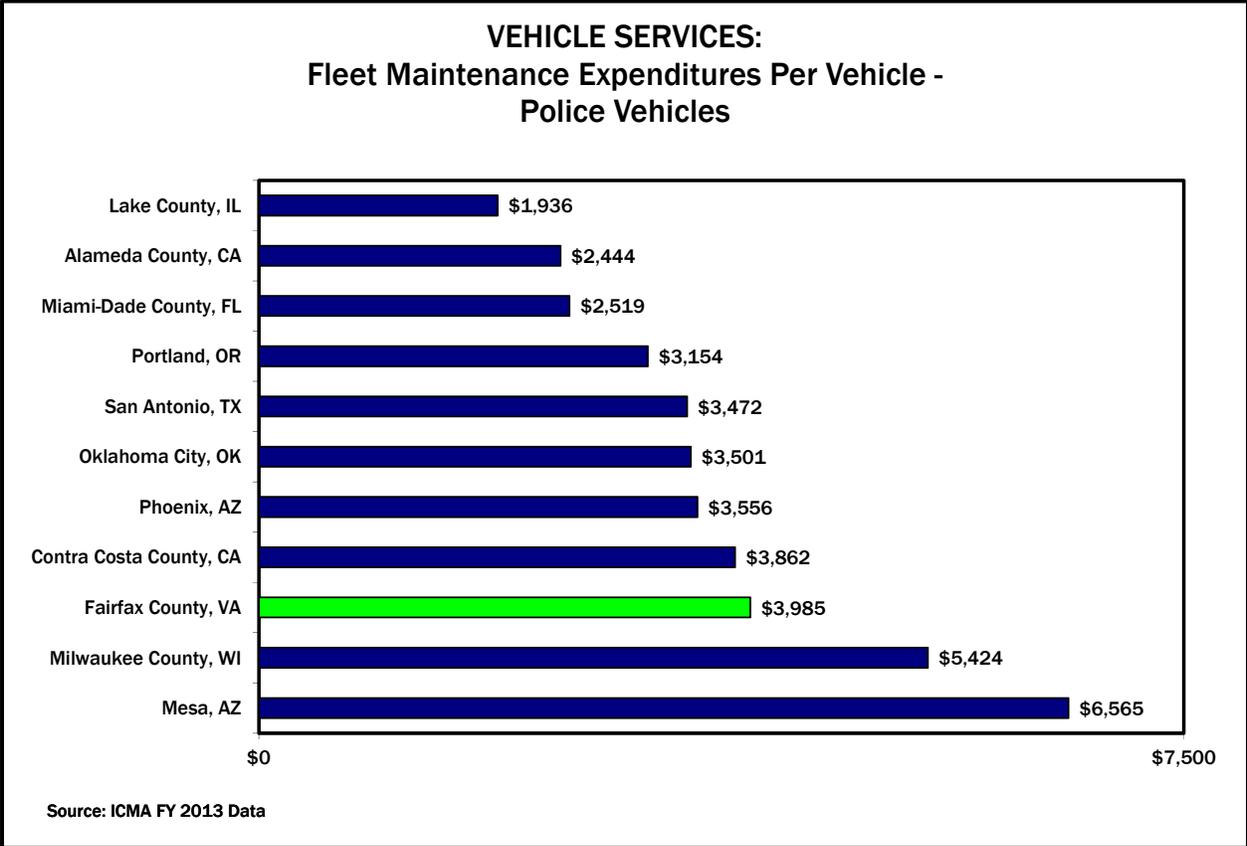
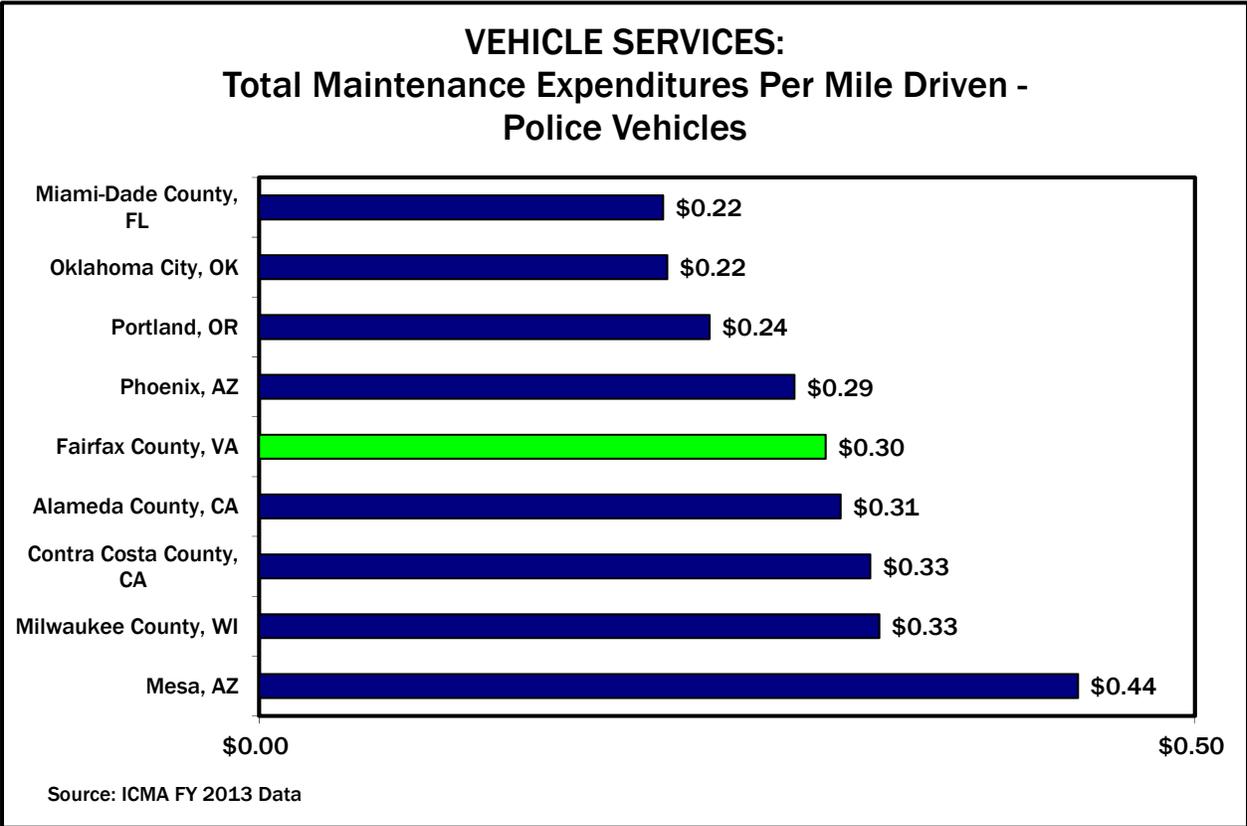
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### Benchmarking

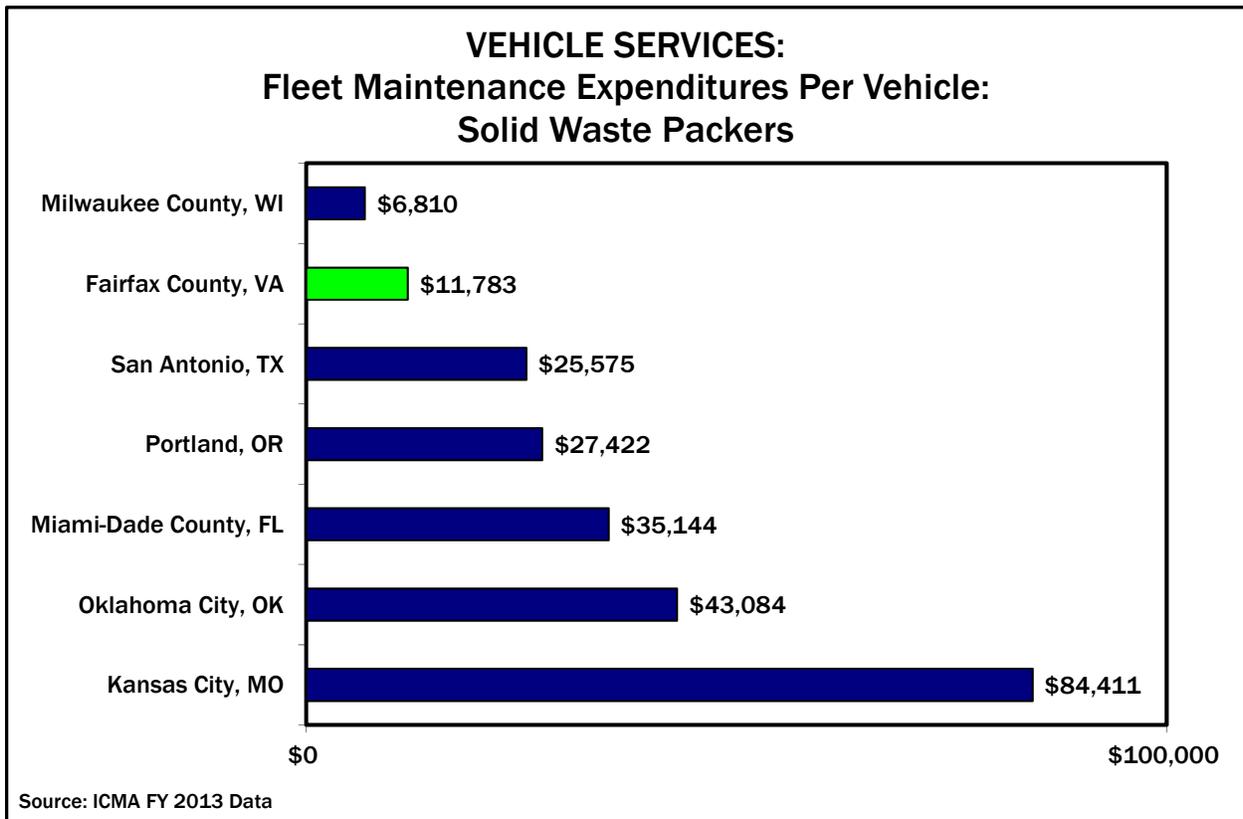
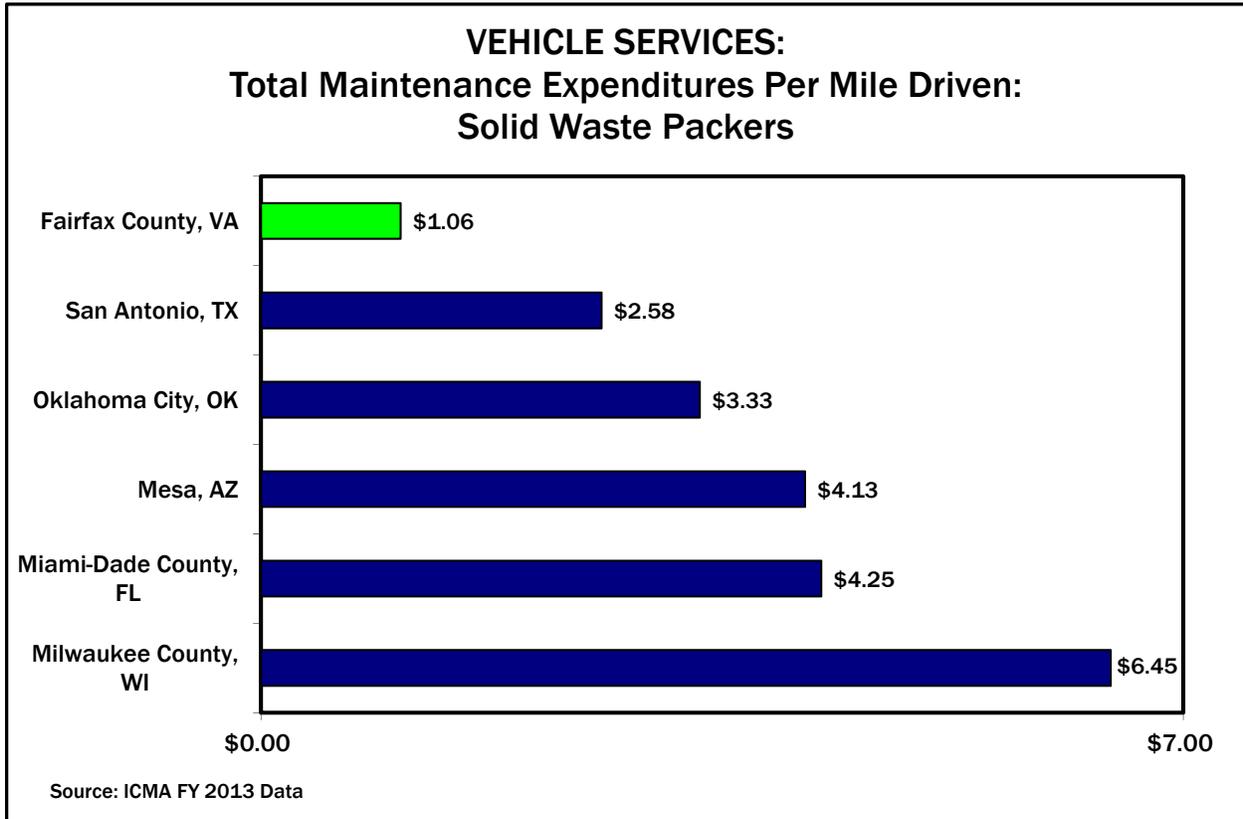
As a means of enhancing accountability, benchmarking data have been included in the annual budget since FY 2005. These data are included in each of the Program Area Summaries in Volume 1 and now in Other Funds (Volume 2) as available. The majority of this benchmarking data come from the International City/County Management Association's (ICMA) benchmarking effort in which Fairfax County has participated since 2000. Approximately 200 cities, counties and towns provide comparable data annually in 15 service areas. However, not all jurisdictions provide data for every service area. An example of which is the Roads/Highways template that Fairfax County does not complete since the Commonwealth has primary responsibility for roadways in Virginia counties.

As part of the ICMA benchmarking effort, participating local governments (cities, counties and towns) provide data on standard templates provided by ICMA in order to ensure consistency. ICMA then performs extensive checking and data cleaning to ensure the greatest accuracy and comparability of data. As a result of the time to collect the data and undergo ICMA's rigorous data cleaning processes, information is always available with a one-year delay. FY 2013 data represent the latest available information. The jurisdictions presented in the graphs on the following pages generally show how Fairfax County compares to other large jurisdictions (population over 500,000). In cases where other Virginia localities provided data, they are shown as well. Fleet Management is one of the service areas for which Fairfax County provides data. An important point to note about the ICMA comparative data effort is that since participation is voluntary, the jurisdictions that provide data have demonstrated that they are committed to becoming/remaining high performance organizations. Therefore, comparisons made through this program should be considered in the context that the participants have self-selected and are inclined to be among the higher performers than a random sample among local governments nationwide. It is also important to note that not all jurisdictions respond to all questions. In some cases, the question or process is not applicable to a particular locality or data are not available. For those reasons, the universe of jurisdictions with which Fairfax County is compared is not always the same for each benchmark.

# Fund 60010 Department of Vehicle Services

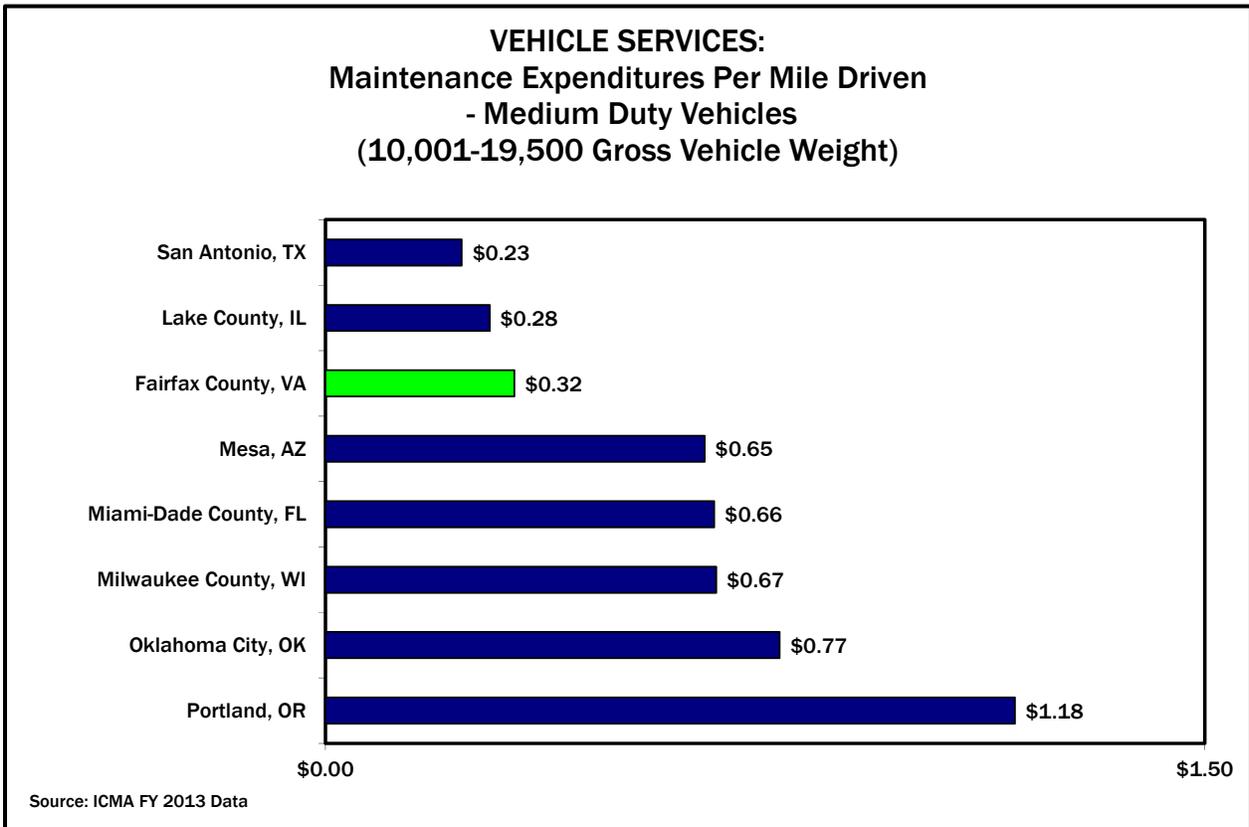
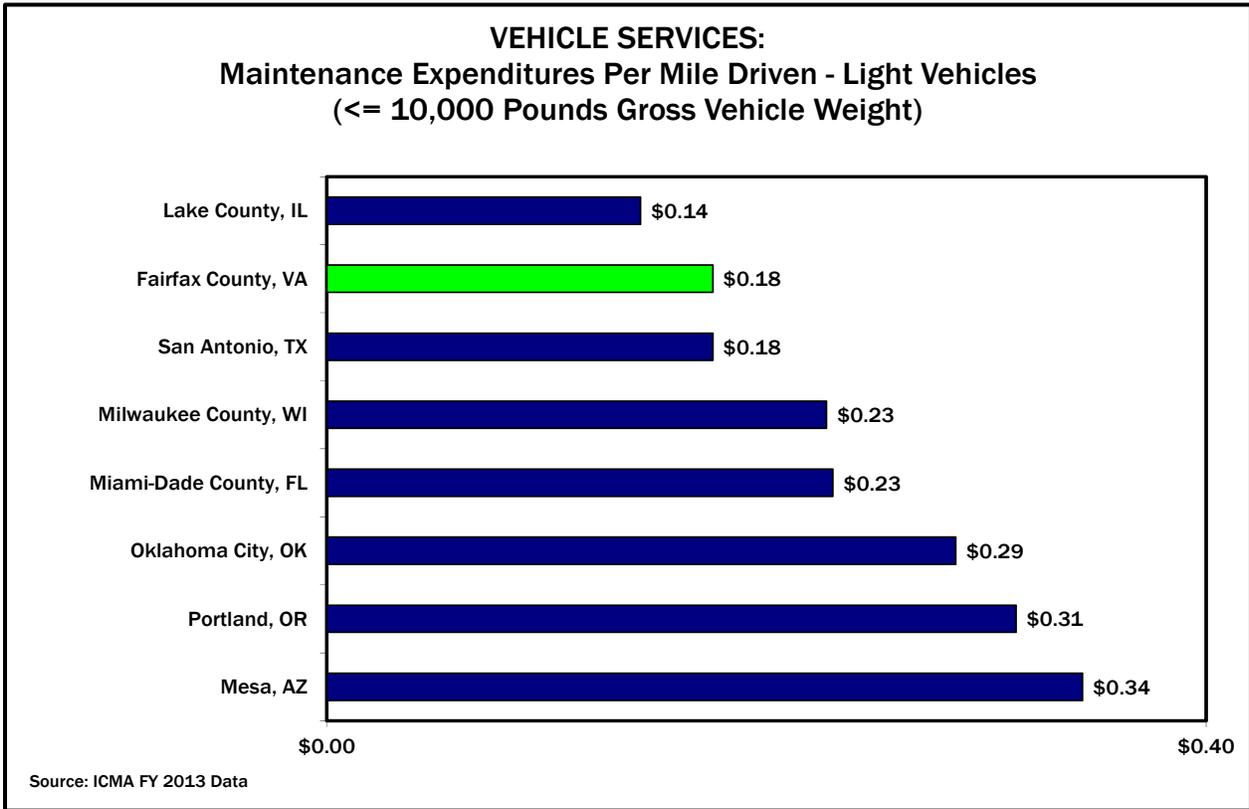


## Fund 60010 Department of Vehicle Services



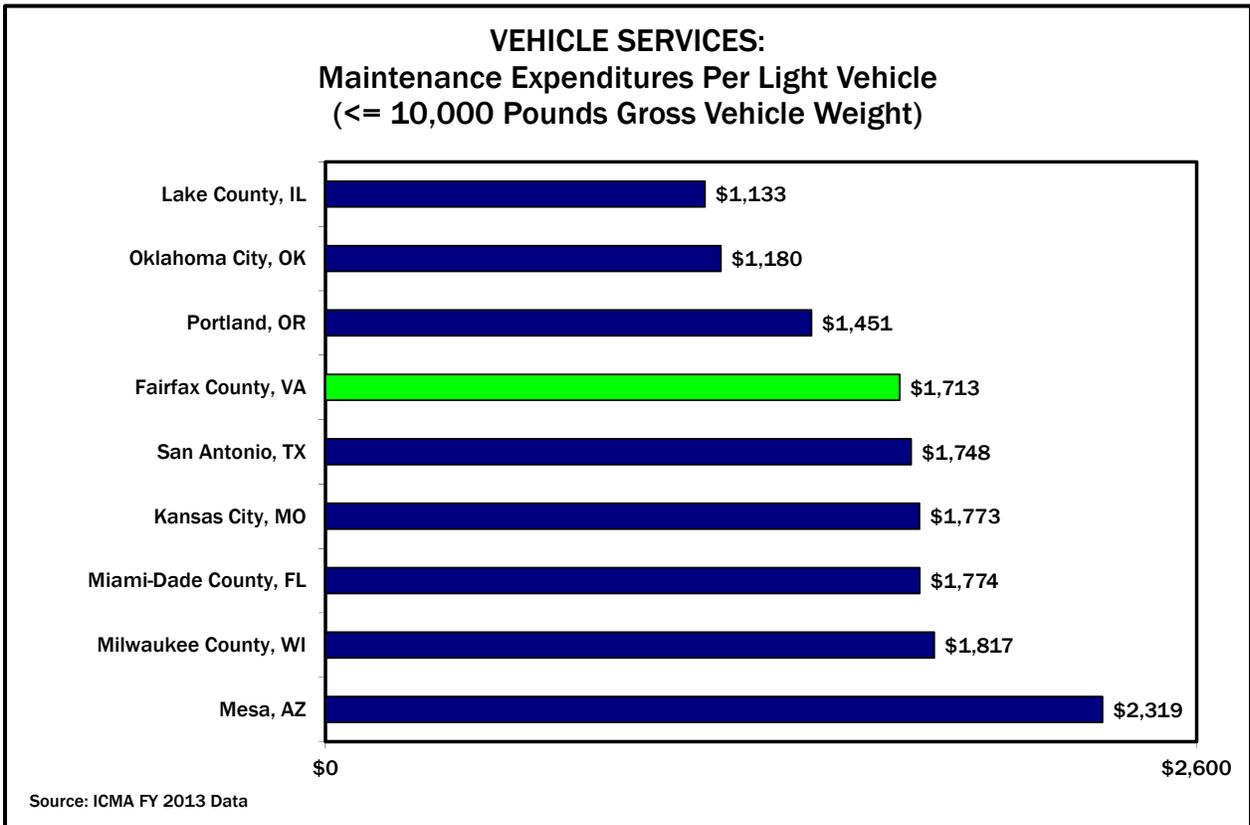
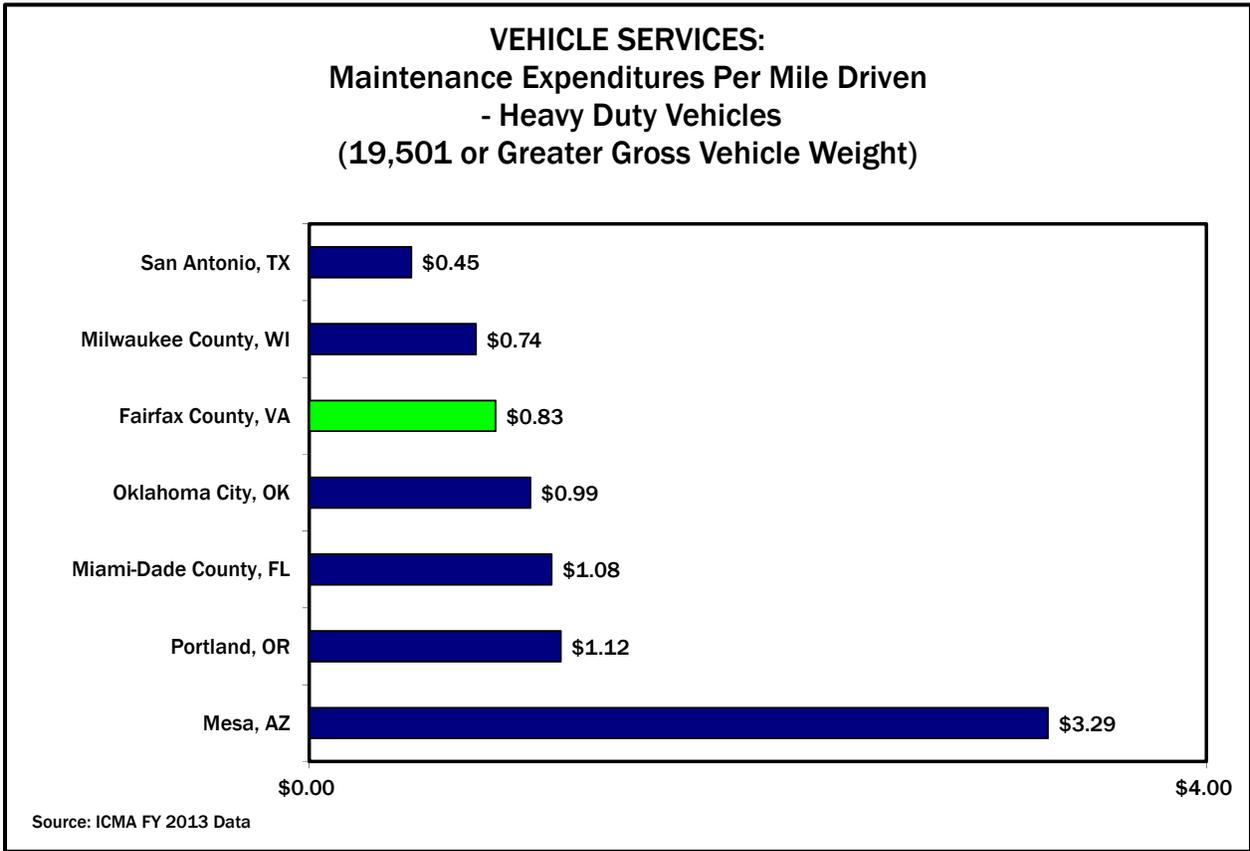
# Fund 60010

## Department of Vehicle Services



# Fund 60010

## Department of Vehicle Services



# Fund 60010 Department of Vehicle Services

