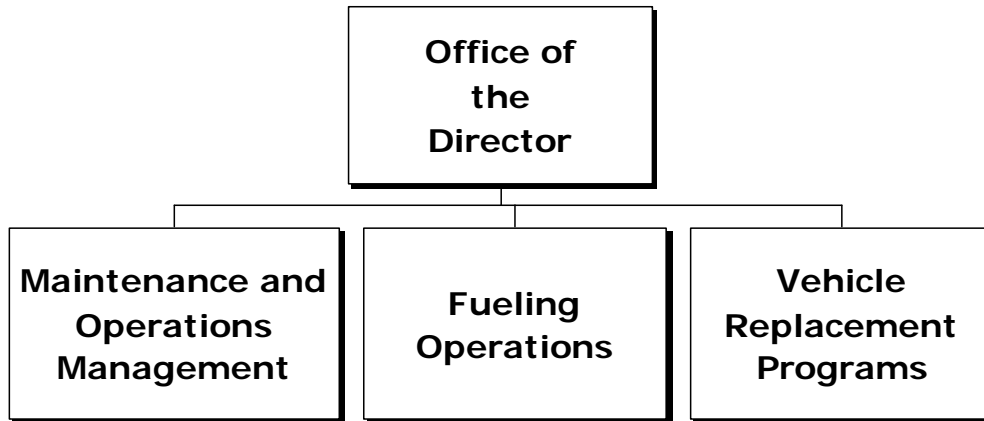


Fund 60010

Department of Vehicle Services



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 that 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 2016, there was a combined County and School fleet of 6,138 units, of which 5,926 are maintained by DVS. Of the total DVS-maintained units, 2,427 units belong to FCPS. The remaining 3,499 County units consist of approximately 1,023 vehicles more than one half ton (i.e. specialized equipment, dump trucks, wreckers); 888 police package vehicles (includes motorcycles), 986 light vehicles (one half ton or less in capacity), and 602 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 County Water Authority. DVS maintains the largest municipal fleet in Virginia and the ninth largest school bus fleet in the nation. In April 2016, DVS was named the 36th best fleet operation in the Americas by The 100 Best Fleets in the Americas.

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 and 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. Two body shops, located within the Newington and West Ox facilities, provide efficient and timely minor repairs, which reduce the time vehicles are out of service. In FY 2017, the West Ox, Alban and Newington facilities were awarded the Blue Seal of Excellence by meeting the standards established by the National Institute for Automotive Service Excellence (ASE).

DVS manages the County's Vehicle Replacement Fund, which accumulates funding over a vehicle's life to pay for the replacement of that vehicle when it reaches the end of its service life. The current replacement criteria includes the age, mileage, and condition of the vehicle. This fund is intended primarily for General Fund agencies. As of July 2016, 33 agencies participate in the fund, which includes approximately 2,359 units. Additionally, DVS manages funds for Helicopter, Boat, and Police Specialty Vehicle Replacement for

Fund 60010

Department of Vehicle Services

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 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, 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:



Maintaining Safe and Caring Communities



Connecting People and Places



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. As plug-in hybrids and electric vehicles continue to come to market, the department plans to continue its practice to procure them when practical.

Fund 60010

Department of Vehicle Services

On an annual basis, the County reviews current usage and fuel pricing to analyze and project fuel prices. The FY 2018 budget estimates a user price of \$1.54 per gallon for unleaded and \$1.63 per gallon for diesel, a significant decrease from the FY 2017 budgeted levels of \$1.94 per gallon for unleaded and \$2.00 per gallon for diesel. As fuel prices can fluctuate, County staff will review price data on a monthly basis to ensure prices remain within a reasonable level. If prices increase significantly during FY 2018, an adjustment may be required as part of a quarterly review to ensure that user agencies have sufficient funding to cover fuel related costs.

Budget and Staff Resources

Category	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2018 Advertised	FY 2018 Adopted
FUNDING					
Expenditures:					
Personnel Services	\$21,756,421	\$22,826,596	\$23,000,223	\$23,473,914	\$23,473,914
Operating Expenses	43,539,471	41,271,632	41,728,407	40,957,929	39,198,384
Capital Equipment	8,018,138	16,798,646	20,418,199	19,456,731	19,456,731
Total Expenditures	\$73,314,030	\$80,896,874	\$85,146,829	\$83,888,574	\$82,129,029
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	260 / 260	260 / 260	262 / 262	263 / 263	263 / 263

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** **\$389,594**
 An increase of \$389,594 in Personnel Services includes \$388,000 for performance-based and longevity increases for non-uniformed merit employees effective July 2017, and \$1,594 for employee pay increases for specific job classes identified in the County's benchmark class survey of comparator jurisdictions.
- ◆ **Additional Technician Positions** **\$287,724**
 Funding of \$287,724 and 3/3.0 FTE positions are required to support increased workload. Of this total 2/2.0 FTE are primarily associated with maintaining Fairfax County Public School (FCPS) vehicles. These positions, originally approved as part of the *FY 2016 Carryover Review*, are required to ensure that FCPS vehicles are maintained and repaired in accordance with federal and state mandated timelines and to ensure an effective and efficient business operation. The remaining 1/1.0 FTE is primarily associated with an increased number of public safety vehicles based on the addition of new positions and will ensure that the vehicle availability rate remains at 96 percent or higher and vehicles/equipment are maintained according to federal and state guidelines as well as County policies and procedures. The costs associated with these positions are anticipated to be fully offset by additional revenue associated with increased billings to FCPS and public safety agencies.

Fund 60010

Department of Vehicle Services

◆ **Operating Expenses** **(\$2,103,248)**

A net decrease of \$2,103,248 is due to an increase of \$1,514,817 associated with higher costs for non-fuel related Operating Expenses primarily in the area of parts and commercial repairs based on increases in the number of vehicles maintained. The increase in non-fuel related expenses is offset by a decrease of \$3,618,065 associated with lower fuel-related costs due primarily to lower price per gallon estimates. In FY 2017, the budget was developed using an unleaded price of \$1.94 per gallon and a diesel price of \$2.00 per gallon. The FY 2018 budget estimates a user price of \$1.54 per gallon for unleaded and \$1.63 per gallon for diesel.

◆ **Capital Equipment** **\$19,456,731**

Capital Equipment funding of \$19,456,731 includes the following: \$7,982,203 for the purchase of 11 vehicles out of the Fire Apparatus Replacement Fund; \$5,559,135 for the purchase of 187 vehicles that are projected to meet age and mileage criteria for replacement in FY 2018; \$1,700,000 for the replacement of two helicopter cameras; \$1,478,788 for the replacement of four vehicles out of the Ambulance Replacement Fund; \$692,864 for necessary facility and fuel equipment including a 15,000 gallon underground gasoline tank, Diesel Exhaust Fluid refueling equipment, two ground lifts, one tire machine, two tire balancers, two refrigerant recovery and recycling machines, one iron worker, one transmission jack and one breathing air system; \$600,000 for the replacement of a helicopter engine and blade grips; \$585,241 for the replacement of one command bus and three trailers out of the Police Specialty Replacement Fund; \$435,000 for the replacement of one boat and trailer out of the Police Boat Replacement Fund; and, \$423,500 for the replacement of seven buses out of the FASTRAN Replacement Fund.

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.

◆ **Carryover Adjustments** **\$4,249,955**

As part of the *FY 2016 Carryover Review*, the Board of Supervisors approved funding of \$4,249,955 due to encumbered carryover of \$3,896,328 and an appropriation of \$180,000 from the Police Specialty Vehicle Replacement Fund to purchase a surveillance van which was not purchased in FY 2016 due to delays in the procurement process. In addition, the Board approved funding of \$173,627 and 2/2.0 FTE positions to support increased workload associated with maintaining Fairfax County Public School (FCPS) vehicles. These positions are required to ensure that FCPS vehicles are maintained and repaired in accordance with federal and state mandated timelines and to ensure an effective and efficient business operation. Without additional staff, the maintenance backlog for buses will likely cause operational issues for both departments. The costs associated with these positions are anticipated to be fully offset by additional revenue associated with increased billings to FCPS.

Fund 60010

Department of Vehicle Services

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.

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 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2018 Advertised	FY 2018 Adopted
EXPENDITURES					
Total Expenditures	\$42,583,152	\$43,643,996	\$44,066,168	\$45,832,754	\$45,832,754
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	258 / 258	258 / 258	260 / 260	261 / 261	261 / 261
1 Director	11	Material Mgmt. Specialists I		1 Financial Specialist II	
2 Assistant Directors	1	Management Analyst III		1 Business Analyst III	
3 Administrative Assistants IV	1	Management Analyst II		1 Network Telecom. Analyst II	
3 Administrative Assistants III	1	Human Resource Generalist II		1 Information Technology Tech. III	
7 Administrative Assistants II	103	Technicians II (1)		6 Assistant Superintendents	
3 Material Mgmt. Supervisors	72	Technicians I		5 Motor Equipment Superintendents	
1 Material Mgmt. Specialist III	19	Motor Mech. Supervisors		3 Auto Body Repairers II	
11 Material Mgmt. Specialists II	1	Financial Specialist III		3 Auto Body Repairers I	
TOTAL POSITIONS					
261 Positions (1) / 261.0 FTE (1.0)				() Denotes New Position	

Fund 60010

Department of Vehicle Services

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 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2018 Advertised	FY 2018 Adopted
EXPENDITURES					
Total Expenditures	\$14,725,398	\$16,028,939	\$19,931,722	\$18,763,867	\$18,763,867
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	1 / 1	1 / 1	1 / 1	1 / 1	1 / 1
1 Management Analyst III					
TOTAL POSITIONS					
1 Position / 1.0 FTE					

Fueling Operations

The Fueling Operations cost center manages the County's highway vehicle fuel program by purchasing over 10.5 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 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2018 Advertised	FY 2018 Adopted
EXPENDITURES					
Total Expenditures	\$16,005,480	\$21,223,939	\$21,148,939	\$19,291,953	\$17,532,408
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	1 / 1	1 / 1	1 / 1	1 / 1	1 / 1
1 Heavy Equipment Operator					
TOTAL POSITIONS					
1 Position / 1.0 FTE					

Fund 60010

Department of Vehicle Services

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
Maintenance and Operations Management					
Vehicle availability rate	96.8%	96.9%	96.0%/98.0%	96.0%	96.0%
Percent of days vehicle availability rate target was achieved	37.7%	100.0%	90.0%/100.0%	90.0%	90.0%
Vehicle Replacement Programs					
Percent of vehicles meeting criteria that are replaced	100.0%	100.0%	100.0%/100.0%	100.0%	100.0%
Fueling Operations					
Price savings between in-house and commercial stations: unleaded gasoline	\$0.243	\$0.203	\$0.100/\$0.209	\$0.100	\$0.100
Price savings between in-house and commercial stations: diesel	\$0.320	\$0.443	\$0.100/\$0.457	\$0.100	\$0.100

A complete list of performance measures can be viewed at www.fairfaxcounty.gov/dmb/fy2018/adopted/pm/60010.pdf

Performance Measurement Results

A total of 5,926 County and School units (motorized and non-motorized) were maintained in FY 2016. 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 2016 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 2016.

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 2016, the average cost per gallon of \$1.45 decreased significantly from the FY 2015 average cost of \$2.34. Given the amount of fuel gallons used by the County, the savings associated with purchasing unleaded and diesel gasoline in-house were significant.

Fund 60010

Department of Vehicle Services

FUND STATEMENT

Fund 60010, Department of Vehicle Services

	FY 2016 Actual	FY 2017 Adopted Budget Plan	FY 2017 Revised Budget Plan	FY 2018 Advertised Budget Plan	FY 2018 Adopted Budget Plan
Beginning Balance	\$32,042,703	\$21,994,725	\$32,372,510	\$26,055,528	\$26,055,528
Vehicle Replacement Reserve	\$5,395,281	\$3,476,405	\$7,962,375	\$7,010,638	\$7,010,638
Facility Infr./Renewal Reserve	1,021,631	1,021,631	1,021,631	1,021,631	1,021,631
Ambulance Replacement Reserve	3,277,574	2,817,978	4,191,574	2,946,014	2,946,014
Fire Apparatus Replacement Reserve	9,832,752	3,895,197	6,609,473	3,549,611	3,549,611
School Bus Replacement Reserve	17,019	0	0	0	0
FASTRAN Bus Replacement Reserve	851,818	894,030	1,074,242	759,830	759,830
Helicopter Replacement Reserve	2,123,923	2,763,923	2,763,923	3,403,923	3,403,923
Helicopter Maintenance Reserve	900,000	478,500	511,192	111,192	111,192
Boat Replacement Reserve	436,103	505,122	505,122	574,141	574,141
Police Specialty Vehicle Reserve	3,346,849	2,053,867	2,943,072	2,203,490	2,203,490
Fuel Operations Reserve	380,418	58,267	530,514	475,058	475,058
Fuel Price Stabilization Reserve	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Other	459,335	29,805	259,392	0	0
Unreserved Beginning Balance	\$0	\$0	\$0	\$0	\$0
Revenue:					
Vehicle Replacement Charges	\$7,901,104	\$7,233,127	\$7,233,127	\$7,905,359	\$7,905,359
Ambulance Replacement Reserve	914,000	214,000	464,000	464,000	464,000
Fire Apparatus Replacement Charges	4,549,107	4,909,000	4,659,000	4,659,000	4,659,000
FASTRAN Bus Replacement Charges	429,962	384,962	384,962	384,962	384,962
Helicopter Replacement Charges	640,000	640,000	640,000	787,143	787,143
Helicopter Maintenance Charges	350,000	350,000	350,000	350,000	350,000
Boat Replacement Charges	69,019	69,019	69,019	0	0
Police Specialty Vehicle Charges	251,860	251,860	251,860	409,423	409,423
Vehicle Fuel Charges	16,155,577	21,093,483	21,093,483	19,071,644	17,312,099
Other Charges	42,383,208	43,510,769	43,684,396	45,893,113	45,893,113
Total Revenue	\$73,643,837	\$78,656,220	\$78,829,847	\$79,924,644	\$78,165,099
Total Available	\$105,686,540	\$100,650,945	\$111,202,357	\$105,980,172	\$104,220,627
Expenditures:					
Vehicle Replacement	\$5,351,029	\$5,886,705	\$8,062,485	\$5,559,135	\$5,559,135
Ambulance Replacement	0	1,040,706	1,709,560	1,478,788	1,478,788
Boat Replacement	0	0	0	435,000	435,000
Fire Apparatus Replacement	7,772,386	7,438,781	7,718,862	7,982,203	7,982,203
FASTRAN Bus Replacement	207,538	699,374	699,374	423,500	423,500
Helicopter Replacement	0	0	0	1,700,000	1,700,000
Helicopter Maintenance	738,808	750,000	750,000	600,000	600,000
Police Specialty Vehicle Replacement	655,637	213,373	991,442	585,241	585,241

Fund 60010

Department of Vehicle Services

FUND STATEMENT

Fund 60010, Department of Vehicle Services

	FY 2016 Actual	FY 2017 Adopted Budget Plan	FY 2017 Revised Budget Plan	FY 2018 Advertised Budget Plan	FY 2018 Adopted Budget Plan
Fuel Operations:					
Fuel	\$14,780,240	\$19,690,000	\$19,690,000	\$17,740,088	\$15,980,543
Other Fuel Related Expenses	1,225,241	1,533,939	1,458,939	1,551,865	1,551,865
Other:					
Personnel Services	\$21,690,791	\$22,753,842	\$22,927,469	\$23,399,807	\$23,399,807
Operating Expenses	20,680,740	20,761,447	20,934,991	22,306,264	22,306,264
Capital Equipment	211,620	128,707	203,707	126,683	126,683
Total Expenditures	\$73,314,030	\$80,896,874	\$85,146,829	\$83,888,574	\$82,129,029
Total Disbursements	\$73,314,030	\$80,896,874	\$85,146,829	\$83,888,574	\$82,129,029
Ending Balance¹	\$32,372,510	\$19,754,071	\$26,055,528	\$22,091,598	\$22,091,598
Vehicle Replacement Reserve ²	\$7,962,375	\$4,647,216	\$7,010,638	\$9,417,221	\$9,417,221
Facility Infr./Renewal Reserve	1,021,631	1,021,631	1,021,631	1,021,631	1,021,631
Ambulance Replacement Reserve	4,191,574	1,991,272	2,946,014	1,931,226	1,931,226
Fire Apparatus Replacement Reserve	6,609,473	1,365,416	3,549,611	226,408	226,408
School Bus Replacement Reserve ²	0	0	0	0	0
FASTRAN Bus Replacement Reserve	1,074,242	579,618	759,830	721,292	721,292
Helicopter Replacement Reserve	2,763,923	3,403,923	3,403,923	2,352,258	2,352,258
Helicopter Maintenance Reserve	511,192	78,500	111,192	0	0
Boat Replacement Reserve	505,122	574,141	574,141	139,141	139,141
Police Specialty Vehicle Reserve	2,943,072	2,092,354	2,203,490	2,027,672	2,027,672
Fuel Operations Reserve	530,514	0	475,058	254,749	254,749
Fuel Price Stabilization Reserve	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Other	259,392	0	0	0	0
Unreserved Ending Balance	\$0	\$0	\$0	\$0	\$0

¹ 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).

² 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

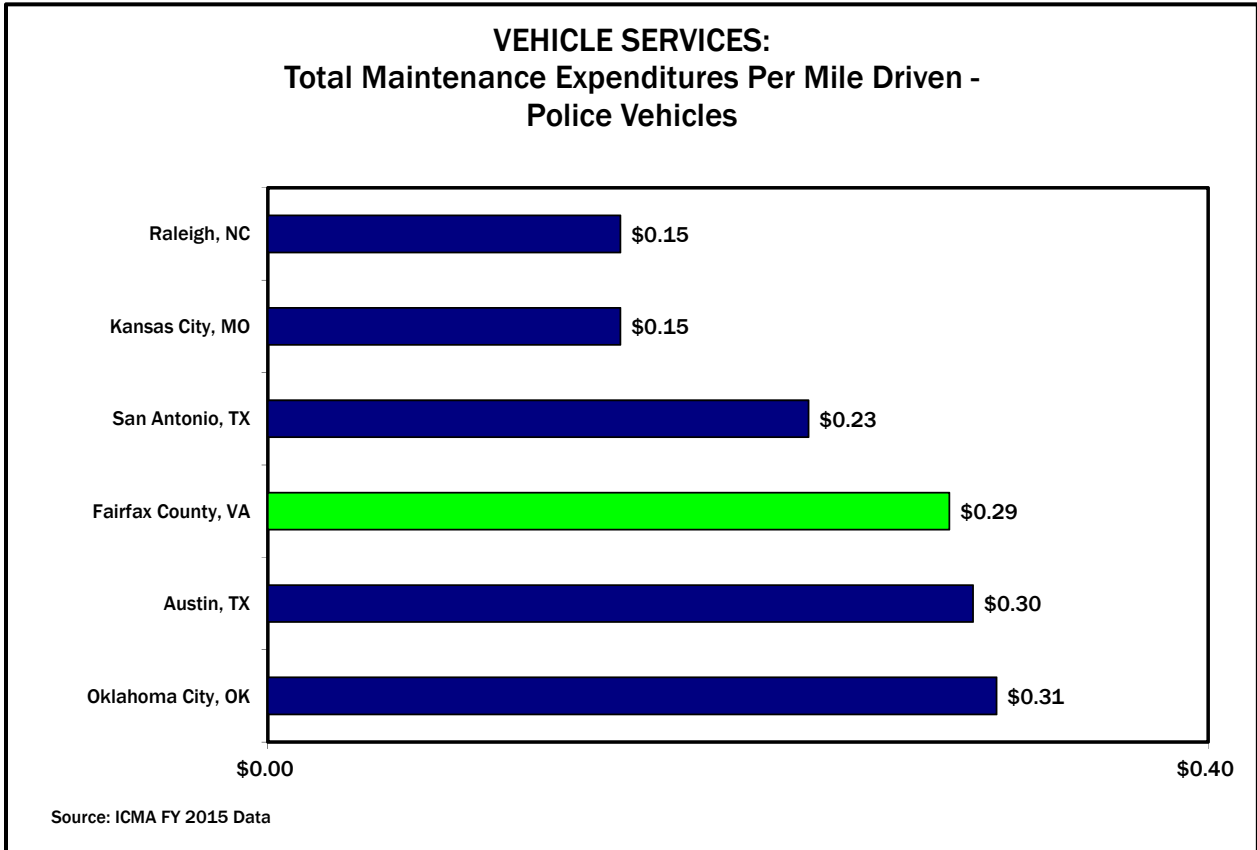
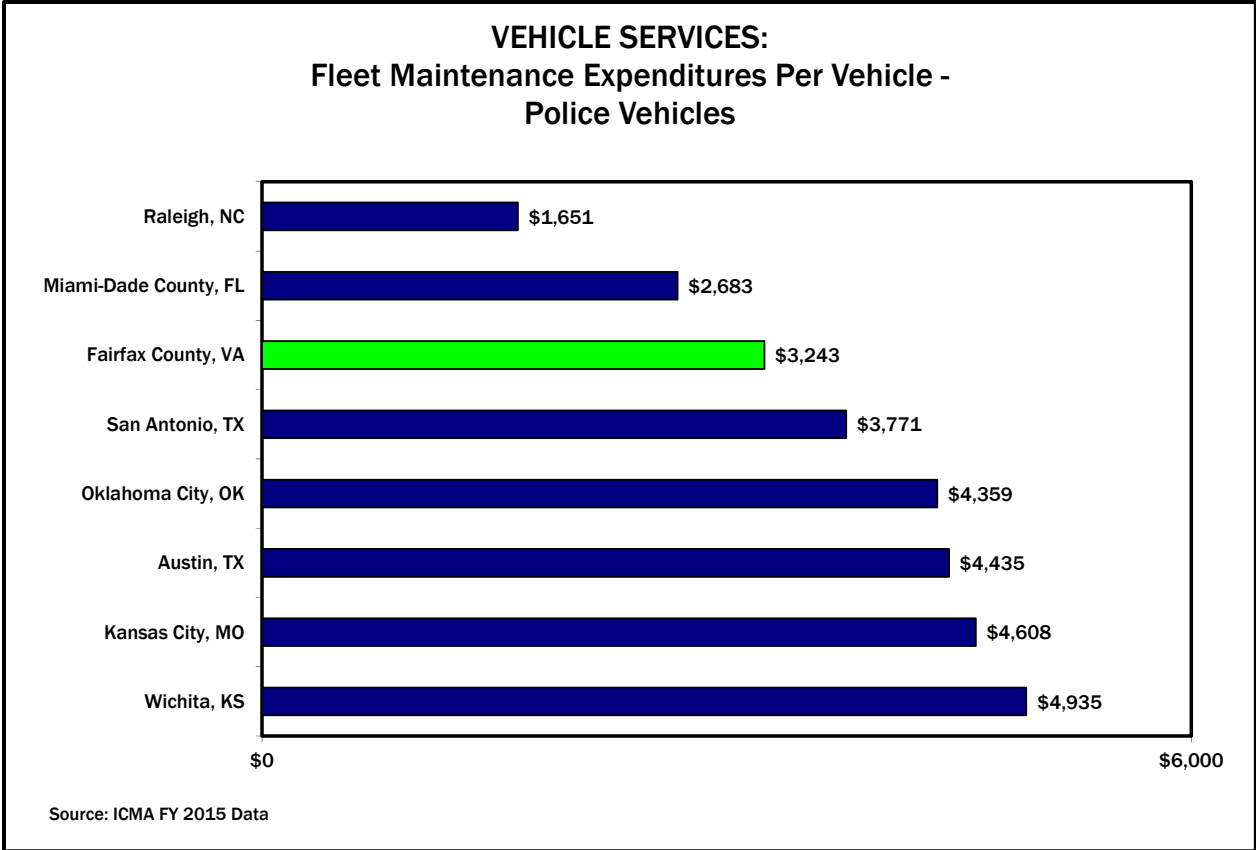
Department of Vehicle Services

Benchmarking

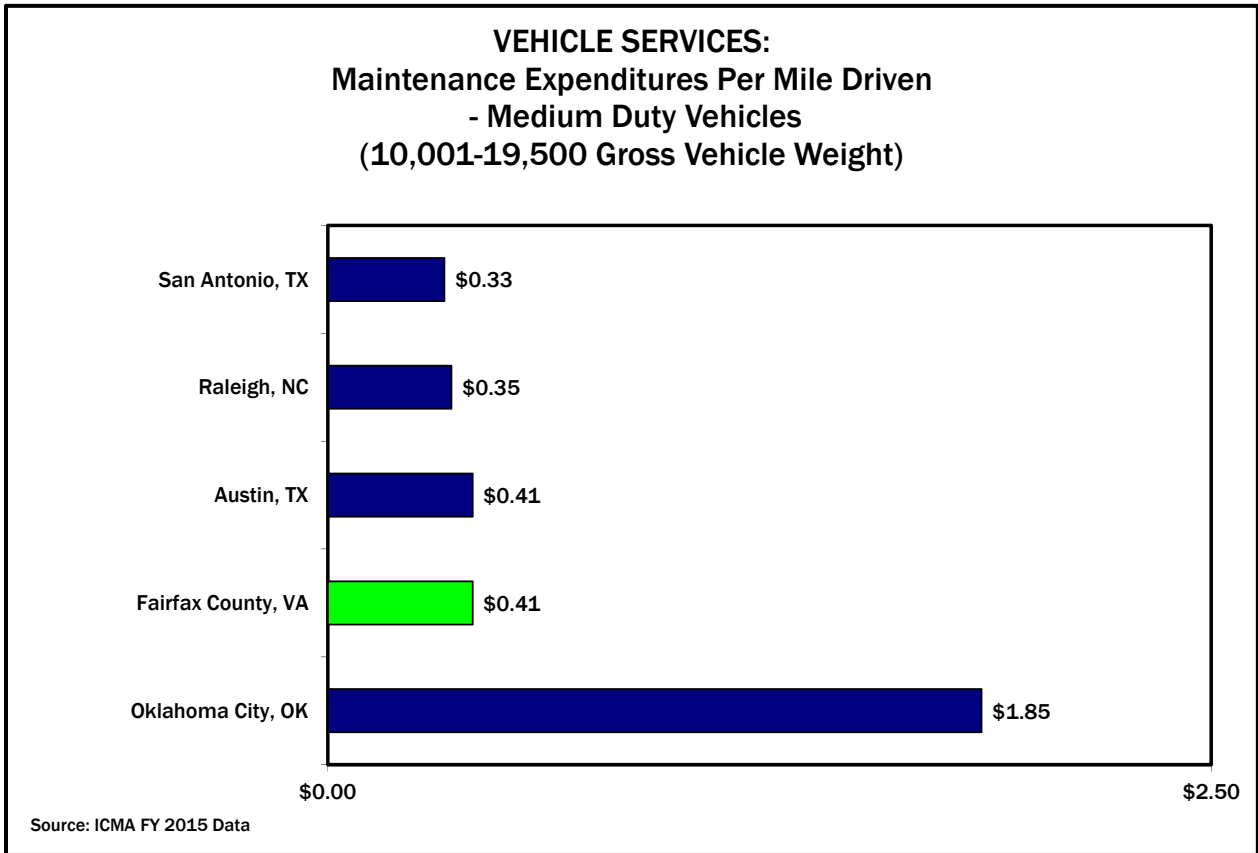
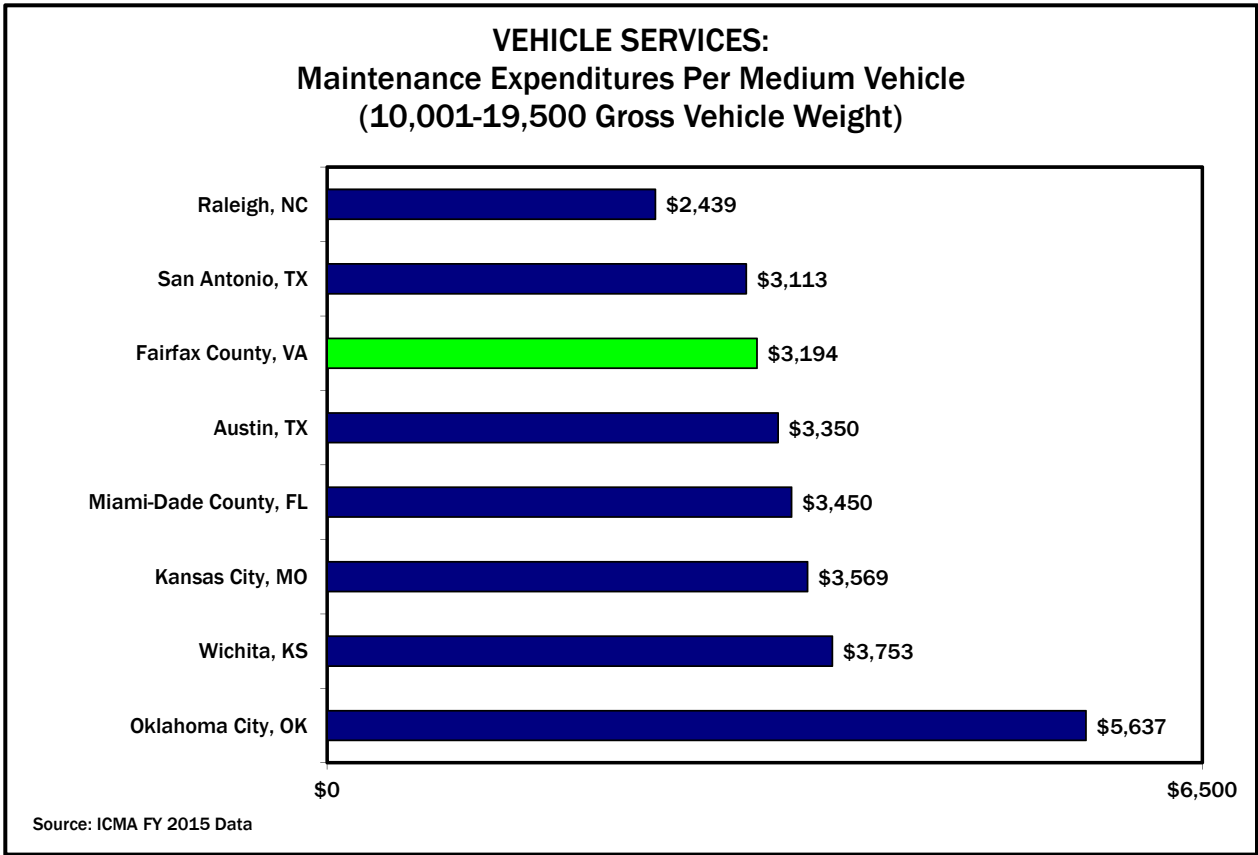
As a means of enhancing accountability, benchmarking data have been included in the annual budget since FY 2005. These data are included in each of the Program Area Summaries in Volume 1 and now in Other Funds (Volume 2) as available. The majority of this benchmarking data comes from the International City/County Management Association's (ICMA) benchmarking effort in which Fairfax County has participated since 2000. Approximately 80 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 2015 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 400,000). 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

