



Office of the City
Controller
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Special Report:
**Condition of the
Citywide Vehicle Fleet**

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Report Highlights

Executive Summary

Over the past year, local officials have increasingly warned that the condition of the citywide vehicle fleet is in steady decline. Years of underfunding has resulted in serious strain on the current inventory: vehicles are kept well beyond their recommended life cycles, average vehicle ages exceed healthy benchmarks, and service breakdowns are becoming more common.

This has implications on the City's finances as well: a vehicle kept past its recommended life cycle is more likely to experience component failures, which are often costly and strain budgets to purchase new vehicles. Frontline Department of Public Safety units including ambulances and fire engines are particularly vulnerable due to their high costs, extensive build times, and ongoing supply chain pressures.

In June 2025, the Office of Management and Budget (OMB) presented its 2026 Fleet Capital Proposal to the Equipment Leasing Authority (ELA), which stressed the urgent need to act. OMB reported that if significant additional investment is not made to the fleet, service disruptions could become frequent by 2030. The Office presented three funding pathways that would reverse the fleet's current trajectory and bring at least 80% of vehicles within their recommended life cycles. Doing so would require massive additional investment from the City, with at least \$206.7 million required over a five-year period to achieve the 100% pathway.

An optimally managed and sustainably funded fleet is able to adhere to recommended vehicle life cycles and make replacements at regularly scheduled intervals. This type of system is a proactive one, replacing vehicles before problems and costs mount -- in contrast to the current approach, in which inadequate funding has pushed vehicles to remain in service long past their recommended standards.

This report aims to provide city officials and residents with a baseline understanding of the fleet's characteristics and an overview of citywide fleet maintenance costs.

Two policy options are provided as recommendations. The first supports an annual, publicly available Fleet Condition Report and recommends metrics that could be valuable to include. The second recommends that city leaders recommit to voluntary contributions from the region's largest nonprofits. As a long-term, predictable funding stream, nonprofit contributions could support a Frontline Fleet Trust Fund focusing solely on the improvement of the Public Safety fleets. This would have the dual benefit of providing relief to purchase costly ambulances and fire engines in need of immediate replacement while allowing fleet managers and the ELA to focus limited existing revenues of the remainder of the fleet.

Topline Summary:

Inventory Totals and Vehicle Types:

- A total of 1,339 vehicle and equipment units were identified in the inventory **as of June 11, 2025**. Of these, 105 of these units have been flagged by shop staff as decommissioned. Fleet staff explained that a significant number of vehicles no longer suitable for on-road service are kept in the garage lot for spare parts.
- Six departments or divisions hold 73.1% of the total inventory: Bureau of Police (424 units), DPW Streets (143), Bureau of Fire (115), DPW Environmental Services (112), DPW Parks & Heavy Equipment (106), and Emergency Medical Services (79).
- Using our own assigned vehicle classifications, the most common vehicle types were SUVs (435 units), standard pickup trucks (144), and dump trucks (108).

Age

- A total of 430 units (32.1% of the entire fleet) were at least ten years old, with another 428 units (32.0%) in the range of five to nine years.
- Top five departments or divisions with the most vehicles over ten years old: DPW Streets (82 units, 57.3% of its own fleet), Bureau of Fire (56, 48.7%), Bureau of Police (50, 11.8%), DPW Environmental Services (42, 37.5%), Office of Emergency Management and Homeland Security (31, 52.5%)
- The average age of all units in the inventory was 8 years and 2 months.

Mileage

- Fleetwide, the average was 48,626 miles.
- A total of 321 units (24.0% of the entire fleet) had recorded mileages of 75,000 miles or more.
- Top five departments/divisions with vehicles with at least 75,000 miles: Bureau of Police (83, 19.6% of its own fleet), DPW Streets (68, 47.6%), DPW Environmental Services (44, 39.3%), Bureau of Fire (27, 23.5%), Emergency Medical Services (39, 49.4%).
- By average total mileage, top departments or divisions were: Emergency Medical Services (82,946 mi.), Office of Municipal Investigations (75,142 mi.), and DPW Streets (71,411 mi.).

Fuel Type

- A total of 903 units (67.4% of the entire fleet) are fueled by gasoline or diesel.
- Hybrid and electric vehicles consist of 232 units (17.3%).

Life Cycle Analysis

- Using the recommended life cycles found in the fleet contract, we estimate that at least 48.9% of units in the examined inventory exceed their life cycles.
- Top five departments/divisions by total number of units exceeding life cycle: Bureau of Police (205, 48.6% of its own fleet), DPW Streets (83, 58.0%), Emergency Medical Services (61, 77.2%), Bureau of Fire (51, 44.3%), DPW Environmental Services (43, 38.4%).
- If no units in the current inventory are replaced, over 87% of units would be exceeding recommended life cycles by the end of 2030.

DPW Vehicles as Test Cases for Cost Escalation

- We compare the lifetime maintenance costs of five heavy vehicles that DPW requested replacements for in the 2025 Capital Budget to their initial purchase prices, which were provided in those requests. In three out of five of the examined vehicles, cumulative maintenance costs surpassed the purchase price within the estimated life cycle range. This occurred for the other two vehicles approximately two and six years after their estimated life cycle ranges.
- We compared the average maintenance costs *before and within* the estimated life cycle range to average maintenance costs *after* the life cycle. Costs in the latter category ranged 128% to 394% higher than costs in the former – illustrating the fiscal impact of keeping vehicles in operation beyond their recommended standards.

Citywide Maintenance and Repair Costs Over Time

- We examined citywide contract costs (routine maintenance) and non-contract costs (generally unplanned repairs) over two periods: a one-year lookback (May 2024 through April 2025) and a ten-year lookback (January 2015 through December 2024). Similar trends emerged under both periods: despite non-contract *work orders and labor hours* making up a minority of work performed, non-contract costs consistently made up a majority of total costs. There is a strong fiscal incentive to reduce non-contract work.
- Citywide non-contract costs made up 59.9% of total costs in the one-year lookback and 56.1% of total costs in the ten-year lookback.
- Under the one-year lookback, top departments/divisions by non-contract costs as a share of their total costs: Emergency Medical Services (70.9%), DPW Streets (69.5%), DOMI (68.2%), Office of Emergency Management and Homeland Security (67.7%), Police Investigations (66.3%).

DPW Parks Fleet and the Impact of Elevated Funding

- Fleet staff repeatedly noted that due to the influx of the City's Parks Tax funding in recent years, the DPW Parks division fleet has been in better condition than much of the rest of the citywide fleet. The first Parks Tax transfers and expenditures were made in 2022. To test this, we compared the contract and non-contract indicators for two groups: 1) DPW Parks & Heavy Equipment and 2) all other DPW divisions (Streets, Construction & Facilities, Forestry, and Environmental Services). A five-year lookback was used (January 2020 through December 2024).
- Under DPW Parks, non-contract costs slightly outpaced contract costs in 2020 and rose even higher in 2021 before dropping significantly in 2022. From 2022-2024, contract costs outpaced non-contract costs. Non-contract work orders and labor hours were a minority of work performed in all five years.
- In contrast, the remaining DPW divisions experienced non-contract costs outpacing contract costs during the entire period despite non-contract work orders and labor hours comprising a minority of work performed.
- While this data does not demonstrate causality, it supports anecdotal evidence provided by those who manage and operate the fleet on a daily basis – namely that increasing funding for a fleet or fleet division directly results in improved vehicle condition and lower overall maintenance costs.

We hope this report provides useful information to the public and to local officials.

Options for Policymakers

Option 1: Annual Public Fleet Condition Reports

Given City Council's role in the allocation of fleet funding, members should be equipped with a comprehensive report on the condition of the fleet prior to submission of the preliminary capital budget. This report should be publicly available and include baseline statistics regarding the citywide fleet's physical and fiscal health.

Metrics that may be valuable for assessing the fleet include:

- Total vehicles citywide, broken down by department, vehicle category, age distribution, mileage distribution, and fuel source
- Total vehicles capable of snow clearing
- Average uptime/downtime by department and month
- Total vehicles decommissioned from on-road service
- Share of fleet exceeding recommended life cycle and five-year projection
- List of vehicles added to inventory with accompanying life cycle schedules
- Total contract and non-contract costs, by department
- Lifetime operating cost per vehicle and as percentage of purchase cost

Option 2: Establish a Frontline Fleet Trust Fund

EMS and Fire vehicles face some of the highest replacement costs and longest build times in the fleet, with an inadequate number of replacements planned for those in the current inventory. There is an urgent public safety and fiscal need to bring these divisions' fleets, at a bare minimum, into compliance with a lifecycle-based replacement schedule.

As the introduction of Parks Tax revenues has shown, supplementing a fleet division with a dedicated funding source is likely to improve the condition of its vehicles and lower long-term maintenance costs.

The City and County Controllers' 2022 joint report on tax-exempt properties recommended voluntary payments with the region's largest nonprofits. To date, no such agreement has been reached. These nonprofits utilize Public Safety services, particularly EMS and Fire, at high rates, giving them a notable stake in the continued functionality of the City's frontline units.

An updated proposal could place voluntary contributions into a dedicated trust fund specifically to finance EMS and Fire vehicle replacements. This would provide contributors with a clear and vital use for funds provided, alleviate the most serious points of fiscal strain in the fleet's replacement needs, and allow the City to focus annual capital investments on the remainder of the fleet.

Background Information

Ongoing Discussions Regarding the Condition of the City Fleet

During the 2024-2025 winter season, the Department of Public Works (DPW) experienced challenges with snow removal. The resulting conversations with City Council brought attention to deeper inadequacies across the citywide fleet, most centrally the level of funding invested in the fleet in recent decades.

City Council publicly engaged with fleet managers in two post-agendas in early 2025: one held on February 26, 2025 ("Snow Removal in the City of Pittsburgh") and one held on May 6, 2025 ("EMS, Police, and Fire Fleet").¹

During these discussions, stakeholders highlighted the most pressing problems facing the fleet:

- The City requires around 123 snow-clearing vehicles to meet full and adequate response times. During the 2024-2025 winter season, only 103 were in the inventory, with 37 of those unavailable due to maintenance needs.
- The average vehicle age in the DPW Streets division was 11 years; this should ideally be at or below 5 years across all departments.
- A notable share of the current inventory is not suitable for on-road use. These vehicles are often kept for spare parts.
- Fire engines and ambulances have particularly long "build times", referring to the length of time between purchase and delivery of a vehicle. Fire engines, for example, have a build time of two to four years.
- Departments are sometimes forced to use alternate vehicles when the standard use vehicle is unavailable. EMS, for example, has been reported to rely on special events ambulances for routine calls when standard ambulances are out of service.
- The longer a vehicle is kept beyond its recommended life cycle, the more difficult it becomes to acquire its parts for replacements. Its potential resale value also declines over time, reducing how much the City is able to recoup from its original investment.

Participants also noted problems that most public sector entities are facing regarding their fleets:

- Many cities used federal pandemic-related funding to order new vehicles, leading to production backlogs prolonging orders.
- A shortage in computer chips has meant that certain vehicles relying on them, including ambulances, are delayed even further.
- Market consolidation in the construction of specialty vehicles has led to higher costs over time.

¹ Julie Maruca, "Pittsburgh's snow removal fleet faces blizzard of problems, officials say," WESA, February 27, 2025, <https://www.wesa.fm/politics-government/2025-02-27/pittsburghs-snow-removal-fleet-problems>; "Pittsburgh's public safety fleet in need of 'intervention,' officials say," WESA, May 7, 2025, <https://www.wesa.fm/politics-government/2025-05-07/pittsburghs-public-safety-fleet-in-need-of-intervention-officials-say>; "Why Pittsburgh's fire and EMS vehicle fleets are facing a crisis," WESA, May 16, 2025, <https://www.wesa.fm/politics-government/2025-05-16/pittsburgh-fire-ems-vehicle-fleet-crisis>.

City Fleet Allocations: Legislative Record Since 2020

The City's annual capital budget allocations are the most consistent funding stream for the fleet (under the project line "Capital Equipment Acquisition"). Funding sources for capital projects include PAYGO (transfers from the General Fund into the Capital Projects Fund), bonds (debt financing), the federal Community Development Block Grant (CDBG), or "Other" (including intergovernmental transfers and reimbursements). Capital budgets are passed by City Council and may be amended later to either add additional funds to projects or to retract unused funds.

City Council also approves cooperative agreements between the City and the Equipment Leasing Authority (ELA) that enable the transfer of funds for vehicles and equipment used for city operations. Like capital budgets, these may also be amended by City Council to adjust funding as needed. Cooperative agreements may draw from a variety of funding sources: Operating (e.g., department budgets), Capital, and Special Revenue funds (e.g., Police Secondary Employment, EMS Reimbursable Events, Stop the Violence Trust Fund).

Shown in **Tables 1 and 2** are Capital Budget allocations and ELA cooperative agreements approved by City Council since 2020.

TABLE 1

Capital Budget Allocations Approved by City Council (January 2020 – July 2025)			
Capital Budget Year	Source Legislation and Amendments	Allocated (Retracted)	Purpose/Use
2021 Capital Budget	Res. 647 of 2020	\$3,274,376.00	Budgeted for Capital Equipment Acquisition
	Amended: Res. 514 of 2024	(\$0.01)	Removed from unencumbered funds for projects pending closure
	Amended: Res. 502 of 2023	\$219,733.99	Capital Equipment Acquisition
	Amended: Res. 456 of 2021	\$6,350,000.00; \$7,606,000.00	Capital Equipment Acquisition – Environmental Services Packer; Capital Equipment Acquisition – Green Fleet Improvements
2022 Capital Budget	Res. 886 of 2021	\$12,136,643.00	Budgeted for Capital Equipment Acquisition
	Res. 503 of 2023	\$569,078.55	Capital Equipment Acquisition
2023 Capital Budget	Res. 723 of 2022	\$6,018,991.00	Budgeted for Capital Equipment Acquisition
	Res. 504 of 2023	\$907,063.37	Capital Equipment Acquisition
2024 Capital Budget	Res. 857 of 2023	\$9,546,342.00	Budgeted for Capital Equipment Acquisition
2025 Capital Budget	Res. 924 of 2024	\$6,024,658.00	Budgeted for Capital Equipment Acquisition

TABLE 2

City of Pittsburgh Cooperative Agreements with the Equipment Leasing Authority (ELA) (2020 – July 2025)			
Source Legislation	Description/ Amendments	Allocated	Purpose/Use
Res. 32 of 2021	ELA Cooperative Agreement	\$2,803,480.00	Citywide vehicles and equipment
	Amended: Res. 525 of 2021	\$7,606,000.00	Citywide vehicles and equipment
	Amended: Res. 505 of 2023	\$219,833.99	Citywide vehicles and equipment
Res. 43 of 2022	ELA Cooperative Agreement	\$12,543,002.81	Citywide vehicles and equipment
	Amended: Res. 506 of 2023	\$569,078.55	Citywide vehicles and equipment
Res. 480 of 2022	ELA Cooperative Agreement	\$3,879,860.74	Bureau of Fire four (4) pumper trucks
Res. 109 of 2023	ELA Cooperative Agreement	\$9,465,991.00	Citywide vehicles and equipment
	Amended: Res. 499 of 2023	\$907,063.37	Citywide vehicles and equipment
Res. 15 of 2024	ELA Cooperative Agreement	\$12,622,642.00	Citywide vehicles and equipment
	Amended: Res. 474 of 2024	\$29,870.00	Citywide vehicles and equipment
	Amended: Res. 375 of 2024	\$520,552.50	Citywide vehicles and equipment (Transfer: \$175,000 from American Rescue Trust Fund)
	Amended: Res. 198 of 2024	\$1,352,602.00	Citywide vehicles and equipment
Res. 199 of 2024	ELA Cooperative Agreement	\$500,000.00	Dept. of Mobility & Infrastructure (DOMI) bridge maintenance vehicles (Grant: Pennsylvania Department of Community and Economic Development's (DCED) Local Share Account program)
Res. 374 of 2024	ELA Cooperative Agreement	\$150,000.00	Office of Community Health & Safety (OCHS) vehicles (Grant: Substance Abuse and Mental Health Services Administration (SAMHSA))
Res. 442 of 2024	ELA Cooperative Agreement	\$85,000.00	Bureau of Police vehicles to support recruitment efforts (Grant: Pennsylvania Commission on Crime and Delinquency)
Res. 781 of 2024	ELA Cooperative Agreement	\$29,870.00	Office of Community Health & Safety (OCHS) vehicles (Grant: Bureau of Justice Assistance (BJA))
Res. 21 of 2025	ELA Cooperative Agreement	\$7,906,319.37	Citywide vehicles and equipment

	Amended: Res. 208 of 2025	\$93,000.00	Office of Community Health & Safety (OCHS) vehicles
Res. 178 of 2025	ELA Cooperative Agreement	\$80,000.00	City of Pittsburgh Park Rangers vehicles (Grant: Pennsylvania Department of Community and Economic Development's (DCED) Local Share Account Statewide)
Res. 193 of 2025	ELA Cooperative Agreement	\$125,000.00	Department of Public Works Bureau of Environmental Services (DPWES) vehicles (Grant: Pennsylvania Department of Environmental Protection (PA DEP) - 902 Municipal Recycling Grant)

As of the 2025 Capital Budget, planned allocations to the fleet through 2030 are as follows:

2026	2027	2028	2029	2030
\$3,094,305	\$2,747,417	\$2,647,417	\$2,447,417	\$2,447,417

In addition, the City's allocation plan for American Rescue Plan Act (ARPA) funding included the project line "Green Fleet Improvements" (Job 8458990421), which had an approved budget of \$15.4 million as of March 31, 2025. Funds for this project are eligible to be used for improvements to the citywide fleet.

City Controller staff pulled documentation for records associated with this job. **Table 3** below shows total transfers from the City's ARPA fund to the Equipment Leasing Account. The "Year" column indicates the ELA cooperative agreement and ARPA fund each transfer are associated with.

Note: these transfers often only represent a portion of total purchase costs. Vehicles and equipment may utilize multiple sources of funding.

TABLE 3

American Rescue Plan “Green Fleet Improvements”: City Transfers to ELA (As of August 2025)				
Check No.	Date	ELA Co-Op Year	Amount	Purchase Description
4510	10/13/21	2021	\$ 2,784,253.00	Pierce 105' Heavy Duty Ladder mounted on Arrow XT chassis; Pierce Pumper mounter on Enforcer chassis
5097	11/1/22	2021	\$ 490,055.00	Green Fleet Improvements - Two (2) Electric Sedans (OMB); 13 Electric Sedans (DPLI), 10 EV Chargers (DPW Infrastructure Project)
5165	11/30/22	2021	\$ 1,997,232.00	Six (6) Refuse CNG Trucks (DPW Environmental Services)
5165	12/14/22	2021	\$ 212,051.96	Four (4) Electric Vans (DPW Facilities)
5165	12/14/22	2022	\$ 583,142.89	11 Electric Vans (DPW Facilities)
5261	2/22/23	2021	\$ 452,249.00	11 EV Ford Lightning F150s
5326	4/4/23	2022	\$ 510,390.00	2022 Ford Interceptor Hybrid SUV
5326	4/4/23	2021	\$ 43,344.58	AVRR Warehouse EV Charging
5453	6/15/23	2022	\$ 53,190.00	Upfit of one (1) Ford Lightning Pickup (DPW Parks), upfit of five (5) 2022 Ford EV Transit (DPW Facilities)
5453	6/21/23	2021	\$ 10,857.00	Upfit of three (3) Ford Lightning Pickups (DPW Facilities)
5552	8/24/23	2021	\$ 2,889.00	Upfit of one (1) 2022 Ford F150 Lightning EV Pickup
5723	11/29/23	2021	\$ 874,400.00	Two (2) Electric Recycling Truck Chassis (DPW Environmental Services)
5860	2/9/24	2022	\$ 188,828.00	CNG Refuse Trucks comprising of a Dennis Eagle Chassis and New Way COBRA High Compaction 25YD Rear Loader Pumper apparatus
5860	2/19/24	2022	\$ 602,085.00	Upfit of five (5) CNG Refuse Packer Bodies
5860	2/23/24	2022	\$ 14,610.00	Purchase and upfit of two (2) 2022 Ford F350 Super Cab Pickups
5860	2/23/24	2022	\$ 14,794.00	One (1) Stainless-Steel Dump for a 2023 Ford F550 Super Duty 4X4 Crew Cab
5860	2/23/24	2021	\$ 174,500.00	Installation services of twenty (20) level 2 charging stations at 875 Sleep Hollow Road
5860	2/23/24	2022	\$ 42,944.00	For the upfit of three (3) Stainless Steel Dump for a 2023 Ford F550 Super Duty 4X4 Crew Cab
5860	2/23/24	2022	\$ 143,127.53	For the upfit of three (3) Chevrolet Tahoes
5860	2/27/24	2023	\$ 346,409.76	Purchase of thirty (30) 2024 Ford Interceptor Gas SUVs
5860	2/27/24	2022	\$ 569,078.55	Purchase of thirty (30) 2024 Ford Interceptor Gas SUVs
5860	2/27/24	2021	\$ 219,833.99	Purchase of thirty (30) 2024 Ford Interceptor Gas SUVs
5280	3/15/24	2022	\$ 34,610.00	DC Fast charger
5280	3/15/24	2021	\$ 513,342.00	DC Fast charger
6320	9/26/24	2021	\$ 37,745.00	One (1) 2024 Toyota Model 50-8FGCU25, Internal Combustion, Lift Truck
6320	9/26/24	2022	\$ 181,788.00	Three (3) 2023 Ford F-550 ALS Ambulance Chassis
6608	3/31/25	2021	\$ 12,681.46	One (1) Spencer Manufacturing Aerial Ladder Truck
6608	3/31/25	2023	\$ 25,663.00	One (1) Spencer Manufacturing Aerial Ladder Truck
6608	4/1/25	2022	\$ 84,812.28	One (1) Spencer Manufacturing Aerial Ladder Truck
6608	4/1/25	2022	\$ 71,340.00	Upfit of two (2) 2024 Ford F350 Regular Cab Pickup Trucks with hydraulics and snow plow
Total			\$ 11,292,247.00	

2026 Capital Fleet Proposal: Accelerating Fleet Investments to Meet Capital Needs

On June 12, 2025, the Office of Management and Budget (OMB) presented a 2026 Fleet Capital Proposal to the Equipment Leasing Authority. The presentation focused on the urgent need for the City to provide additional funding and the potential consequences of not doing so. The accompanying figures are from the materials presented.

According to their data, 48% of fleet vehicles have exceeded recommended life cycles. Though the average age is 7.6 years, OMB notes that this “masks reality – large groups of vehicles are aging out together, creating spikes in breakdowns and budget strain” (**Figures 1, 2**).

Without significant additional investment, the City’s fleet will enter high-risk status and experience widespread service interruptions. Frontline units including ambulances and fire trucks are especially vulnerable given the current lack of adequate replacements and extended build times expected for new purchases (**Figure 3**). Even if additional investments were made to purchase replacement vehicles immediately, the City would not receive the units for two to four years, if not longer.

FIGURE 1

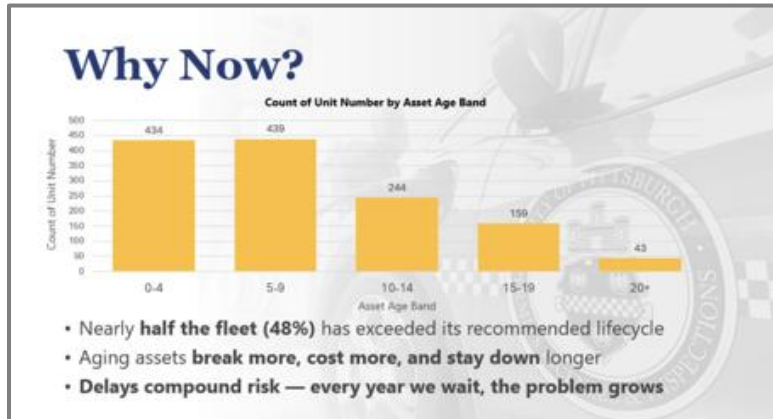


FIGURE 2



FIGURE 3

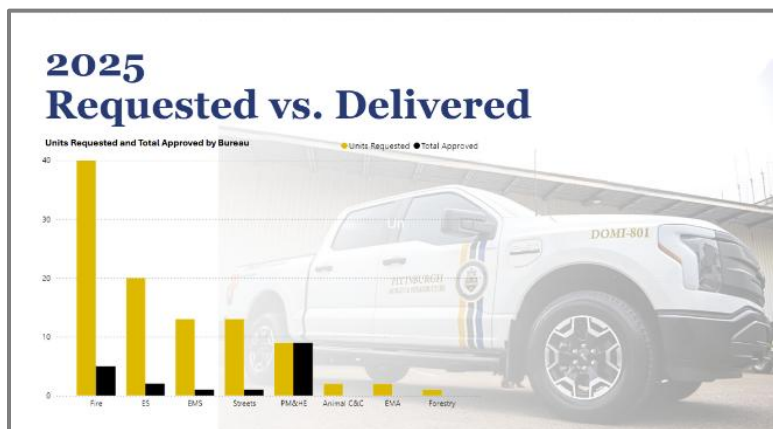


FIGURE 4

The consequences of not meeting the fleet's growing backlog of capital needs are stark. By 2030, potential risks will mount: unit breakdowns will become more frequent and less predictable, emergency repair costs will drain a larger share of allocated budgets, and vehicle procurement will continue to focus on replacing the same unreliable units rather than making replacements proactively. Each year that adequate investments are not made, a larger share of the fleet will exceed recommended vehicle life cycles (**Figures 4, 5**)

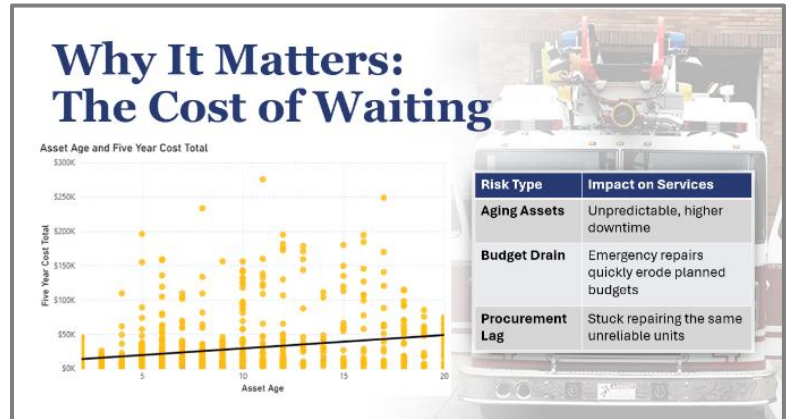


FIGURE 5

OMB presented three funding scenarios that would avoid the worst of these effects: 100%, 90%, and 80% funding paths, referring to the share of the total fleet to brought within recommended life cycles based on the chosen level of investment. Though 80% is the bare minimum needed to prevent fleet decline, 100% would achieve sustainable funding that reflects the actual capital needs of the City's fleet. **Between 2026 and 2030, the 100% funding path requires an additional \$206,771,778 investment in the fleet to replace at least 647 vehicles.**

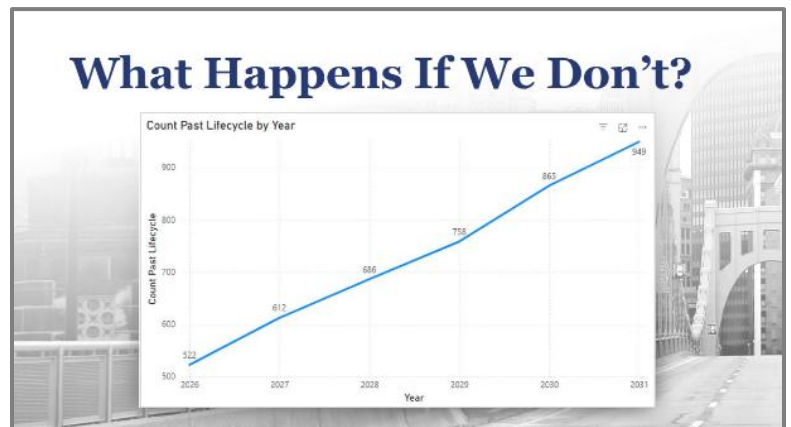


FIGURE 6

Doing so would bring the average age of vehicles in the fleet below six years with the vast majority operating within recommended life cycles. By catching up on this backlog of needs, it would also enable OMB and fleet staff to move toward proactive replacements of vehicles (**Figures 6-8**).

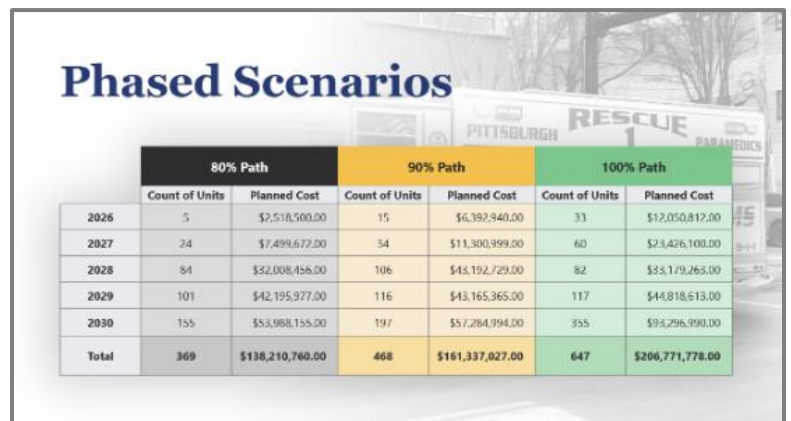


FIGURE 7



FIGURE 8



Fleet Contract Details

The current Fleet Management and Maintenance Agreement (Contract #54906) became effective on June 26, 2024 and lasts for 72 months (expiring in June 2030) with an option to extend for two additional years.

The City of Pittsburgh contracts with a private company, Transdev Fleet Services, to manage maintenance and repair services. Prior to April 12, 2024, Transdev was known as First Vehicle Services.

The City owns a garage facility ("the Shop") located at 29 ½ St. and A.V.R.R., Pittsburgh PA 15201. It is leased to Transdev at a cost of \$1.00.

Under the General Scope of Services, Transdev will provide a full range of preventive maintenance scheduling, inspections, remedial repairs, road service and towing, vehicle preparation, state safety and registration requirements, warranty and recall administration, fueling and fuel supply management, and other services "required to assure the effective and economical operation of the City's fleet."

Services are designated as either "Target" or "Non-Target" within the contract. Target services are defined as "generally routine vehicle maintenance and repair activities that are reasonably predictable and, therefore, lend themselves to projection and estimation."

Non-Target services include:

- Accident repairs
- Life extensions
- Vandalism
- Misuse
- Acts of nature
- Directed work
- Snow emergency
- Capitalization
- New equipment
- Theft
- Operational damage
- Modifications
- Other work outside of the contract scope

Several resolutions relating to the current vehicle maintenance contract were passed in 2023 and 2024.

Resolution 865 of 2023 (passed 12/18/23) authorized the current contract between the City and Transdev. As a result of engagement between City Council and the City Controller's Office, this contract made several changes to past iterations, including:

- Limiting the term of the contract to six years with an option of two, two-year extensions (prior contract ran for a full ten years)
- Lowering the "not to exceed" cost from \$135,994,438.35 to \$78,349,343
- Providing explicit definitions and examples of target and non-target services
- Including monetary performance standard compliance incentives related to cost savings, liquidated damages, turnaround time, and fleet availability

The current "not to exceed" annual budgeted amounts for Target and Non-Target services are shown in **Tables 4 and 5** below.

TABLE 4

City Fleet Contract: Budgeted for Target Services			
Account	Item Number	Budget Year	Budget Amount
102200.54201	22222-60	2024	\$8,151,789.57
102200.54201	22222-60	2025	\$8,483,343.76
102200.54201	22222-60	2026	\$8,905,424.45
102200.54201	22222-60	2027	\$9,266,257.08
102200.54201	22222-60	2028	\$9,641,508.93
102200.54201	22222-60	2029	\$10,001,631.37
Total			\$54,449,955.16

TABLE 5

City Fleet Contract: Budgeted for Non-Target Services			
Account	Item Number	Budget Year	Budget Amount
102200.56501	22222-59	2024	\$3,513,627.60
102200.56501	22222-59	2025	\$3,689,308.98
102200.56501	22222-59	2026	\$3,873,774.43
102200.56501	22222-59	2027	\$4,067,463.15
102200.56501	22222-59	2028	\$4,270,836.31
102200.56501	22222-59	2029	\$4,484,378.12
Total			\$23,899,388.59

Resolution 39 of 2024 (passed 1/30/24) changed the account from which to draw costs for Non-Target Services (from 102200.54201 to 102200.56501).

Resolution 842 of 2024 (passed 11/25/24) increased the Non-Target Services budgeted amount by \$500,000 in 2024 using savings on fuel expenditures. The 2024 budgeted amount rose from \$3,513,627.60 to \$4,013,627.60.

The City provides a single annual fixed amount for Target services, as shown below from Attachment C of the contract:

TABLE 6

City Budget for Target Costs (2024 – 2029)							
Items	2024	2025	2026	2027	2028	2029	Total
A. Wages & Salaries	\$3,340,213	\$3,449,100	\$3,614,936	\$3,732,261	\$3,852,857	\$3,967,847	\$21,957,214
B. Fringe Benefits	\$1,027,128	\$1,078,920	\$1,140,786	\$1,197,467	\$1,256,596	\$1,316,975	\$7,017,873
C. Parts & Supplies	\$1,378,348	\$1,447,265	\$1,519,629	\$1,595,610	\$1,675,391	\$1,759,160	\$9,375,403
D. Subcontractor Services	\$103,747	\$108,934	\$114,381	\$120,100	\$126,105	\$132,410	\$705,675
E. Overhead, Utilities	\$1,598,377	\$1,670,790	\$1,753,887	\$1,831,730	\$1,913,032	\$1,994,161	\$10,761,977
F. Capital Expenditures	\$56,787	\$56,787	\$56,787	\$56,787	\$56,787	\$40,737	\$324,675
Total	\$7,504,600	\$7,811,796	\$8,200,405	\$8,533,955	\$8,880,768	\$9,211,290	\$50,142,816

TABLE 7

Transdev Hourly Rates and City Budget for Non-Target Costs (2024 – 2029)						
Items	2024	2025	2026	2027	2028	2029
Technician Rate (Base)	\$49.80	\$51.79	\$53.86	\$56.02	\$58.26	\$60.59
Technician Rate (Overtime)	\$69.72	\$72.51	\$75.41	\$78.43	\$81.57	\$84.83
Technician Rate (Holiday)	\$92.94	\$96.66	\$100.53	\$104.55	\$108.73	\$113.08
City Budget for Non-Target Costs	\$3,513,627.60	\$3,689,308.90	\$3,873,774.40	\$4,067,463.10	\$4,270,836.310	\$4,484,378.10

Role of the Equipment Leasing Authority (ELA)

The Equipment Leasing Authority serves as the City of Pittsburgh's main financing mechanism for fleet related purchases, primarily vehicles and equipment. The ELA board is made up of five members: three are appointed by the Mayor and two are appointed by the City Council President. As of 2025, the current board includes the City's Chief Operating and Administrative Officer, the Directors of Public Safety and Public Works, the Director of the City Council Budget Office, and a City Councilmember.

Each year, the ELA receives capital funding requests from City departments seeking to purchase or replace vehicles and equipment. The board coordinates with the City's Fleet Manager to identify the most critical requests, which are then submitted to the Capital Program Facilitation Committee (CPFC). The committee scores them based on importance and provides recommendations to City Council each year. Due to high demand and limited funding, most capital requests involving vehicle replacement go unfulfilled, which is why the ELA narrows down each department's request list prior to submission to the CPFC.

The annual capital budget, formulated and approved by City Council, provides funding to the ELA for specific vehicle and equipment purchases under the line item "Capital Equipment Acquisition." City Council also authorizes cooperative agreements with the ELA to provide for the transfer of funds for vehicle and equipment purchases.

The Equipment Leasing Authority holds quarterly meetings, which are primarily used to authorize funding for specific vehicle and equipment purchases throughout the year. Throughout 2025, additional ELA meetings have been held to address the ongoing issues with the City fleet and to assess future needs against its growing capital shortfall.

Data Sources for This Report

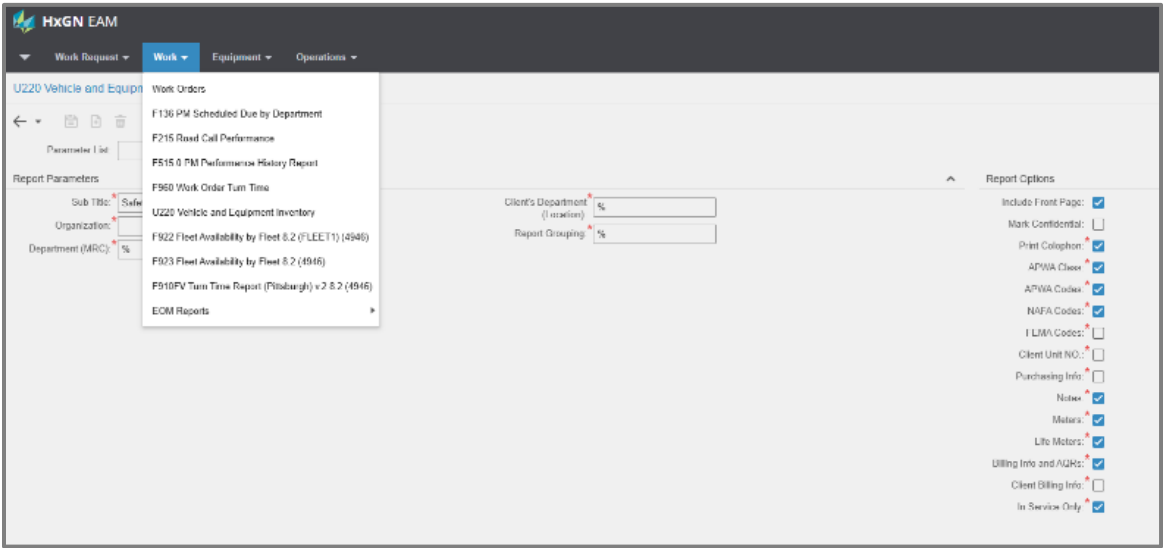
Fleet staff use Hexagon's Enterprise Asset Management system (HxGN EAM) to track vehicle and equipment details, work orders and costs, and to schedule maintenance and repairs. Hexagon is a Sweden-based company that provides IT services to a wide range of public sector entities across the US. Fleet staff reported no issues with the platform; the researchers found it user-friendly and its data easily retrievable.

Fleet staff noted that not all available functions in Hexagon are utilized by the organization. For example, "F922 Fleet Availability" is an available function, but the researchers were informed that staff instead rely on a daily F940 report to assess fleet availability levels.

The researchers received in-person guidance from fleet staff to utilize two primary tools within Hexagon:

1. U220 Vehicle and Equipment Inventory: Provides a full inventory of all vehicle and equipment assets managed by the fleet. Available metrics included: ID and unit number, description, client department, year/make/model, VIN and tag number, last meter reading and date, billing details, fuel type, and other internal administrative data.
2. F450 Statement of Work: Allows the user to retrieve a summary of work performed by the shop by department. Available metrics included: work order number, description, meter, open/closed date, down time to date, labor hours/cost, parts cost, sublet cost, and total cost.

FIGURE 9



HxGN (Hexagon) Screenshot

General Fleet Characteristics

Inventory by Department

The researchers used the U220 Vehicle and Equipment Inventory on Hexagon to analyze the citywide fleet. A few important notes:

- **The following inventory was retrieved on June 11, 2025. This dataset was used as the basis for multiple analyses within this report. The City's inventory changes frequently and this data should be understood as a snapshot in time.**
- The fleet shop determines which pieces of inventory are classified as "vehicle" or "equipment" based on the presence of an engine. There were 77 "vehicles" identified with no mileage readings; one-third of them (boats, trailer attachments, etc.) are housed under the Office of Emergency Management and Homeland Security (OEMHS). The researchers did not reclassify these and instead preserved the coding used by the shop.
- 62 vehicles from the U220 list had a meter reading date prior to 2024. Transdev Fleet Services explained that some vehicles are retired but not fully decommissioned so that they can be used for spare parts that are difficult to acquire.
- The researchers removed PWSA vehicles (196) and Transdev service vehicles (4) from the inventory. While Transdev services the PWSA fleet, it is managed separately from the City of Pittsburgh fleet.
- Leased vehicles for snow clearing and street sweeping were excluded from this report's final inventory as well. (see **"Additional Costs of Aging Fleet on City Finances"**)

As shown in **Table 6**, the total fleet inventory as of June 2025 included 1,339 vehicles and 29 pieces of equipment.²

Fleet staff designates vehicles scheduled to be decommissioned by adding "OOS" (out of service) or "OLD" to the unit description in Hexagon. Totals, by department, are shown in the column "Flagged for Decommission".

Note: Certain units, such as street sweepers, are serviced by the DPW Heavy Equipment division and managed under the Cartegraph asset tracking system instead of Hexagon. Those units will not be found in the following analyses.

² Other public materials sometimes estimate 1,100-1,200 vehicles in the City's fleet. These counts may exclude decommissioned vehicles.

TABLE 8

City of Pittsburgh Vehicles and Equipment by Department			
City Department	Total Vehicles (Share of Total Fleet)	Flagged for Decommission (Share of Dept. Total)	Equipment
Police Bureau	424 (31.7%)	61 (14.4%)	0
DPW Streets Division	143 (10.7%)	6 (4.2%)	5
Fire Bureau	115 (8.6%)	3 (2.6%)	2
DPW Environmental Services	112 (8.4%)	11 (9.8%)	0
DPW Parks & Heavy Equipment	106 (7.9%)	1 (0.9%)	7
Emergency Medical Services	79 (5.9%)	5 (8.5%)	1
DPW Construction & Facilities Divisions	62 (4.6%)	11 (17.7%)	0
Office of Emergency Management and Homeland Security	59 (4.4%)	0 (0%)	12
Permits, Licenses, & Inspections	54 (4.0%)	0 (0%)	0
Police Investigations	43 (3.2%)	3 (7.0%)	0
Mobility & Infrastructure	40 (3.0%)	0 (0%)	0
Parks & Recreation	26 (1.9%)	0 (0%)	0
Office of Management & Budget	26 (1.9%)	1 (3.8%)	2
Animal Care & Control + Public Safety Office (Mix)	24 (1.8%)	2 (8.3%)	0
DPW Forestry	17 (1.3%)	0 (0%)	0
Innovation & Performance	3 (0.2%)	0 (0%)	0
Controller	2 (0.1%)	0 (0%)	0
City Planning	2 (0.1%)	0 (0%)	0
Office of Municipal Investigations	2 (0.1%)	1 (50%)	0
Total	1,339 (100%)	105 (7.9%)	29

Inventory by General Vehicle Type

Hexagon's U220 Vehicle and Equipment Inventory included 91 non-standardized vehicle classifications under a field labeled "Note 1". The researchers streamlined these into 18 more generally recognizable categories. The resulting categories ("Controller-Assigned Categories") are not used by fleet staff and this breakdown should serve to facilitate a general understanding of the fleet only.

For example, the various size classifications of dump trucks were consolidated into a single "Dump Truck" category. Some fields contained redundant or blank classifications that required the researchers to search for additional details to assign a vehicle category. A full breakdown of how vehicles were classified can be found in **Appendix A**.

TABLE 9

Citywide Fleet by Vehicle Type (Controller-Assigned Categories)		
Controller's Categories	Count of Controller-Assigned Categories	Share of Total Fleet
SUV	435	32.5%
Standard Pickup Trucks	144	10.8%
Dump Trucks	108	8.1%
Fire Trucks	84	6.3%
Garbage/Recycling Trucks	82	6.1%
No Mileage ³	80	6.0%
Van/Mini-Bus	73	5.5%
Crossover	65	4.9%
Sedan	56	4.2%
Ambulance	45	3.4%
Heavy-Duty Pickup Trucks	43	3.2%
Motorcycle	41	3.1%
Hauling/Cargo Trucks	32	2.4%
Emergency Management ⁴	26	1.9%
Utility Trucks	19	1.4%
Boats	3	0.2%
Fueling Trucks	2	0.1%
Street Sweeper	1	0.1%
Total	1,339	100% (Rounding)

Vehicle Age

Average vehicle age is a key metric for assessing fleet health. **Table 10** below is a breakdown of the age of City fleet vehicles by division. **Instances where at least one-third (33.3%) of a department's total vehicles are concentrated within a given range have been highlighted.**

³ Predominantly trailers, with some asphalt repair equipment and light towers.

⁴ Units mostly housed within OEMHS, including boats, rugged terrain vehicles, trailer attachments, and SWAT vehicles.

TABLE 10

Vehicle Age Distribution by Department				
City Department	Total Vehicles	<5 Years Old	5-9 Years Old	10+ Years Old
Police Bureau	424	230 (54.2%)	144 (34.0%)	50 (11.8%)
DPW Streets Division	143	24 (16.8%)	37 (25.9%)	82 (57.3%)
Fire Bureau	115	26 (22.6%)	33 (28.7%)	56 (48.7%)
DPW Environmental Services	112	30 (26.8%)	40 (35.7%)	42 (37.5%)
DPW Parks & Heavy Equipment	106	51 (48.1%)	32 (30.2%)	23 (21.7%)
Emergency Medical Services	79	18 (22.8%)	32 (40.5%)	29 (36.7%)
DPW Construction & Facilities Divisions	62	27 (43.5%)	6 (9.7%)	29 (46.8%)
Office of Emergency Management and Homeland Security	59	6 (10.2%)	22 (37.3%)	31 (52.5%)
Permits, Licenses, & Inspections	54	30 (55.6%)	12 (22.2%)	12 (22.2%)
Police Investigations	43	1 (2.3%)	30 (69.8%)	12 (27.9%)
Mobility & Infrastructure	40	16 (40.0%)	11 (27.5%)	13 (32.5%)
Parks & Recreation	26	3 (11.5%)	13 (50.0%)	10 (38.5%)
Office of Management & Budget	26	3 (11.5%)	2 (7.7%)	21 (80.8%)
Animal Care & Control + Public Safety Office (Mix)	24	11 (45.8%)	7 (29.2%)	6 (25.0%)
DPW Forestry	17	4 (23.5%)	5 (29.4%)	8 (47.1%)
Innovation & Performance	3	1 (33.3%)	0 (0%)	2 (66.7%)
Controller	2	0 (0%)	1 (50.0%)	1 (50.0%)
City Planning	2	0 (0%)	1 (50.0%)	1 (50.0%)
Office of Municipal Investigations	2	0 (0%)	0 (0%)	2 (100%)
Total (Citywide):	1,339	481 (35.9%)	428 (32.0%)	430 (32.1%)

The average age of all vehicle units in the citywide inventory was **8 years and 2 months**, roughly in line with the 7.6-year average reported by OMB in its June presentation to the ELA.

Recent investments in the Bureau of Police and DPW Parks have left these two divisions' fleets in better condition than most others:

- DPW Parks receives direct funding for vehicles and equipment via the Parks Tax.
- The Bureau of Police received funding from American Rescue Plan Act (ARPA) allocations to purchase new police cruisers (see **Table 2**). In addition, a majority of Police vehicles are funded by its operating budget.

When excluding vehicles from the Bureau of Police and DPW Parks, the average vehicle age in the fleet rises to **9 years and 8 months**.

Another issue repeatedly noted to the researchers by DPW fleet staff is the City's apparent difficulty adhering to a regular replacement schedule in accordance with recommended vehicle life cycles (see **"Vehicle Life Cycle Analysis"** for more information). Instead, the City tends to make large-quantity purchases at irregular intervals. Assuming normal wear and tear, this means that similar vehicles purchased in bulk will phase out of their recommended life cycles together, prompting the need for more bulk replacements and placing sudden strain on city finances. This is supported by OMB's June 2025 presentation to the ELA, which noted this as a current and future problem.

"Smoothing out" purchases would mean replacing a relatively consistent share of the fleet at regularly scheduled intervals, spreading out costs over time. Achieving this, however, requires a level of annual funding adequate to make those replacements.

Vehicle Mileage

Average mileage, like age, is another metric used to assess vehicle and fleet health. Shown in the table below is a breakdown of vehicle mileage by division. **Instances where at least 20% of a department's total vehicles are concentrated within a given range have been highlighted.**

TABLE 11

Vehicle Mileage Distribution by Department					
City Department	Under 25,000 mi.	25,000 – 49,999 mi.	50,000 – 74,999 mi.	75,000 mi. or more	n/a ⁵
Police Bureau	181 (42.7%)	92 (21.7%)	64 (15.1%)	83 (19.6%)	4 (0.9%)
DPW Streets Division	15 (10.5%)	30 (21.0%)	19 (13.3%)	68 (47.6%)	11 (7.7%)
Fire Bureau	32 (27.8%)	30 (26.1%)	16 (13.9%)	27 (23.5%)	10 (8.7%)
DPW Environmental Services	24 (21.4%)	24 (21.4%)	17 (15.2%)	44 (39.3%)	3 (2.7%)
DPW Parks & Heavy Equipment	51 (48.1%)	15 (14.2%)	14 (13.2%)	10 (9.4%)	16 (15.1%)
Emergency Medical Services	21 (26.6%)	8 (10.1%)	11 (13.9%)	39 (49.4%)	0 (0%)
DPW Construction & Facilities Divisions	25 (40.3%)	7 (11.3%)	8 (12.9%)	19 (30.6%)	3 (4.8%)
Office of Emergency Management & Homeland Security	28 (47.5%)	3 (5.1%)	2 (3.4%)	0 (0%)	26 (44.1%)
Permits, Licenses, & Inspections	39 (72.2%)	6 (11.1%)	9 (16.7%)	0 (0%)	0 (0%)
Police Investigations	2 (4.7%)	15 (34.9%)	14 (32.6%)	12 (27.9%)	0 (0%)
Mobility & Infrastructure	18 (45.0%)	12 (30.0%)	5 (12.5%)	4 (10.0%)	1 (2.5%)
Parks & Recreation	16 (61.5%)	8 (30.8%)	0 (0%)	1 (3.8%)	1 (3.8%)
Office of Management & Budget	6 (23.1%)	3 (11.5%)	13 (50.0%)	4 (15.4%)	0 (0%)
Animal Care & Control + Public Safety Office (Mix)	10 (41.7%)	4 (16.7%)	5 (20.8%)	5 (20.8%)	0 (0%)
DPW Forestry	4 (23.5%)	3 (17.6%)	4 (23.5%)	4 (23.5%)	2 (11.8%)
Innovation & Performance	2 (66.7%)	1 (33.3%)	0 (0%)	0 (0%)	0 (0%)
Controller	0 (0%)	2 (100%)	0 (0%)	0 (0%)	0 (0%)
City Planning	1 (50.0%)	1 (50.0%)	0 (0%)	0 (0%)	0 (0%)
Office of Municipal Investigations	0 (0%)	0 (0%)	1 (50.0%)	1 (50.0%)	0 (0%)
Total (Citywide):	475 (35.5%)	264 (19.7%)	202 (15.1%)	321 (24.0%)	77 (5.8%)

While a plurality of the citywide fleet averages under 25,000 miles (35.5%), the next largest grouping is over 75,000 miles (24.0%). Within this group, five road-heavy departments stand out as having the largest

⁵ Includes vehicles with no mileage reading (such as boats and trailer attachments). A significant share belongs to OEMHS.

concentrations of vehicles: DPW Streets (68 vehicles, 47.6% of its total department fleet), DPW Environmental Services (44 vehicles, 39.3%), EMS (39 vehicles, 49.4%), Bureau of Fire (27 vehicles, 23.5%), and DPW Construction & Facilities (19 vehicles, 30.6%).

TABLE 12

Average Vehicle Mileage by Department	
City Department	Average Vehicle Mileage (mi)⁶
Emergency Medical Services	82,946.20
Office of Municipal Investigations	75,142.00
DPW Streets	71,411.70
DPW Environmental Services	68,597.42
DPW Forestry	57,132.93
Police Investigations	57,035.37
Office of Management & Budget	54,576.58
Animal Care & Control + Public Safety Office (Mix)	53,018.46
DPW Construction & Facilities	50,975.22
Fire Bureau	48,422.44
Police Bureau	41,758.72
DPW Parks & Heavy Equipment	34,585.89
Controller	34,283.50
Mobility & Infrastructure	33,405.54
City Planning	28,446.50
Parks & Recreation	24,669.84
Permits, Licenses, & Inspections	18,469.39
Innovation & Performance	15,053.67
Office of Emergency Management & Homeland Security	12,350.38
Fleetwide Average	48,626.00

⁶ Averages based on "Last Meter Reading" in Hexagon's U220 reports. Dates of meter readings varied by vehicle.

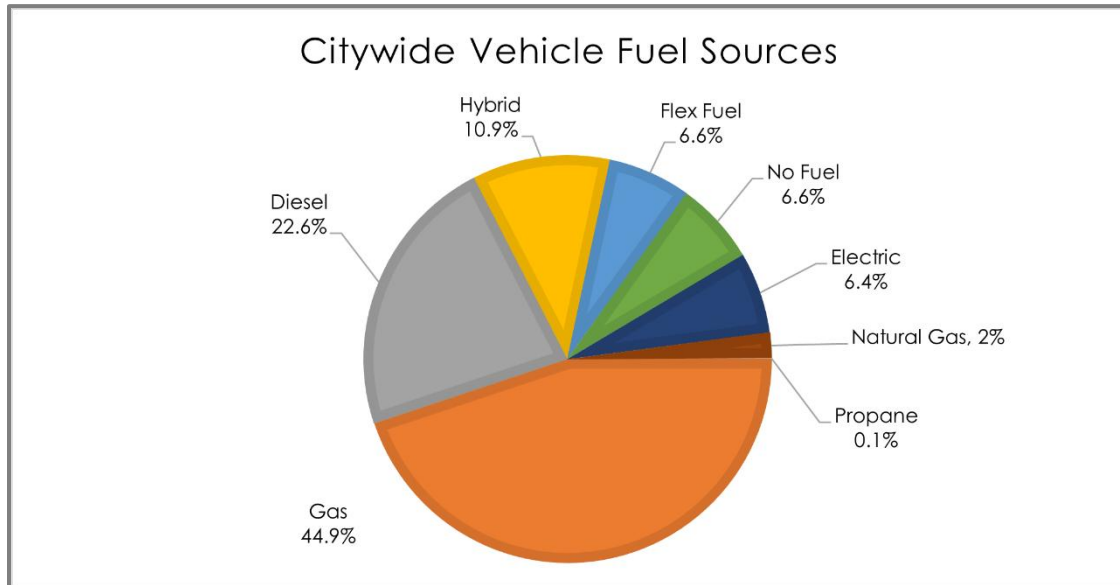
Vehicle Fuel Type

Hexagon lists seven fuel types (plus a “no fuel” category) used by city vehicles, as shown in **Table 13** and **Chart 1**.

TABLE 13

Citywide Vehicle Fuel Sources		
Fuel Source	Citywide Count	Citywide Share
Gas	601	44.9%
Diesel	302	22.6%
Hybrid	146	10.9%
Flex Fuel	88	6.6%
No Fuel ⁷	88	6.6%
Electric	86	6.4%
Natural Gas	27	2.0%
Propane	1	0.1%
Total	1,339	100% (Rounding)

CHART 1



⁷ Mostly consists of boats and trailer attachments. Of these units, the largest shares belong to: OEMHS (34), DPW Heavy Equipment (16), Bureau of Fire (11), and DPW Streets (11)

TABLE 14

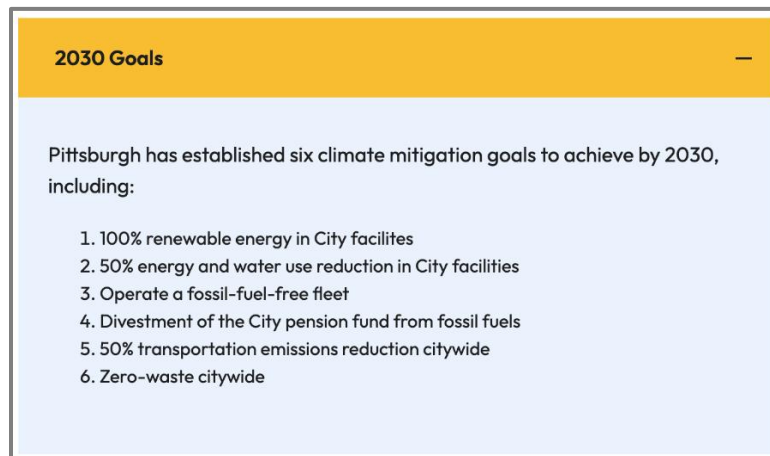
Vehicle Fuel Sources by Department								
Department	Natural Gas	Diesel	Electric	Flex Fuel	Gas	Propane	Hybrid	No Fuel
Police Bureau	0.0%	0.9%	0.0%	9.4%	57.1%	0.0%	31.4%	1.2%
DPW Streets Division	0.7%	55.2%	0.7%	6.3%	29.4%	0.0%	0.0%	7.7%
Fire Bureau	0.0%	64.3%	0.0%	5.2%	20.9%	0.0%	0.0%	9.6%
DPW Environmental Services	23.2%	53.6%	0.9%	1.8%	17.0%	0.0%	0.9%	2.7%
DPW Parks & Heavy Equipment	0.0%	9.4%	2.8%	2.8%	68.9%	0.0%	0.9%	15.1%
Emergency Medical Services	0.0%	44.3%	0.0%	5.1%	50.6%	0.0%	0.0%	0.0%
DPW Construction & Facilities Divisions	0.0%	11.3%	25.8%	4.8%	53.2%	0.0%	0.0%	4.8%
Office of Emergency Management and Homeland Security	0.0%	25.4%	0.0%	3.4%	13.6%	0.0%	0.0%	57.6%
Permits, Licenses, & Inspections	0.0%	0.0%	77.8%	0.0%	22.2%	0.0%	0.0%	0.0%
Police Investigations	0.0%	0.0%	0.0%	25.6%	74.4%	0.0%	0.0%	0.0%
Mobility & Infrastructure	0.0%	15.0%	32.5%	2.5%	40.0%	0.0%	7.5%	2.5%
Parks & Recreation	0.0%	15.4%	7.7%	3.8%	57.7%	0.0%	11.5%	3.8%
Office of Management & Budget	0.0%	11.5%	15.4%	0.0%	57.7%	3.8%	11.5%	0.0%
Animal Care & Control + Public Safety Office (Mix)	0.0%	0.0%	0.0%	8.3%	87.5%	0.0%	4.2%	0.0%
DPW Forestry	0.0%	29.4%	11.8%	0.0%	41.2%	0.0%	0.0%	17.6%
Innovation & Performance	0.0%	0.0%	0.0%	66.7%	33.3%	0.0%	0.0%	0.0%
Controller	0.0%	0.0%	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%
City Planning	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%
Office of Municipal Investigations	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
Citywide	2.0%	22.6%	6.4%	6.6%	44.9%	0.1%	10.9%	6.6%

The current fleet maintenance contract lays out provisions for fuel management, found in Attachments H and I. Noteworthy provisions:

- Transdev is responsible for placing fuel orders and collecting/managing data related to fuel.
- Transdev administers agreements for fuel related repairs (hoses, nozzles, pumps, filters, leak detection units, etc.) and the City covers the costs.
- The City pays for all purchased fuel.

Also related to fuel usage, the City adopted its “Climate Action Plan 3.0” in 2018, which set a number of clean-energy goals to be met in the following decades.⁸ Among them was a goal of operating a fossil-fuel-free fleet by 2030. As shown in the above data, as of June 2025 the City fleet is only 6.4% electric and 10.9% hybrid.

FIGURE 10



City of Pittsburgh "Climate Action Plan" webpage as of August 10, 2025

⁸ "Climate Action Plan," City of Pittsburgh, accessed August 10, 2025, <https://www.pittsburghpa.gov/Business-Development/Sustainability/Climate-Action-Plan>.

Vehicle Life Cycle Analysis

The current fleet maintenance contract provides recommended vehicle life cycles under Attachment F. The City's fleet manager noted to the researchers that while there is a life cycle field available in Hexagon, shop workers manually add "***LC**" in the vehicle description field to note when a vehicle has exceeded its life cycle. It is not clear if this flagging is done in a systematic way. For that reason, this section will estimate the share of city vehicles past their recommended life cycles in two ways: first by using the shop's designations marked in Hexagon, then by approximating vehicle life cycles using the fleet contract's life cycle charts.

Using Fleet Staff Designations

The table below shows the share of vehicles, by department, flagged as exceeding recommended life cycle by shop staff. **Instances where at least one-third (33.3%) of a division's fleet have been flagged as exceeding life cycle are highlighted.**

TABLE 15

Share of Vehicles Flagged by Fleet Staff as Exceeding Cycle, by Department			
City Department	Flagged by Shop as Exceeding Life Cycle	Not Flagged	Share Flagged as Exceeding Life Cycle
Police Bureau	76	348	17.9%
DPW Streets Division	76	67	53.1%
Fire Bureau	55	60	47.8%
DPW Environmental Services	59	53	52.7%
DPW Parks & Heavy Equipment	27	79	25.5%
Emergency Medical Services	34	45	43.0%
DPW Construction & Facilities Divisions	24	38	38.7%
Office of Emergency Management & Homeland Security	23	36	39.0%
Permits, Licenses, & Inspections	12	42	22.2%
Police Investigations	23	20	53.5%
Mobility & Infrastructure	16	24	40.0%
Parks & Recreation	14	12	53.8%
Office of Management & Budget	21	5	80.8%
Animal Care & Control + Public Safety Office (Mix)	10	14	41.7%
DPW Forestry	6	11	35.3%
Innovation & Performance	2	1	66.7%
Controller	1	1	50.0%
City Planning	1	1	50.0%
Office of Municipal Investigations	2	0	100.0%
Citywide	482	857	36.0%

The table below includes the same dataset, this time sorted by vehicle type.

TABLE 16

Share of Vehicles Flagged by Fleet Staff as Exceeding Cycle, by Vehicle Type			
Vehicle Type (Controller-Assigned Categories)	Flagged by Shop as Exceeding Life Cycle	Not Flagged	Share Flagged as Exceeding Life Cycle
SUV	84	351	19.3%
Standard Pickup Trucks	64	80	44.4%
Dump Trucks	59	49	54.6%
Fire Trucks	44	40	52.4%
Garbage/Recycling Trucks	46	36	56.1%
No Mileage	17	63	21.3%
Van/Mini-Bus	37	36	50.7%
Crossover	6	59	9.2%
Sedan	53	3	94.6%
Ambulance	22	23	48.9%
Heavy-Duty Pickup Trucks	15	28	34.9%
Motorcycle	1	40	2.4%
Hauling/Cargo Trucks	12	20	37.5%
Emergency Management	6	20	23.1%
Utility Trucks	12	7	63.2%
Boats	2	1	66.7%
Fueling Trucks	2	0	100.0%
Street Sweeper	0	1	0.0%
Citywide	482	857	36.0%

Controller's Life Cycle Analysis

Using this data and information available in Hexagon, the researchers conducted a separate analysis by comparing vehicles' ages to their respective life cycles.

The fleet contract contains 37 life cycle categories for vehicles and 8 for equipment; the researchers condensed these into 13 life cycle categories for vehicles and 6 for equipment, converting them into life cycle *ranges* where needed. The contract's recommended life cycles and the ranges they were converted into can be found in **Appendix C**.

The new life cycle ranges were matched to units in the inventory based on the vehicle type. Dates found in the "In Service" column in Hexagon were used as the start date for vehicle life cycles. **July 1, 2025** was used as the date to test whether units had exceeded their recommended life cycles. **Note: Fourteen specialty vehicles were excluded from the list due to uncertain categorization; 1,325 vehicle units are included in this section's analysis.**

Of note, the fleet contract includes both age *and* mileage in its life cycle guidelines. Only age is used in this analysis and our results should be understood as a general estimate of vehicles in need of replacement. Still, based on information presented by OMB to the Equipment Leasing Authority (see **Figure 2**), far more vehicles have exceeded their recommended *ages* than their recommended *mileages*, making age the more pressing concern for the overall fleet.

The table below shows the researchers' estimations both citywide and by department. **Instances where at least one-third (33.3%) of a department's total vehicles are estimated to have exceeded their recommended life cycles have been highlighted.**

TABLE 17

Controller's Analysis: Estimated Share of Vehicles Exceeding Life Cycle, by Department			
City Department	Exceeds Life Cycle Range	Hasn't Exceeded Life Cycle Range	Share Exceeding Life Cycle Range
Police Bureau	205	217	48.6%
DPW Streets Division	83	60	58.0%
Fire Bureau	51	64	44.3%
DPW Environmental Services	43	69	38.4%
DPW Parks & Heavy Equipment	17	89	16.0%
Emergency Medical Services	61	18	77.2%
DPW Construction & Facilities Divisions	30	32	48.4%
Office of Emergency Management & Homeland Security	21	30	41.2%
Permits, Licenses, & Inspections	17	37	31.5%
Police Investigations	40	3	93.0%
Mobility & Infrastructure	19	21	47.5%
Parks & Recreation	14	8	63.6%
Office of Management & Budget	23	3	88.5%
Animal Care & Control + Public Safety Office (Mix)	8	16	33.3%
DPW Forestry	8	9	47.1%
Innovation & Performance	2	1	66.7%
Controller	2	0	100.0%
City Planning	2	0	100.0%
Office of Municipal Investigations	2	0	100.0%
Citywide	648	677	48.9%

The table below shows the researchers' estimations by assigned vehicle type.

TABLE 18

Controller's Analysis: Share of Vehicles Exceeding Life Cycle, by Vehicle Type (Controller-Assigned Categories)			
Vehicle Type (Controller-Assigned Categories)	Exceeds Life Cycle Range	Hasn't Exceeded Life Cycle Range	Share Exceeding Life Cycle Range
SUV	207	228	47.6%
Standard Pickup Trucks	58	86	40.3%
Dump Trucks	63	45	58.3%
Fire Trucks	40	44	47.6%
Garbage/Recycling Trucks	29	53	35.4%
No Mileage	22	57	27.8%
Van/Mini-Bus	44	29	60.3%
Crossover	18	47	27.7%
Sedan	53	3	94.6%
Ambulance	34	11	75.6%
Heavy-Duty Pickup Trucks	16	27	37.2%
Motorcycle	31	10	75.6%
Hauling/Cargo Trucks	11	21	34.4%
Emergency Management	5	8	38.5%
Utility Trucks	13	6	68.4%
Boats	2	1	66.7%
Fueling Trucks	2	0	100.0%
Street Sweeper	0	1	0.0%
Citywide	648	677	48.9%

Using the fleet shop's designation, 482 of 1,339 vehicles (36.0%) were identified as exceeding recommended life cycles. The researchers' analysis found a significantly higher share: 648 of the 1,325 vehicles examined exceeded our converted life cycle ranges (48.9%).

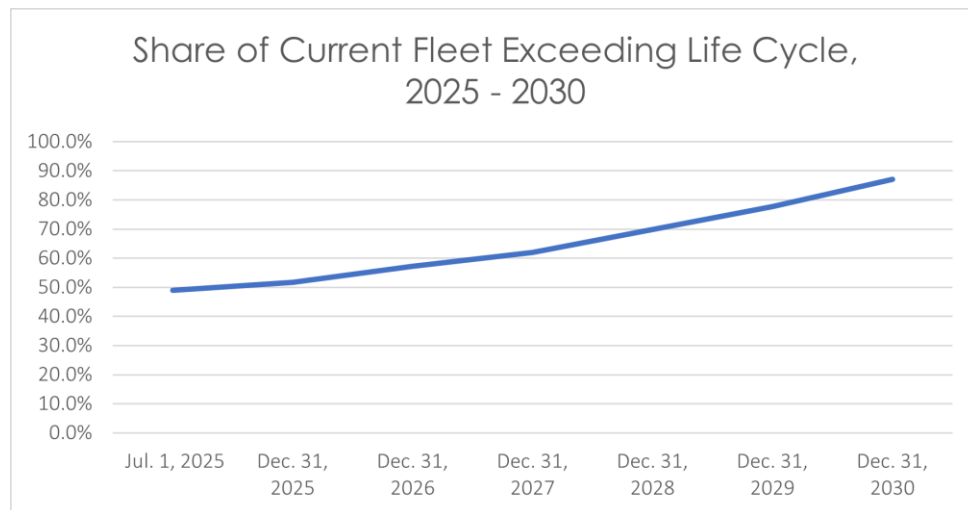
Fleet Life Cycle Projections Through 2030

Using the same dataset, **Table 19** and **Chart 2** project what share of the existing fleet will exceed recommended life cycles in each year through 2030 (assuming zero vehicles are replaced).

TABLE 19

Share of Current Inventory Projected to Exceed Recommended Life Cycles (2025 – 2030)			
Date	Within Life Cycle	Exceeds Life Cycle	Share of Current Fleet Exceeding Life Cycle
Jul. 1, 2025	677	648	48.9%
Dec. 31, 2025	640	685	51.7%
Dec. 31, 2026	567	758	57.2%
Dec. 31, 2027	505	820	61.9%
Dec. 31, 2028	400	925	69.8%
Dec. 31, 2029	296	1029	77.7%
Dec. 31, 2030	171	1154	87.1%

This data is plotted onto the chart below. The resulting trajectory underscores the scale at which the city fleet will age out over the next five years without significant additional investment.

CHART 2

Using Vehicle Test Cases to Demonstrate Cost Escalation Over Time

To explore how vehicle age may impact maintenance costs over time, the researchers selected five vehicles requested for replacement by the Department of Public Works in the 2025 Capital Budget. These vehicles were selected due to comments in DPW's request noting that lifetime maintenance and labor costs had exceeded initial purchase costs. These requests (which were not fulfilled) also included each vehicle's initial purchase costs, which are shown as horizontal orange lines in the graphs below.⁹

Vehicle IDs were retrieved from the U220 Inventory in Hexagon. Maintenance costs were retrieved from F450 Statements of Work in Hexagon.

All five of the selected vehicles were assigned a "Truck, Non-Police" category by the researchers. **Vehicles in this category have a life cycle range of six to ten years, which is represented by grey shading in Charts 3-12 below.** Vehicle categories shown in parentheses are the official designations used in Hexagon by fleet staff (e.g., "5 Ton Dump Truck").

Accompanying the charts are DPW-provided justifications as to why each of the test case vehicles required replacement.

⁹ Conducting this analysis across all vehicles in the fleet was not possible due to data limitations in Hexagon. The researchers were informed that vehicle purchase prices found within the system were not reliable; while fleet staff now add purchase order numbers and prices to Hexagon, back-logging past years' data has not yet been feasible due to limited staff capacity.

CHART 3

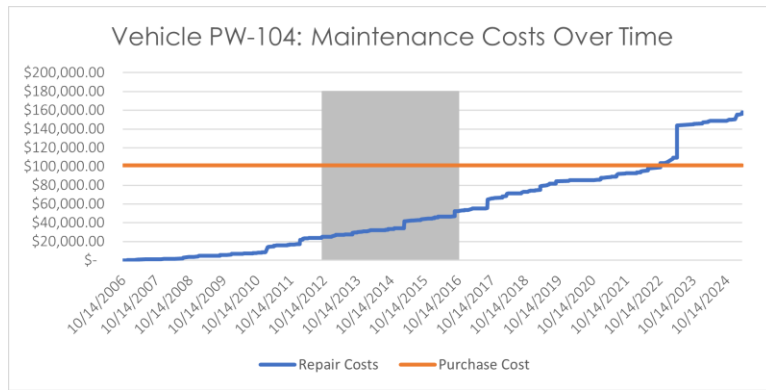
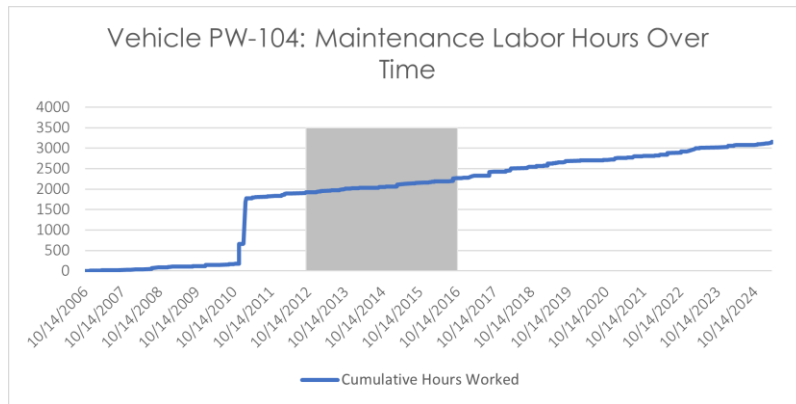


CHART 4



PW-104 (5 Ton Dump Truck)

- Vehicle is at least ten years past recommended life cycle
- Total parts & labor cost at time of replacement request: \$148,713.29
- Vehicle purchase price in 2006: \$101,296.00

CHART 5

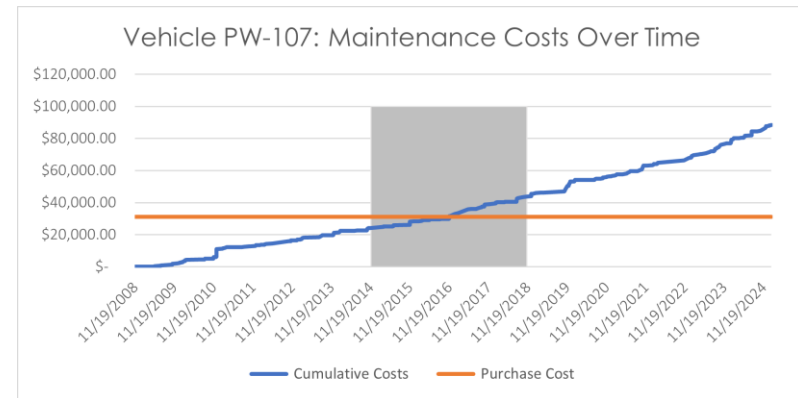
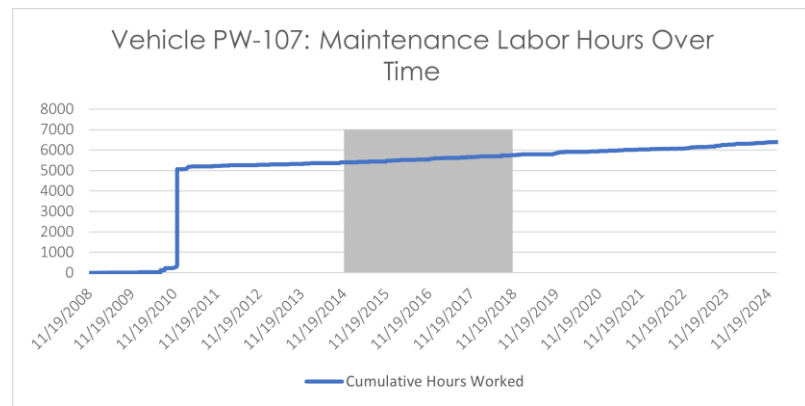


CHART 6



PW-107 (1 Ton Dump Truck)

- Vehicle is at least eight years past recommended life cycle
- Total parts & labor cost at time of replacement request: \$80,284.28
- Vehicle purchase price in 2008: \$31,077.00

CHART 7

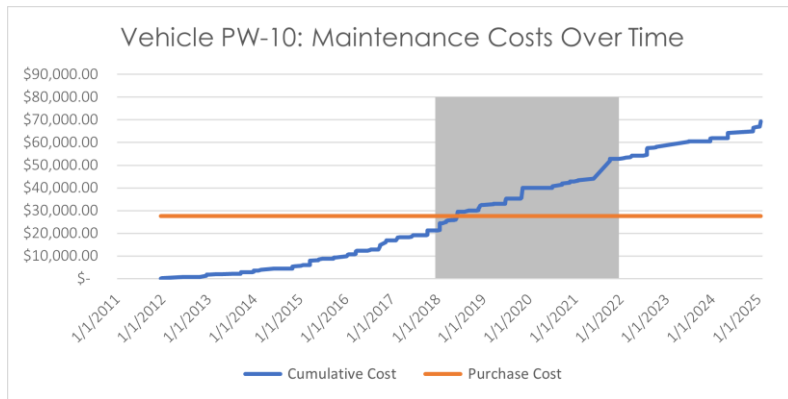
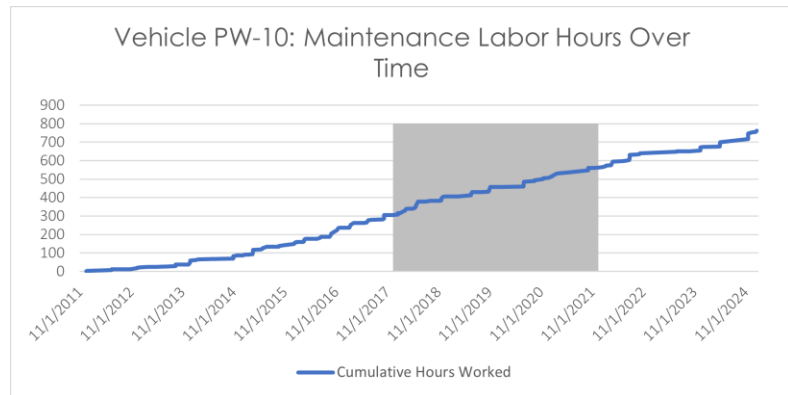


CHART 8



PW-10 (Single Cab Pickup Truck)

- Vehicle is at least four years past recommended life cycle
- Total parts & labor cost at time of replacement request: \$61,841.58
- Vehicle purchase price in 2012: \$27,493.00

CHART 9

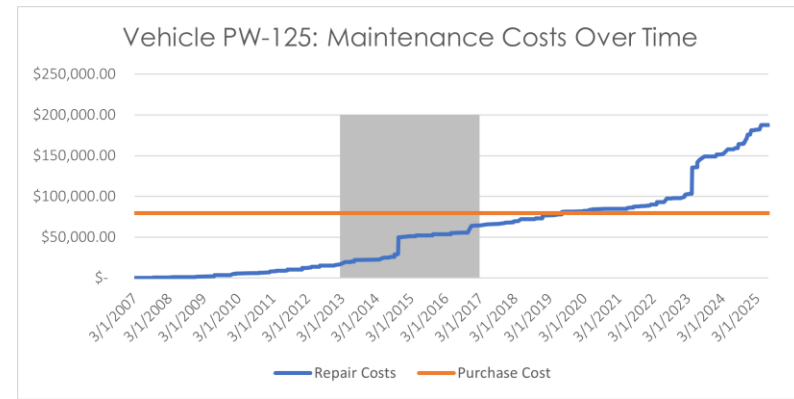
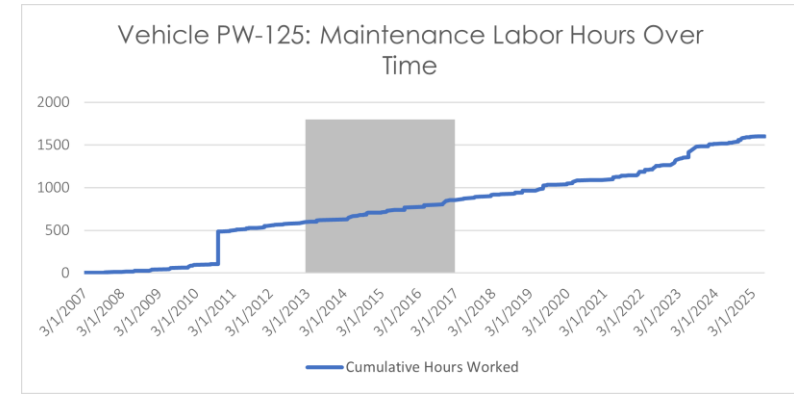


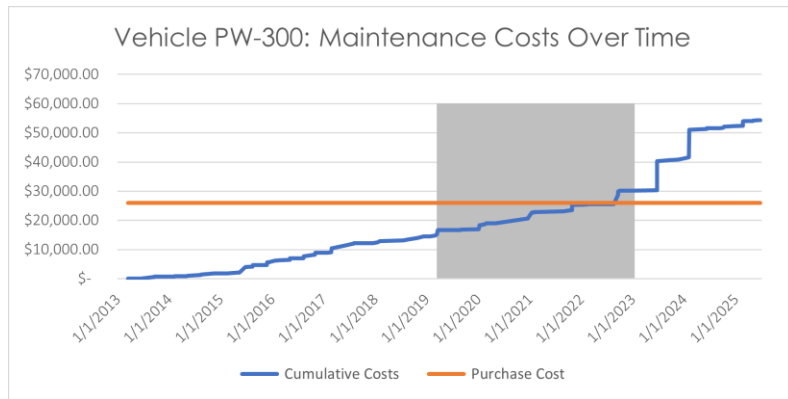
CHART 10



PW-125 ("Rat Packer")

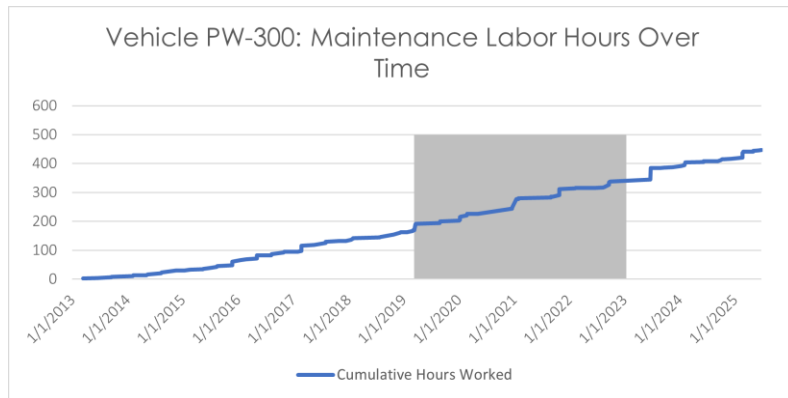
- Vehicle is at least nine years past recommended life cycle
- Total parts & labor cost at time of replacement request: \$152,144.13
- Vehicle purchase price in 2007: \$79,362.00

CHART 11



Note: As shown in the charts related to labor hours, a unit sometimes experiences a sudden spike in labor worked near the beginning of its lifespan. Fleet staff explained that this is related to initial upfitting, decaling, and/or retrofitting work that occurs after the unit's delivery. While this work is captured in Hexagon, it is not necessarily reflective of ongoing operational maintenance.

CHART 12



PW-300 (Single Cab Pickup Truck)

- Vehicle is at least two years past recommended life cycle
- Total parts & labor cost at time of replacement request: \$51,065.59
- Vehicle purchase price in 2013: \$25,955.00

As shown in these examples, labor hours generally increase linearly over time, but costs tend to accelerate as more time passes beyond the recommended life cycle, often due to costly repairs. There is a strong fiscal incentive to replacing vehicles by their recommended dates and to reducing the overall age of the fleet.

A year-by-year analysis of maintenance and labor costs for each of the five DPW vehicles is shown in **Tables 20-24** below.

The "Year in City Service" column represents each full year that a vehicle is actively in service. For example, a vehicle that begins service on July 1st, 2015 would have a value of 1 in this column after one full year of service. This would account for all maintenance costs accumulated between July 1st, 2015 and June 30th, 2016. Only completed years of service are included in this section.

The "Total Annual Maintenance Cost" column represents the sum of maintenance, labor, and tool costs for a particular year in a vehicle's lifespan.

Cost ratios were identified by comparing the average annual costs **before and within** each vehicle's estimated life cycle range to the average annual costs **after** the corresponding life cycle ranges. The final ratio represents how much more the City spent on costs after the life cycle range as compared to before and within the life cycle.

For example, a ratio of 2.30 represents post-life cycle costs 230% higher than costs before and within the life cycle.

TABLE 20

Total Maintenance Costs by Year: PW-104	
Year in City Service	Total Annual Maintenance Cost
1	\$1,202.96
2	\$2,431.45
3	\$2,125.83
4	\$2,139.73
5	\$8,886.43
6	\$8,317.43
7	\$5,166.24
8	\$2,959.88
9	\$10,565.82
10	\$8,624.34
Total	\$52,420.11
Average	\$5,242.01
11	\$13,675.41
12	\$6,801.78
13	\$11,157.31
14	\$1,548.56
15	\$7,256.49
16	\$5,060.83
17	\$45,879.47
18	\$5,084.50
Total	\$96,464.35
Average	\$12,058.04
Final Ratio	2.30

TABLE 21

Total Maintenance Costs by Year: PW-107	
Year in City Service	Total Annual Maintenance Cost
1	\$1,938.51
2	\$3,169.68
3	\$7,754.85
4	\$3,621.39
5	\$3,140.80
6	\$4,523.71
7	\$2,000.79
8	\$3,937.09
9	\$8,774.25
10	\$4,996.35
Total	\$43,857.42
Average	\$4,385.74
11	\$5,327.94
12	\$6,484.96
13	\$7,427.13
14	\$3,320.17
15	\$10,099.98
16	\$8,511.51
Total	\$41,171.69
Average	\$6,861.95
Final Ratio	1.56

TABLE 22

Total Maintenance Costs by Year: PW-10	
Year in City Service	Total Annual Maintenance Cost
1	\$1,310.04
2	\$1,483.20
3	\$2,665.62
4	\$3,870.92
5	\$7,524.70
6	\$4,420.46
7	\$10,882.30
8	\$7,898.08
9	\$2,769.66
10	\$10,020.06
Total	\$52,845.04
Average	\$5,284.50
11	\$8,890.00
12	\$4,691.05
Total	\$13,581.05
Average	\$6,790.53
Final Ratio	1.28

TABLE 23

Total Maintenance Costs by Year: PW-125	
Year in City Service	Total Annual Maintenance Cost
1	\$590.54
2	\$1,056.88
3	\$3,853.65
4	\$2,300.76
5	\$4,327.66
6	\$4,336.25
7	\$5,707.09
8	\$28,936.73
9	\$2,471.30
10	\$10,973.64
Total	\$64,554.50
Average	\$6,455.45
11	\$4,626.11
12	\$7,562.82
13	\$4,851.96
14	\$3,095.94
15	\$5,594.61
16	\$11,905.81
17	\$49,547.71
18	\$29,898.24
Total	\$117,083.20
Average	\$14,635.40
Final Ratio	2.27

TABLE 24

Total Maintenance Costs by Year: PW-300	
Year in City Service	Total Annual Maintenance Cost
1	\$866.67
2	\$1,010.79
3	\$4,481.29
4	\$4,040.43
5	\$2,452.07
6	\$2,008.82
7	\$4,154.12
8	\$3,749.11
9	\$2,755.39
10	\$4,702.97
Total	\$30,221.66
Average	\$3,022.17
11	\$20,843.93
12	\$2,958.29
Total	\$23,802.22
Average	\$11,901.11
Final Ratio	3.94

Citywide Maintenance and Repair Costs Over Time

Hexagon's F450 Statement of Work allows user to retrieve maintenance costs, work orders, and labor hours, each delineated between *contract* and *non-contract* amounts.¹⁰

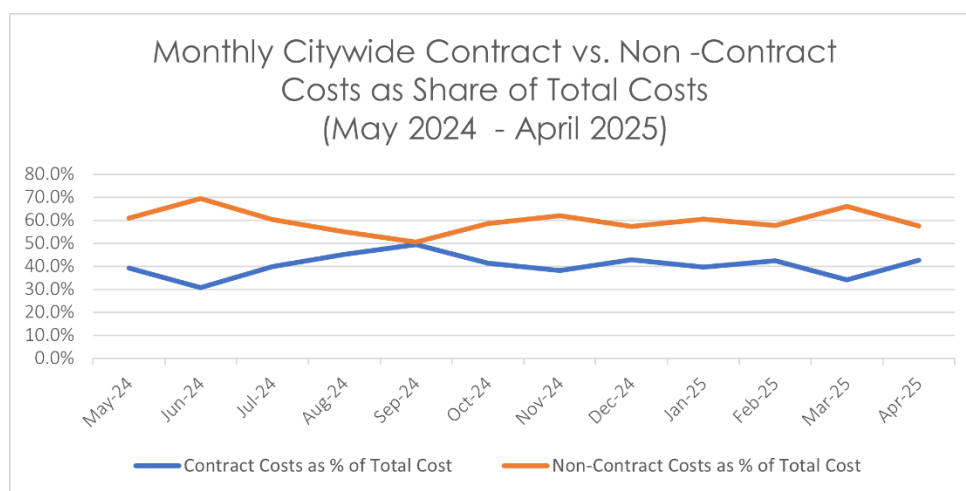
Note: In the context of the fleet contract, "target costs" refer to baseline categories of covered work. In Hexagon, these are generally captured as "contract costs." Both non-target and non-contract costs refer to items outside of that baseline (e.g., accidents, unplanned repairs). For this reason, non-contract costs act as a reasonable proxy for vehicle condition.

As in the above sections, PWSA and Transdev vehicles were excluded. The researchers retrieved citywide fleet totals for two periods: a one-year lookback (ranging from May 1, 2024 through April 30, 2025) and a ten-year lookback (ranging from January 1, 2015 through December 31, 2024). The goal is to illustrate trends regarding non-contract maintenance and repair over both periods.

One-Year Lookback by Department (May 2024 – April 2025)

During this period, total maintenance and work costs were \$8,079,088.96. Of that, contract work costs made up \$3,242,612.66 (40.1%) and non-contract work made up \$4,836,476.30 (59.9%).

CHART 13



¹⁰ In addition to Contract and Non-Contract work, Hexagon's F450 reports provide "Rework" (RW), "Additional Work" (AW), and "Non-Contract Directed Work" (NCD) amounts. Since work performed under these categories represented a small fraction of total work performed, they have been excluded from totals in this analysis. This will explain why the percentage totals for contract and non-contract work sometimes do not amount to 100%.

CHART 14

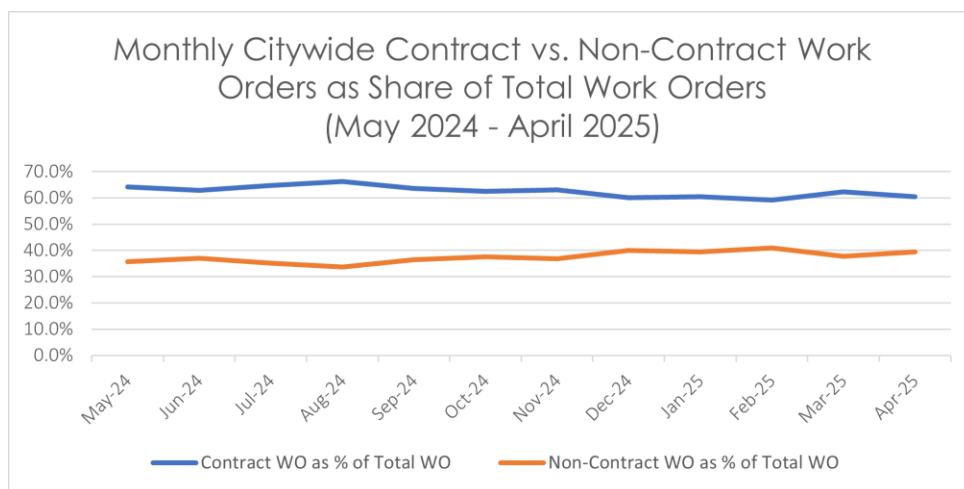
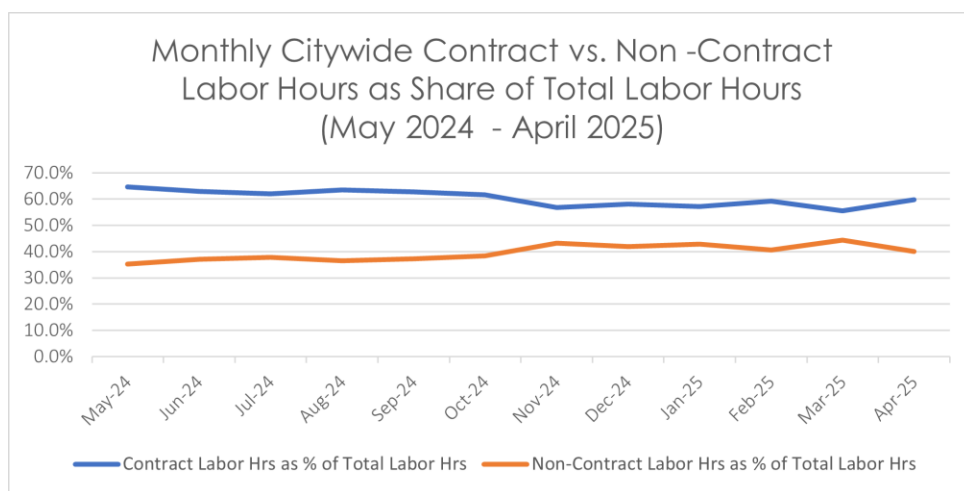


CHART 15



As shown in the graphs above, **contract labor hours and work orders** tend to outpace their **non-contract** counterparts with regard to total labor hours and work orders. In contrast, **non-contract costs** consistently outpace **contract costs** as a share of total costs.

This demonstrates the extent to which non-contract work can quickly come to represent a majority of total costs, even when making up a minority of total work performed.

Many of the single-year spikes in maintenance costs from our test case vehicles in the Cost Escalation section resulted from expensive part replacements or other comprehensive repairs. For example, vehicle PW-104 underwent an engine replacement in 2023 amounting to \$34,247.69, nearly 17 years after the vehicle first entered service. Similarly, in 2014, vehicle PW-125 underwent \$20,216.00 worth of repairs to deal with a damaged left mirror and an issue with exhaust fumes entering the main cab. This was seven years after the vehicle first entered service.

The following table shows the top ten departments by total costs during this period. **Instances where contract or non-contract costs made up a majority (over 50.0%) of total costs have been highlighted.**

Table 25

Top 10 Departments by Total Fleet Costs (May 2024 – April 2025)					
Division	Contract Costs	Contract Costs as Share of Total Costs	Non-Contract Costs	Non-Contract Costs as Share of Total Costs	Total Costs
Citywide	3,242,612.57	40.1%	4,836,476.27	59.9%	\$8,079,088.84
DPW Environmental Services	1,033,534.82	46.5%	1,190,503.94	53.5%	\$2,224,038.76
Fire	622,512.55	36.5%	1,085,073.75	63.5%	\$1,707,586.30
DPW Streets	341,197.23	30.5%	778,944.29	69.5%	\$1,120,141.52
Police Bureau	539,723.64	52.3%	491,956.54	47.7%	\$1,031,680.18
EMS	258,265.97	29.1%	630,507.51	70.9%	\$888,773.48
DPW Parks & Heavy Equipment	134,380.67	53.1%	118,914.76	46.9%	\$253,295.43
Emergency Management & Homeland Security	44,402.91	32.3%	92,949.26	67.7%	\$137,352.17
DPW Facilities	52,625.65	45.4%	63,254.64	54.6%	\$115,880.29
Police Investigations	38,723.08	33.7%	76,230.23	66.3%	\$114,953.31
DOMI	34,779.16	31.8%	74,585.05	68.2%	\$109,364.21

Of note, there are only two fleet departments where contract costs were a majority of total costs: the Bureau of Police and DPW Parks. As discussed, both of these are the recipients of recent fleet investments. The impact of DPW Parks funding, specifically, is examined further in the “DPW Parks Fleet and the Impact of Elevated Funding” section of this report.

Ten-Year Lookback by Department (January 2015 – December 2024)

During this period, total maintenance and work costs were \$60,463,606.48. **Of that, contract work costs made up \$26,327,308.52 (43.5%) and non-contract work made up \$33,920,482.39 (56.1%).**

Charts 16-18 below show contract and non-contract costs, work orders, and labor hours over the period of January 1, 2015 through December 31, 2024.

CHART 16

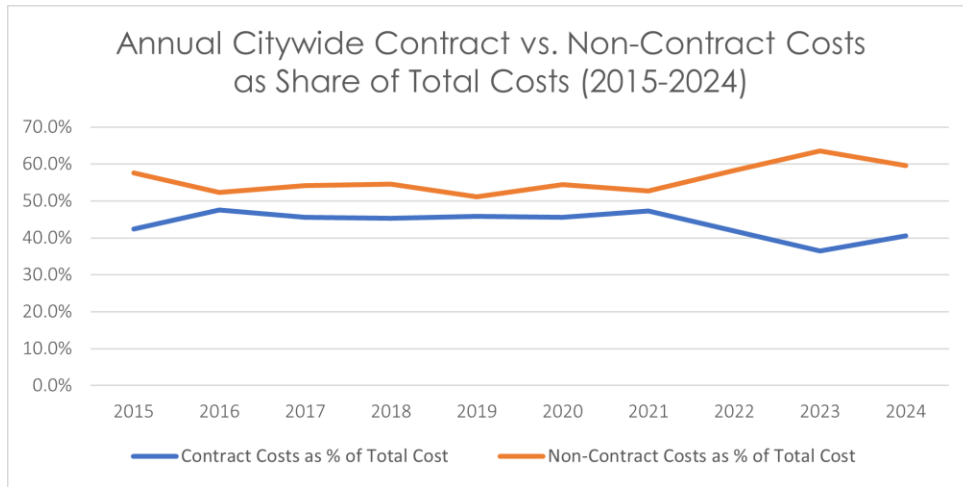


CHART 17

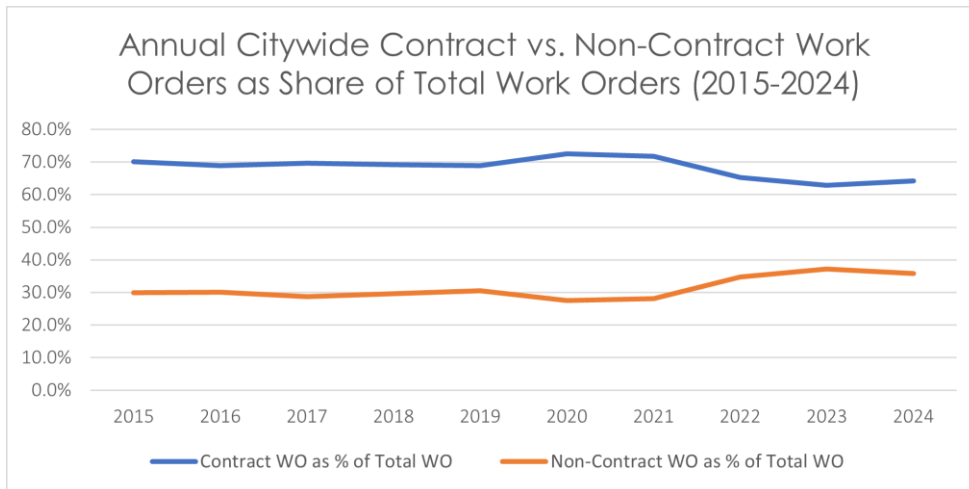
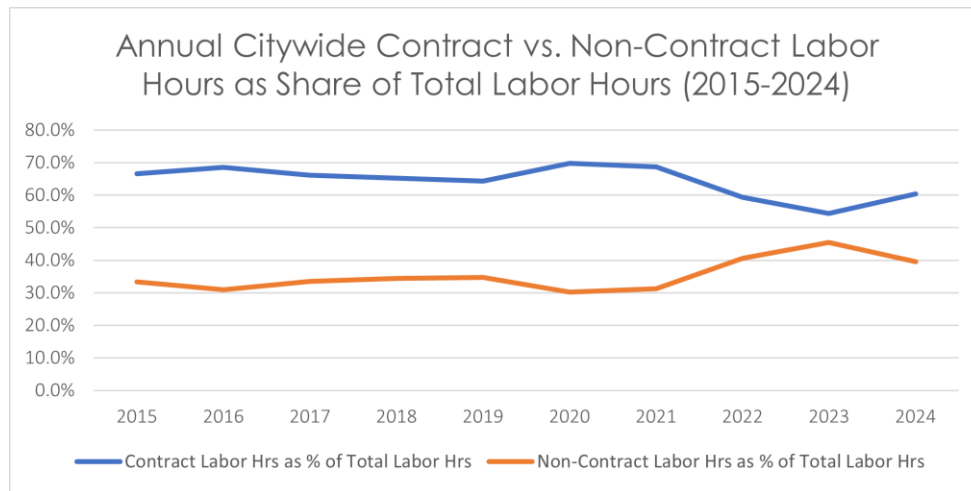


CHART 18



As was the case in the one-year lookback, contract labor hours and work orders tend to make up a larger share of their respective totals than the non-contract sums, while non-contract costs again consistently outpace contract costs as a share of total costs. In fact, the share of non-contract costs as a share of the total has steadily increased since 2021. While non-contract work orders and labor hours still represent a minority of their respective totals, they have both increased since 2021 as well.

DPW Parks Fleet and the Impact of Elevated Funding

DPW Parks is allocated revenues from the City's Parks Tax to maintain and upgrade parks in Pittsburgh. Vehicles and equipment are among the allowable uses for Parks Tax revenues.

The researchers were repeatedly told by fleet staff that DPW Parks vehicles are newer and better maintained due to this funding. Controller's staff were shown in-person examples at the shop, including the vehicle shown in the figure below. For additional photographic documentation of wear and tear on vehicles in the current inventory, see **Appendix C**.

FIGURE 11



2024 Isuzu NRR "ratpacker," one vehicle in the DPW Parks fleet

To test the impact of Parks Tax funding, F450 Statement of Work reports were retrieved for two groups:

1. DPW Parks & Heavy Equipment
2. All other DPW divisions (Streets, Construction & Facilities, Forestry, and Environmental Services)

A five-year lookback was used, encompassing January 1, 2020 through December 31, 2024, to capture the introduction of Parks Tax revenues to the DPW Parks & Heavy Equipment fleet. The first actual transfers and expenditures were made in 2022.

Shown in **Charts 9-14** below are costs, labor hours, and work orders for the two groups, delineated between their contract and non-contract amounts.

CHART 9

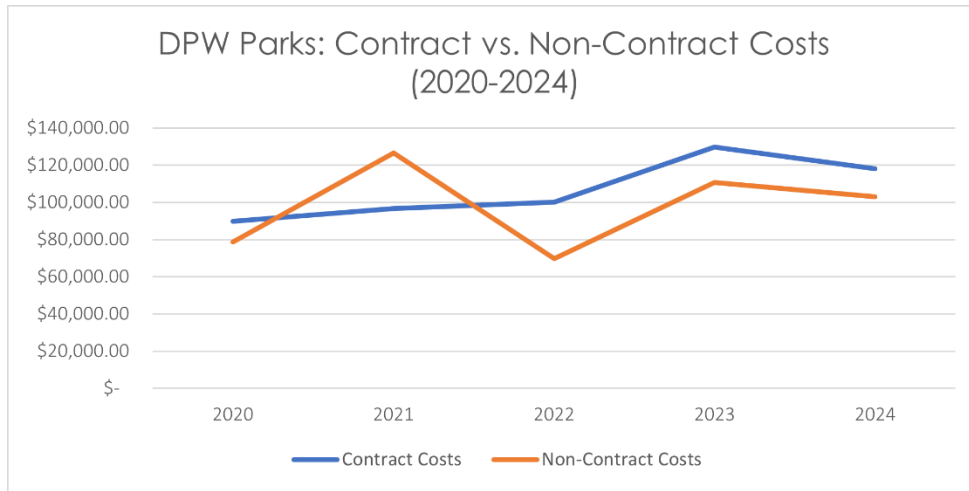
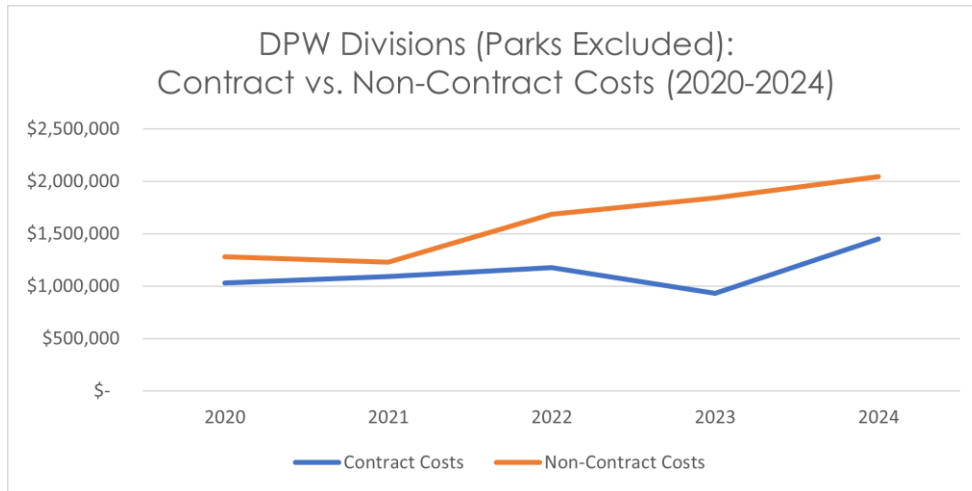


CHART 10



During this period, total maintenance and work costs for DPW Parks & Heavy Equipment were \$1,023,490.12. Of that, contract work costs made up \$534,442.63 (52.2%) and non-contract work made up \$489,047.49 (47.8%).

For the non-parks DPW divisions, total maintenance and work costs were \$13,763,135.29. Of that, contract work costs made up \$5,682,899.14 (41.3%) and non-contract work made up \$8,080,236.15 (58.7%).

CHART 11

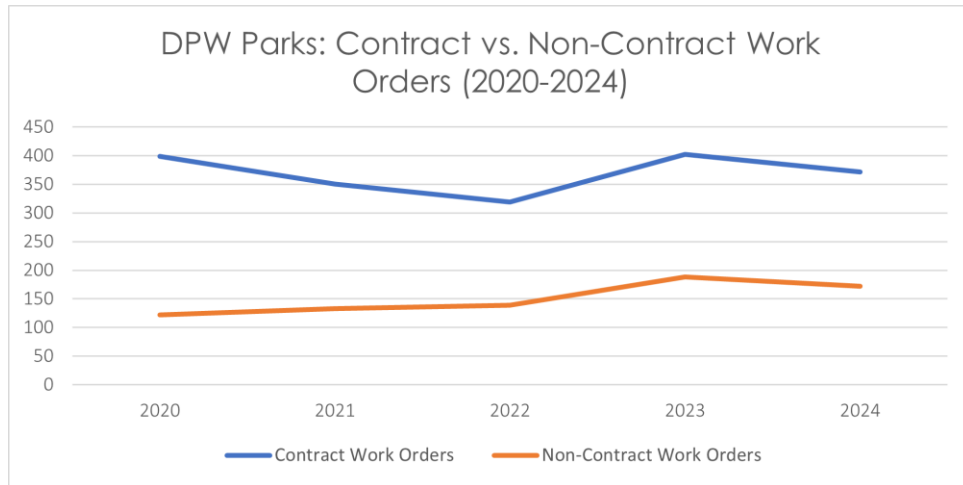
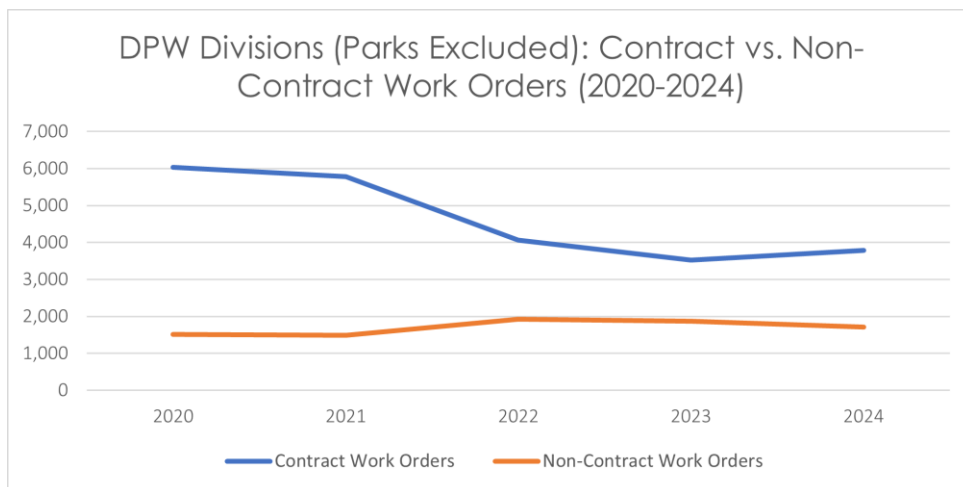


CHART 12



During this period, DPW Parks & Heavy Equipment had a total of 2,596 work orders. Of that, 1,842 orders (71.0%) were for contract work and 754 orders (29.0%) were for non-contract work.

The non-parks DPW divisions had a total of 31,707 work orders. Of that, 23,190 orders (73.1%) were for contract work and 8,517 orders (26.9%) were for non-contract work.

CHART 13

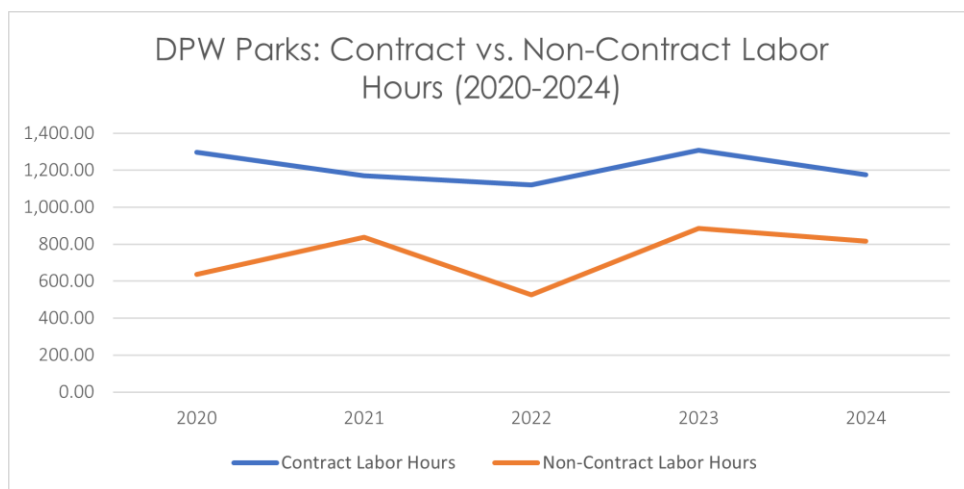
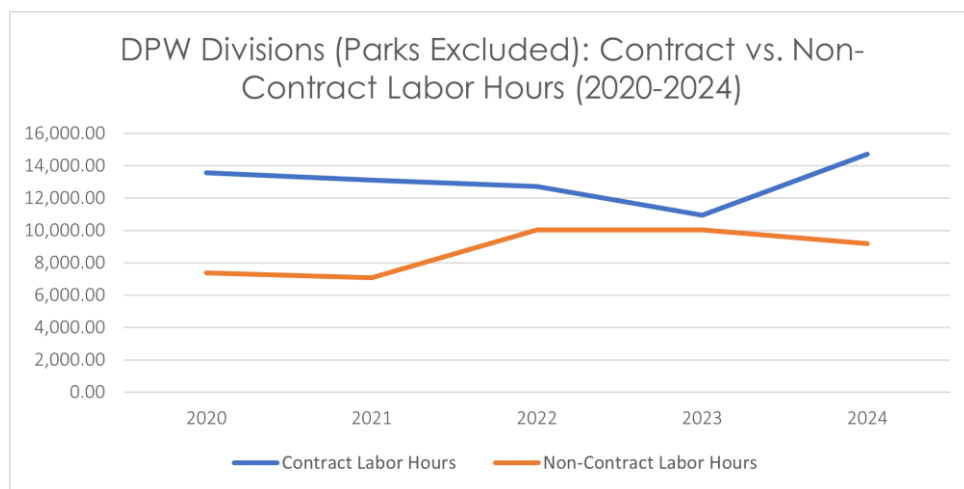


CHART 14



During this period, DPW Parks had a total of 9,778.33 labor hours. Of that, 6,073.07 hours (62.1%) were for contract work and 3,705.26 hours (37.9%) were for non-contract work.

The non-parks DPW divisions had a total of 108,793.75 labor hours. Of that, 65,086.19 hours (59.8%) were for contract work and 43,707.56 hours (40.2%) were for non-contract work.

As these graphs and figures show, the non-parks DPW divisions have continued down a trajectory of escalating non-contract costs in previous five years despite the total number of non-contract work orders only modestly increasing during that time. However, non-contract labor hours did increase substantially, which could reflect repairs or problems less easy to fix as vehicles age. For this group, non-contract costs exceeded contract costs in all five years examined.

In contrast, DPW Parks & Heavy Equipment experienced a brief period in 2021 where non-contract costs surpassed contract costs before rapidly dropping the following year. While both contract and non-contract costs have risen in recent years, they've done so relatively proportionally. This may reflect the added

annual investments from Parks Tax revenues. As new vehicles are added to the Parks fleet, overall maintenance costs may rise, but longer-term non-contract costs could decline and eventually level off if vehicles are replaced at an adequate rate.

Table 26

DPW Parks & Heavy Equipment vs. DPW Non-Parks Divisions: Contract and Non-Contract Costs (2020 – 2024)				
	DPW Parks & Heavy Equip. Division		DPW Divisions (Parks Excluded)	
Year	Share of Contract Costs	Share of Non- Contract Costs	Share of Contract Costs	Share of Non- Contract Costs
2020	53.2%	46.8%	44.6%	55.4%
2021	43.3%	56.7%	47.1%	52.9%
2022	58.9%	41.1%	41.1%	58.9%
2023	54.0%	46.0%	33.6%	66.4%
2024	53.4%	46.6%	41.5%	58.5%

Additional Costs of Aging Fleet on City Finances

When vehicles or equipment vital to city operations are not available and immediate replacements are needed, departments sometimes work with the ELA and fleet staff to lease units as an emergency measure. This has been the case for snow removal vehicles and equipment in recent years, as DPW has lacked a sufficient inventory of operational snow-clearing vehicles needed to fully clear streets citywide.

City Controller's Office staff retrieved city payments made for snow-related vehicle and equipment purchases between January 2024 and July 2025. Over this period, the City spent **\$353,387.05** on vehicles, equipment, labor, surcharges, and fueling costs to Herc Rentals, Inc.

Like higher maintenance costs spent on the actual fleet, funds spent on emergency leases are another form of secondary costs that manifest from an aging fleet with high capital needs.

Purchasing a vehicle expands the City's available assets and its purchase cost can be partially recouped by reselling the vehicle. While leasing a vehicle is necessary or preferable in some cases, overreliance on leasing misses those opportunities.

Eleven vehicles capable of snow-clearing were identified in Hexagon (though not included in our above analyses). Eight had an in-service date of January 4, 2024, two with a date of December 6, 2024, and one with a date of December 20, 2024.

The table below shows a summary of total payments made for snow-related vehicles and equipment between January 2024 and July 2025. A full log of invoice items and their charges can be found in **Appendix D**.

Table 27

City Payments for Snow Rentals (January 2024 – July 2025)			
Invoice Number	Invoice Date	Paid Date	Total
34212762-001	12/30/2023	2/06/2024	\$38,570.00
34212762-002	1/29/2024	2/06/2024	\$36,170.00
34212762-003	2/28/2024	4/9/2024	\$36,170.00
34212762-004	3/29/2024	8/22/2024	\$36,170.00
34212762-005	4/18/2024	8/22/2024	\$2,189.25
34212762-006	4/18/2024	8/22/2024	\$27,909.56
35109866-001	12/18/2024	2/13/2025	\$38,170.00
35109866-002	1/17/2025	5/22/2025	\$36,170.00
35109866-003	2/16/2025	5/22/2025	\$36,170.00
35109866-004	3/18/2025	5/22/2025	\$36,170.00
35109866-005	4/2/2025	5/22/2025	\$29,528.24 ¹¹
Total			\$353,384.05

¹¹ Invoice included \$72.62 overcharge which was credited back to the City

During the course of this report, DPW also entered into a lease for one street sweeper. DPW reported that of the eight street sweepers in their inventory, three are down for maintenance and repairs, necessitating the lease in order to meet the City's full street cleaning needs. **Table 28** below shows payments made so far; the lease (for a Tymco 435 Sweeper) is \$12,000 per month paid to Golden Equipment Co. An initial non-recurring charge of \$3,180 was made for gutter broom wire segments "needed for initial rental of street sweepers." The contract permits the City to use the sweeper for a maximum of 150 hours per month, after which every hour incurs a \$150 fee.

Table 28

City Payments for Street Sweeper (June 2025 – September 2025)			
Invoice Number	Invoice Date	Paid Date	Total
256361	6/24/25	9/9/25	\$3,180
25-49610	7/1/25	9/9/25	\$12,000
25-49664	9/2/25	9/11/25	\$12,000
Total			\$27,180

Other active leases are listed in the 2025 Capital Acquisition Plan. Both are for the Bureau of Fire, amounting to **\$1,524,658**:

- Truck Lease: \$977,240
- Four pumper leases: \$547,418 (total)

DPW staff noted to the researchers that the City would likely need to lease at least one street sweeper in the upcoming year to meet street cleaning needs.

As noted, lost proceeds on the resale of vehicles are another secondary cost of an aging fleet. Older vehicles with heavy repair histories recoup far less of the City's initial investment than those resold in accordance with their recommended life cycles. Costs are expounded further over time since parts for specific models become obsolete and costlier to obtain. For this reason, Fleet maintains an outsized number of decommissioned vehicles solely for the purpose of spare parts, reducing available lot space for productive assets (see **"General Fleet Characteristics"**). Although the researchers did not seek resale revenue data, this was noted to be a problem by various staff.

Option 1: Annual Public Fleet Condition Reports

Given City Council's role in the allocation of fleet funding, members should be equipped with a comprehensive report on the condition of the fleet prior to submission of the preliminary capital budget. This report should be publicly available and include baseline statistics regarding the citywide fleet's physical and fiscal health.

Metrics that may be valuable for assessing the fleet include:

- Total vehicles citywide, broken down by department, vehicle category, age distribution, mileage distribution, and fuel source
- Total vehicles capable of snow clearing
- Average uptime/downtime by department and month
- Total vehicles decommissioned from on-road service
- Share of fleet exceeding recommended life cycle and five-year projection
- List of vehicles added to inventory with accompanying life cycle schedules
- Total contract and non-contract costs, by department
- Lifetime operating cost per vehicle and percentage of purchase cost

Section 12.9 of the fleet contract references an Annual Report: "On the first anniversary of the effective date of the Agreement and every other anniversary date thereafter, the Contractor will submit to the City a written annual report that summarizes the year's activity in the format agreed upon by the Contractor and the City." The researchers requested a copy from the Fleet Services Manager, who was not able to confirm if the most recent report had been submitted to OMB. A Fleet Efficiency Report was submitted to Council by the Fleet Services Manager on September 3, 2025, which provides a summary of the current inventory's condition and utilization costs.

Option 2: Establish a Frontline Fleet Trust Fund

EMS and Fire vehicles face some of the highest replacement costs and longest build times in the fleet, with an inadequate number of replacements planned for those in the current inventory. There is an urgent public safety and fiscal need to bring these divisions' fleets, at a bare minimum, into compliance with a lifecycle-based replacement schedule.

As the introduction of Parks Tax revenues has shown, supplementing a department with a dedicated funding source is likely to improve the condition of its vehicles and lower long-term maintenance costs.

The City and County Controllers' 2022 joint report on tax-exempt properties recommended voluntary payments with the region's largest nonprofits. To date, no such agreement has been reached. These nonprofits utilize Public Safety services, particularly EMS and Fire, at high rates, giving them a notable stake in the continued functionality of the City's frontline units.

An updated proposal could place voluntary contributions into a dedicated trust fund specifically to finance EMS and Fire vehicle replacements. This would provide contributors with a clear and vital use for funds provided, alleviate the most serious points of fiscal strain in the fleet's replacement needs, and allow the City to focus annual capital investments on the remainder of the fleet.

Acknowledgements

We thank Transdev and the City's fleet staff for providing training and guidance regarding the retrieval of data from Hexagon, as well as the Office of Management and Budget for providing clarifications and supporting documentation.

Response

The Office of Management and Budget and Fleet Services Manager were provided this report in advance. A response was not provided.

Appendix

Appendix A.

Hexagon "Note 1" Vehicle Classifications Sorted into Controller-Assigned Categories	
"Note 1" Column Categories	Controller's Categories
ALS Ambulance, BLS Ambulance, Event Ambulance	Ambulance
EMS Boat, Fire Boat	Boats
Admin Crossover, Crossover	Crossover
1 Ton Dump, 10-Ton Dump, 1-Ton Dump, 20-Ton Dump, 5-Ton Dump, 8-Ton Dump, DPW	Dump Trucks
Aerial, Flusher, Foam Tender, Foam Truck, Pumper, Rescue Truck	Fire Trucks
Fuel Truck	Fueling Trucks
Front Loader, Recycling Packer, Refuse Packer	Garbage/Recycling Trucks
Chassis Cab Truck, Dead Animal Truck, Flatbed Truck, Line Striper, Live Animal Truck, Rat Packer, Ratpacker, Recycling PUP, Tow Truck, Tractor-Trailer	Hauling/Cargo Trucks
1-Ton Pickup, 2.0, Foreman Truck, Foreman Truck Truck, Grafitti Truck, Mobile Air Truck, Pickup (Snow operations), Pickup Snow, Pickup Truck, Platform Truck, Stake Body Truck, Support Pickup, Utility Truck, Welding Truck	Heavy-Duty Pickup Trucks
Motorcycle	Motorcycle
Hybrid Sedan, Electric Sedan, EV Sedan, Sedan, Motor Pool, Pursuit Sedan, Support Sedan, Admin Sedan, Inspector Sedan	Sedan
Collision Investigation Unit, Command Pickup, Electric Pickup, Fire, Pick Up, Pickup, Supervisor Pickup, Ult Pick Up	Standard Pickup Trucks
Sweeper	Street Sweeper
Admin SUV, Command, Command SUV, Mini Van, Patrol SUV, Pursuit SUV, Supervisor SUV, SUV, Inspector SUV	SUV
Bucket Truck, Crane Truck, green, Service Truck	Utility Trucks
Cargo Van, Paddy Wagon, Passenger Van, Service Van, Service Van (Painter Van), Service Van (Plumber Van), Support SUV, Support Van, Transit Van, Van, Wheel chair van	Van/Mini-Bus

Appendix B.

Vehicle Number: PW-105

Assignment: DPW Streets Division

Vehicle Type: 2008 International 7300 Eight-Ton Dump Truck

In Service Date: 09/24/2007

Details: DPW Staff reported \$130,846.46 spent on parts and labor with an additional \$20,000 camshaft replacement planned to keep it operational.





Vehicle Number: PW-211

Assignment: DPW Streets Division

Vehicle Type: 2012 Ford F350 SR Pickup Truck

In Service Date: 11/27/2012

Details: One of the vehicles in the snow-clearing fleet. DPW staff reported \$45,459.41 spent on parts and labor, still needs transmission repaired and front cab mounts replaced.



Vehicle Number: PW-200

Assignment: DPW Streets Division

Vehicle Type: 2013 Chevrolet Silverado 2500 Pickup Truck

In Service Date: 01/14/2013

Details: DPW staff reported \$31,088.71 spent on parts and labor. Towed to the shop for a power steering issue, staff assessed that front cab mounts will need to be rebuilt since no replacements are planned.



Vehicle Number: PW-908

Assignment: DPW Forestry Division

Vehicle Type: 2014 Ford F550 One-Ton Dump Truck

In Service Date: 04/04/2014

Details: DPW staff reported \$27,989.77 spent on parts and labor. Cab corners beginning to rust.



Vehicle Number: PWM-90

Assignment: DPW Construction & Facilities Division

Vehicle Type: 2013 Chevrolet Silverado 3500HD Pickup Truck

In Service Date: 02/12/2013

Details: DPW staff reported \$15,492.62 spent on parts and labor. Unlikely to pass inspection and will require additional work.



Appendix C.

Fleet Contract Attachment F Life Cycles and Converted Life Cycle Ranges	
Attachment F: Vehicle Types (Life Cycle Years)	Converted Life Cycle Ranges
Ambulance (5)	Ambulance: 5 Years
Automobile, General Use (6)	Automobile, Non-Police: 6 Years
Automobile, Police Admin (5), Automobile, Police Patrol (Take Home) (3), Automobile, Police Patrol (Hot Seat) (2)	Automobile, Police Use: 2-5 Years
Boat (10)	Boat: 10 Years
Forklift (10)	Forklift: 10 Years
Motorcycle, Police (3)	Motorcycle, Police: 3 Years
SUV, General Use (6)	SUV, Non-Police: 6 Years
SUV, Police 2 WD (5), SUV, Police 4 WD (4)	SUV, Police Use: 4-5 Years
Trailer, Equipment (12), Trailer, Light Plant (12), Trailer, Tanker (12)	Trailer: 12 Years
Truck, Fire - Brush (8), Truck, Fire - Pumper (10), Truck, Fire - Hazmat (10), Truck, Fire - Aerial (12), Truck, Fire - Ladder (12)	Truck, Fire: 8-12 Years
Truck, Pickup - Below 1 Ton (6), Truck, Pickup - 1 Ton Gas (6), Truck, Refuse (Side or Rear) (6), Truck, Utility Body - 1 Ton Gas (6), Truck, Box SA (8), Truck, Dump - Single Axle (8), Truck, Flatbed/Stakebody SA (8), Truck, Pickup - 1 Ton Diesel (8), Truck, Box TA (10), Truck, Dump - Tandem Axle (10), Truck, Flatbed/Stakebody TA (10), Truck, Heavy (Class 7-8) (10), Truck, Refuse Jet - Vac (10), Truck, Tanker (10), Truck, Water (10)	Truck, Non-Police: 6-10 Years
Truck, Pickup - Police 4 WD (4)	Truck, Pickup, Police 4WD: 4 Years
Van, Cargo, Passenger (6), Van, Step (8)	Van, Non-Police: 6-8 Years
Van, Police - Prisoner/Work Detail (5)	Van, Police Use: 5 Years

Appendix D.

City Payments for Snow Vehicle Rentals: Invoice #34212762-001		
Invoice Date	12/30/2023	
Paid Date	02/26/2024	
Quantity	Equipment	Total
1	Truck Pickup 1 T CREW 4WD GAS	\$1,750.00
3	Truck Dump 3-4 YD STD 4WD DSL	\$6,900.00
4	Truck Dump 5-6 YD GAS NON CDL	\$10,740.00
4	Truck Spreader Hopper 8 FT	\$3,980.00
4	Truck Spreader Hopper 9 FT	\$4,236.00
2	Truck Snow Plow 7-8 FT	\$1,962.00
4	Truck Snow Plow 10 FT	\$4,400.00
2	Truck Snow Plow 7-8 FT	\$1,962.00
4	Surcharge	\$240.00
4	Labor	\$2,400.00
Total		\$38,570.00

City Payments for Snow Vehicle Rentals: Invoice #34212762-002		
Invoice Date	1/29/2024	
Paid Date	02/06/2024	
Quantity	Equipment	Total
1	Truck Pickup 1 T CREW 4WD GAS	\$1,750.00
3	Truck Dump 3-4 YD STD 4WD DSL	\$6,900.00
4	Truck Dump 5-6 YD GAS NON CDL	\$10,740.00
4	Truck Spreader Hopper 8 FT	\$3,980.00
4	Truck Spreader Hopper 9 FT	\$4,236.00
2	Truck Snow Plow 7-8 FT	\$1,962.00
4	Truck Snow Plow 10 FT	\$4,400.00
2	Truck Snow Plow 7-8 FT	\$1,962.00
4	Surcharge	\$240.00
Total		\$36,170.00

City Payments for Snow Vehicle Rentals: Invoice #34212762-003		
Invoice Date	2/28/2024	
Paid Date	4/9/2024	
Quantity	Equipment	Total
1	Truck Pickup 1 T CREW 4WD GAS	\$1,750.00
3	Truck Dump 3-4 YD STD 4WD DSL	\$6,900.00
4	Truck Dump 5-6 YD GAS NON CDL	\$10,740.00
4	Truck Spreader Hopper 8 FT	\$3,980.00
4	Truck Spreader Hopper 9 FT	\$4,236.00
4	Truck Snow Plow 7-8 FT	\$3,924.00
4	Truck Snow Plow 10 FT	\$4,400.00
4	Surcharge	\$240.00
Total		\$36,170.00

City Payments for Snow Vehicle Rentals: Invoice #34212762-004		
Invoice Date	3/29/2024	
Paid Date	4/9/2024	
Quantity	Equipment	Total
1	Truck Pickup 1 T CREW 4WD GAS	\$1,750.00
3	Truck Dump 3-4 YD STD 4WD DSL	\$6,900.00
4	Truck Dump 5-6 YD GAS NON CDL	\$10,740.00
4	Truck Spreader Hopper 8 FT	\$3,980.00
4	Truck Spreader Hopper 9 FT	\$4,236.00
4	Truck Snow Plow 7-8 FT	\$3,924.00
4	Truck Snow Plow 10 FT	\$4,400.00
4	Surcharge	\$240.00
Total		\$36,170.00

City Payments for Snow Vehicle Rentals: Invoice #34212762-005		
Invoice Date	4/18/2024	
Paid Date	8/22/2024	
Quantity	Equipment	Total
1	Truck Dump 3-4 YD STD 4WD DSL	\$1,986.00
1	Surcharge	\$203.25
Total		\$2,189.25

City Payments for Snow Vehicle Rentals: Invoice #34212762-006		
Invoice Date	4/18/2024	
Paid Date	8/22/2024	
Quantity	Equipment	Total
3	Truck Pickup 3-4 YD STD 4WD DSL	\$5,602.00
4	Truck Dump 5-6 YD GAS NON CDL	\$8,960.00
4	Truck Spreader HOPPER 8 FT	\$2,560.00
4	Truck Spreader HOPPER 9 FT	\$2,808.00
2	Truck Snow Plow 7-8 FT610	\$1,220.00
4	Truck Snow Plow 10 FT	\$2,880.00
2	Truck Snow Plow 7-8 FT	\$1,220.00
44	Refuel Service Fee	\$527.56
9	Surcharge	\$2,132.00
Total		\$27,909.56

City Payments for Snow Vehicle Rentals: Invoice #35109866-001		
Invoice Date	12/18/2024	
Paid Date	2/13/2025	
Quantity	Equipment	Total
3	Truck Dump 3-4 YD STD 4WD DSL	\$6,900.00
4	Truck Dump 5-6 YD GAS NON CDL	\$10,740.00
4	Truck Snow Plow 7-8 FT	\$3,924.00
4	Truck Snow Plow 10 FT	\$4,400.00
4	Truck Spreader Hopper 9 FT	\$4,236.00
1	Truck Pickup 1 T CREW 4WD GAS	1750
4	Truck Spreader Hopper 8 FT 2 CU YD	\$3,980.00
4	Surcharge	\$240.00
1	Labor	\$2,000
Total		\$38,170.00

City Payments for Snow Vehicle Rentals: Invoice #35109866-002		
Invoice Date	1/17/2025	
Paid Date	5/22/2025	
Quantity	Equipment	Total
3	Truck Dump 3-4 YD STD 4WD DSL	\$6,900.00
4	Truck Dump 5-6 YD GAS NON CDL	\$10,740.00
4	Truck Snow Plow 7-8 FT	\$3,924.00
4	Truck Snow Plow 10 FT	\$4,400.00
4	Truck Spreader Hopper 9 FT	\$4,236.00
1	Truck Pickup 1 T CREW 4WD GAS	\$1,750.00
4	Truck Spreader Hopper 8 FT 2 CU YD	\$3,980.00
4	Surcharge	\$240.00
Total		\$36,170.00

City Payments for Snow Vehicle Rentals: Invoice #35109866-003		
Invoice Date	2/16/2026	
Paid Date	5/22/2025	
Quantity	Equipment	Total
3	Truck Dump 3-4 YD STD 4WD DSL	\$6,900.00
4	Truck Dump 5-6 YD GAS NON CDL	\$10,740.00
4	Truck Snow Plow 7-8 FT	\$3,924.00
4	Truck Snow Plow 10 FT	\$4,400.00
4	Truck Spreader Hopper 9 FT	\$4,236.00
1	Truck Pickup 1 T CREW 4WD GAS	\$1,750.00
4	Truck Spreader Hopper 8 FT 2 CU YD	\$3,980.00
4	Surcharge	\$240.00
Total		\$36,170.00

City Payments for Snow Vehicle Rentals: Invoice #35109866-004		
Invoice Date	3/18/2025	
Paid Date	5/22/2025	
Quantity	Equipment	Total
3	Truck Dump 3-4 YD STD 4WD DSL	\$6,900.00
4	Truck Dump 5-6 YD GAS NON CDL	\$10,740.00
4	Truck Snow Plow 7-8 FT	\$3,924.00
4	Truck Snow Plow 10 FT	\$4,400.00
4	Truck Spreader Hopper 9 FT	\$4,236.00
2	Truck Pickup 1 T CREW 4WD GAS	\$1,750.00
4	Truck Spreader Hopper 8 FT 2 CU YD	\$3,980.00
4	Surcharge	\$240.00
Total		\$36,170.00

City Payments for Snow Vehicle Rentals: Invoice #35109866-005		
Invoice Date	4/2/2025	
Paid Date	5/22/2025	
Quantity	Equipment	Total
3	Truck Dump 3-4 YD STD 4WD DSL	\$5,958.00
4	Truck Dump 5-6 YD GAS NON CDL	\$8,960.00
4	Truck Snow Plow 7-8 FT	\$2,440.00
4	Truck Snow Plow 10 FT	\$2,880.00
4	Truck Spreader Hopper 9 FT	\$2,880.00
1	Truck Pickup 1 T CREW 4WD GAS	\$1,630.00
4	Truck Spreader Hopper 8 FT 2 CU YD	\$2,560.00
12	Surcharge	\$1,764.62
38	Refuel	\$455.62
Total		\$29,528.24