



New York City Government Services: Fleet Management

Highlights

- The City's fuel use has declined from 30 million gallons in FY 2013 to 25.6 million as of FY 2025.
- The decline in fuel use corresponds with the procurement of fuel efficient as well as electric vehicles coupled with a reduction in overall fleet size.
- As of the FY 2025, an average of 94 percent of the City's diesel fuel is renewable biofuel.
- Fleet repair expenditures and fuel expenditures rose to \$415 million in FY 2025.
- The City spent \$464 million on new fleet acquisitions in FY 2025 (including \$415 million from the capital program).
- The City plans to spend \$4 billion in capital expenditures over the next 10 years on motor vehicles and equipment.
- The fleet in-service rate citywide has declined gradually to 87 percent as of FY 2025, falling short of the target of 90 percent (although the in-service rate of the fleet managed by DCAS has met the City's target).
- The in-service rates of "critical" vehicles (such as ambulances, DEP trucks, and DSNY collection trucks), fell more sharply during the pandemic, from more than 86 percent in February 2017 to about 77 percent in the fall of 2023.
- The in-service rates of critical vehicles have rebounded slightly but remain lower than target and pre-pandemic levels.

New York City oversees a citywide fleet operation of about 30,100 vehicles and motorized equipment maintained and operated by more than 50 City agencies. The fleet supports critical and daily emergency services throughout the City. Most of the fleet is operated by the Police Department (NYPD) and the Departments of Sanitation (DSNY) and Transportation (DOT).

The City's shared-services agency, the Department of Citywide Administrative Services (DCAS), under the direction of a citywide Chief Fleet Management Officer (the CFMO) and in partnership with the major fleet agencies, is responsible for the acquisition and management of the City's fleet, fueling and garage infrastructure.

DCAS' two major service goals concerning fleet management are the reduction of fuel use and emissions, and the optimization of fleet resources to meet agency needs. As discussed in this report, the Office of the New York State Comptroller (OSC) examined a number of fiscal and performance indicators to assess the extent the City is achieving its stated service goals.

OSC observes that the City has made significant progress over the past two decades toward its first goal to reduce vehicle fuel emissions and improve the fuel economy of its fleet. The City, following a reorganization in 2012, has also implemented significant changes to the way it manages fleet resources, which has enabled the City to reduce the size of its fleet. Nevertheless, the average age of the City's fleet is now the highest since at least 2012 and automotive repair staffing has declined, which corresponds with a decline in vehicle readiness rates and higher overtime costs, which should be addressed.

Background

Among its many services, DCAS is responsible for managing the City's fleet and fuel resources. Agencies need varying amounts of motor vehicles and equipment to provide services. Some are critical to service provision (e.g., collection trucks, ambulances and police patrol cars), others are peripheral to, but still needed to provide core services (see Appendix A for a breakdown of the critical fleet by program area). As discussed below, fleet management is focused on two goals: reduce fuel use and emissions, and optimize fleet resources to meet agency needs.

Fuel Use Regulation

The City uses about 25 million gallons of fuel per year for fleet and motor equipment (down 16 percent since 2013). To meet its goal to reduce fuel emissions and improve the fuel economy of the City's fleet, the City targets regulation of its fleet procurements and acquisitions of motor vehicles, equipment, and setting standards for fuel types in compliance with local law and executive actions.

Over the past two decades, the City implemented a number of regulatory changes (through a combination of local laws and executive policy actions) with an aim to accelerate the reduction in fleet fuel emissions and to improve fuel economy (see Appendix B). These changes include a recently completed transition of the City's trucks and ferries from mostly petroleum-based diesel to new renewable diesel fuel blends that use little or no petroleum diesel. As of late 2024, DCAS had completed the conversion of 12,500 heavy-duty, specialized, and off-road units to a zero fossil fuel blend (95 percent renewable diesel and 5 percent biodiesel sourced from used cooking oil or waste animal fats). The Staten Island ferries are now fueled by a renewable diesel blend made up of 99 percent renewable diesel and 1 percent petroleum diesel (called "RD99").

The City is implementing a long-term fleet electrification initiative to require an all-electric carbon neutral fleet by 2038. Light- and medium-duty vehicles must be electrified by 2035. As part of the plan, DCAS will continue to use the renewable biodiesel fuel blend for its heavier, more specialized vehicles until electric options become available.

Fleet Resource Optimization

Today, the City operates a fleet of 30,100 vehicles and motor equipment (including rentals), the largest municipal fleet in the United States. The second service goal of the CFMO is the optimization of fleet resources to ensure agency needs are met. This goal is achieved through efforts of the CFMO in partnership with the major fleet agencies to coordinate the shared use of resources and monitoring key performance indicators (e.g., personnel costs, fuel use, parts and service contracts), and working with the NYC Office of Management and Budget (OMB) to ensure adequate resources are available to maintain fleet readiness.

The City took steps to centralize fleet management in 2012. Since then, it has centralized decision making and responsibility, consolidating facilities and establishing new vendor agreements for motor equipment parts and supplies, provided a technical manual for all agencies, and created a fleet inventory management system (see Appendix C for details).

As part of the technical manual, the City includes guidance on the replacement of vehicles, which impacts the average age of the fleet and corresponds with maintenance costs. An interagency work group called the Committee for Fleet Management, staffed by members of DCAS and OMB, works with the fleet agencies to establish specific replacement cycles and funding for their fleets (see Appendix D for details).

Service Outcome Assessment

OSC reviewed a number of fiscal and performance indicators to assess the extent the City has achieved its stated service goals.

Fuel Use and Emissions

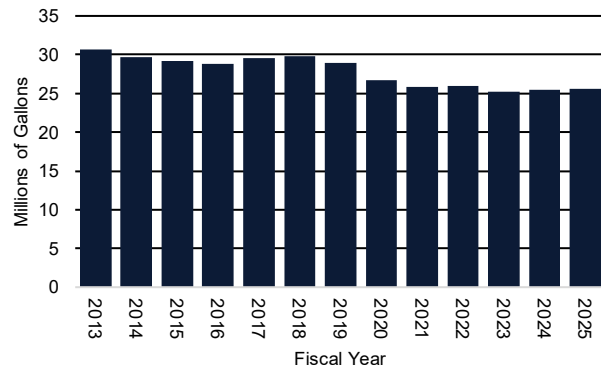
In regard to DCAS' first service goal, to reduce fuel use and emissions, it appears the City is making significant progress toward meeting (or has met) its service targets.

- 100 percent of new vehicle procurements in FY 2025 meet the stringent emission standards required under local law.
- 77 percent of the fleet now operate with hybrid or alternative fuel sources (exceeding the target for that year).
- 94 percent of diesel fuel used in FY 2025 was renewable biofuel, just slightly under the target of 95 percent.
- The City's electric fleet totaled 5,569 vehicles as of June 2025, exceeding the City's target of 5,500 for that year.
- Cumulative electric vehicle charging ports installed totaled 2,074 as of June 2025, nearly meeting the annual target (2,100).

Notably, in 2024, the National Fleet Management Association named DCAS the "Greenest Fleet" in the United States. The City states it is the first major east coast city to adopt renewable diesel at scale, which the City estimates will eliminate 162 million pounds of carbon dioxide emissions annually.

The City's fuel use has declined from 30 million gallons in FY 2013 to 25.6 million as of FY 2025 (see Figure 1). This decline corresponds with the procurement of fuel efficient as well as electric vehicles (EVs) coupled with a reduction in overall fleet size. To power the new electric fleet, the City has installed charging ports throughout the five

FIGURE 1
Vehicle Fuel Used



Sources: DCAS; OSC analysis

boroughs (currently 2,356 have been installed as of October 2025).

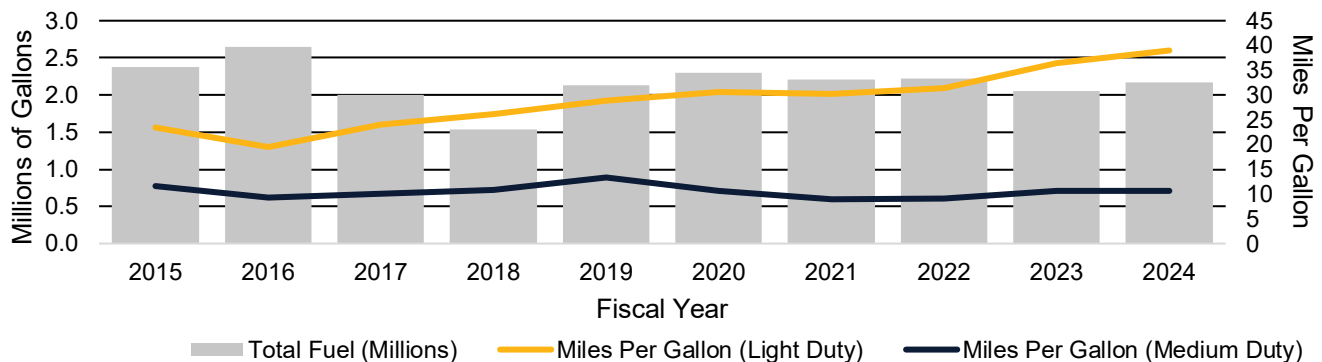
DCAS recently [reported](#) a decline in fossil fuel use that is even steeper, reflecting the City's shift to renewable and biodiesel fuel. Such fuel use has declined by 20 million gallons (or 67 percent) since FY 2013.

As required by local law ("LL75/2013"), DCAS publishes an annual report on "use-based" fuel economy of light- and medium-duty vehicles, meaning the miles per gallon recorded for vehicles when measured under real-world road and operating conditions such as weather, traffic, use of A/C and heaters, and idling. DCAS states that until FY 2020, the City did not have the reporting capacity to provide data on use-based fuel economy in the manner required by the law.

Pursuant to Executive Order (EO) 41 of 2019, DCAS has installed telematics devices for all on-road City vehicles. Telematic systems provide real-time information about how the City's vehicles are being driven, including live alerts for speeding, hard braking, lack of seatbelt use, and crashes.

As of FY 2024, the fuel usage of about 8,800 vehicles (representing about 55 percent of on-road, light- and medium-duty vehicles) was reflected in the locally-mandated report. This is a significant growth in real-world tracking since the

FIGURE 2
Use-Based Fuel Economy (Light-Duty Vehicles)



Note: Results prior to FY 2020 may not be comparable due to differences in the City's capacity to measure real-world conditions prior to the implementation of EO 41 of 2019.
Sources: DCAS; OSC analysis

first year DCAS published the mandated report, but does not yet provide a complete picture on fuel economy. The local law does not require heavy vehicles to be included in the report.

Despite the reporting limitations, as shown in Figure 2, the fleet miles per gallon (FMPG) of light-duty vehicles included in the telematics program rose from 19.5 in FY 2016 to 39 as of FY 2024. While the City has reported improvements in the fuel economy of medium-duty vehicles through FY 2019, the reported fleet miles per gallon has declined since then. DCAS attributes the decline to the addition of vehicles at the DSNY and Department of Environmental Protection (DEP) tracked under the telematics program. DSNY and DEP operate heavier vehicles that are less fuel efficient. Accordingly, comparisons to prior years should be interpreted with some caution as the data is not fully comparable. The City may experience improvement to the fuel economy of its medium-duty vehicles as the City procures new electric vans and pickups, but DCAS cautions there are still limitations in the implementation of electric medium-duty options. In the interim, the City has fully transitioned to renewable biodiesel fuel.

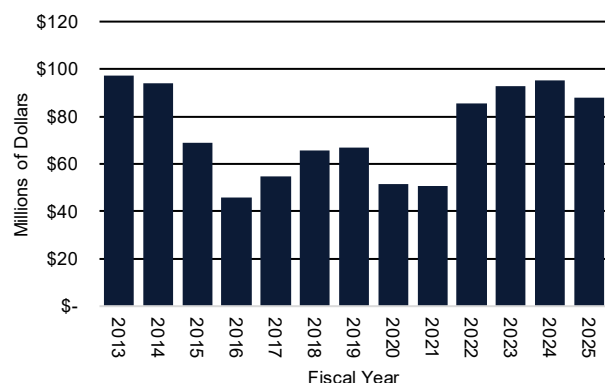
Fleet fuel costs declined sharply after FY 2014 and remained relatively low until FY 2022 (see Figure 3). These costs were lower in FY 2025

than in FY 2013. These changes in fuel costs reflect volatility in fuel prices but also the sustained decline in usage.

Fleet Resource Optimization Results

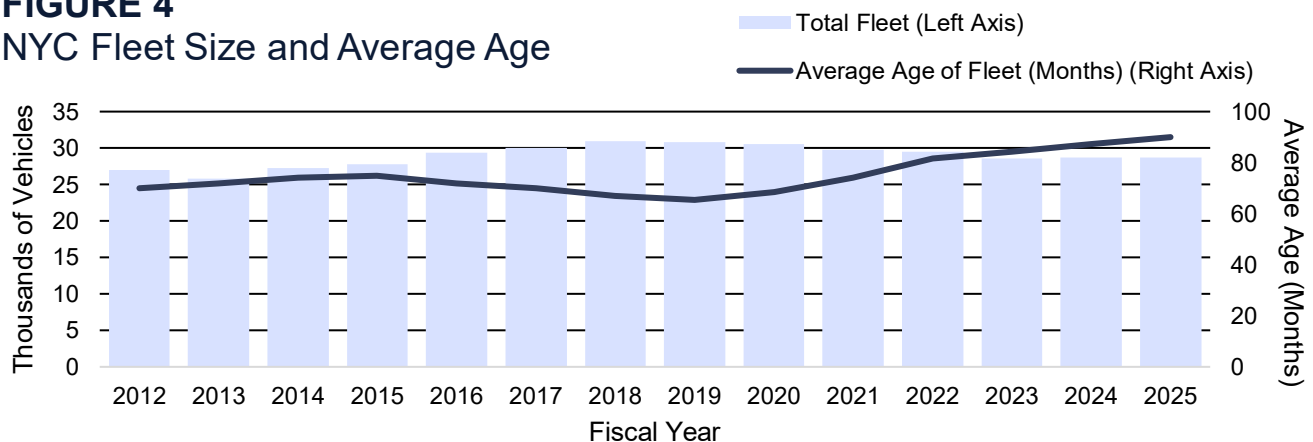
OSC also reviewed a number of metrics relating to the City's procurement and maintenance of the fleet. The Mayor's Management Report (MMR) includes semi-annual data on the total fleet size and average age of the fleet, which can be used to measure the "demand" for fleet resource management. These indicators on the size and age of the fleet are assumed by the City to be correlated to the amount of maintenance work that will be needed to keep a high percentage of the fleet in service to "meet agency needs."

FIGURE 3
Vehicle Fuel Expenditures



Sources: DCAS; OSC analysis

FIGURE 4
NYC Fleet Size and Average Age



Sources: DCAS; OSC analysis

While it has met certain targets in FY 2025, the City appears to be experiencing a short-term setback in this service goal.

- The size of the fleet has been reduced to 28,768 motor vehicles which is slightly above the City's overall target (28,670).
- The average age of the fleet is now 90 months, a significant increase since 2019 (65.4 months) and exceeding the FY 2025 target of 85 months.
- The vehicle in-service rate is 87 percent, falling short of the target (90 percent).
- The number of vehicles purchased totaled 1,844 compared to the target of 2,700.
- Fleet repair expenditures and fuel expenditures rose to \$415 million. The City does not include in the MMR a target level of spending for these costs to maintain and fuel the fleet.

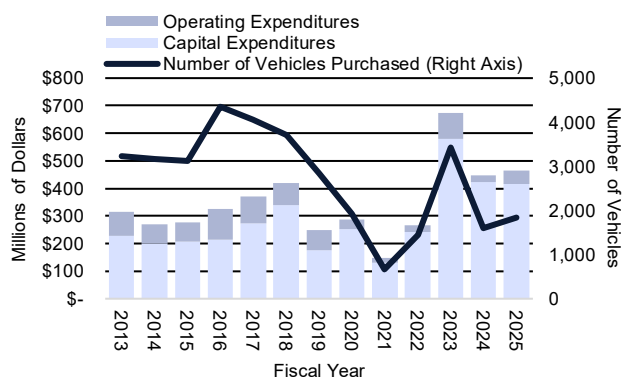
Fleet Size, Acquisitions and Age

In general, an aging fleet is correlated with higher average annual maintenance work per unit and expenditures needed to keep the fleet ready. As shown in Figure 4, the size of the fleet reached a relative peak in FY 2018 (at just over 31,000) but declined by 2,234 units (7 percent) since then, consistent with mayoral initiatives announced in 2019 and 2022 that reduced the vehicle fleet target. (The City utilized data from its telematics

program to identify low use or noncritical fleet units). However, the average age of the fleet has risen sharply since FY 2019, from 65.4 months to 90 months as of FY 2025, the highest on record since the new reporting was implemented in 2012.

As shown in Figure 5, fleet acquisitions declined sharply since FY 2018 and reached a 10-year low in 2021, corresponding with the reduced fleet targets. The City also slowed debt issuance during the pandemic to manage its finances and implemented a freeze on certain types of other than personal service spending, including motor vehicles and equipment. While the amount of capital and operating expenditures grew substantially in FY 2023 and has remained above pre-pandemic levels (mainly to support the fleet electrification program), annual fleet acquisitions remain relatively low when compared to the

FIGURE 5
Annual Fleet Acquisitions



Sources: DCAS; OSC Analysis

previous decade, and the City is facing delivery delays resulting from supply chain issues. Still, the City plans to spend more than \$4 billion in capital expenditures over the next decade on motor equipment and vehicles, replacing a portion of the City's aging fleet.

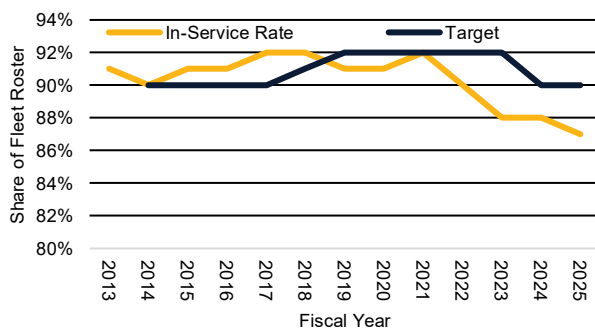
Fleet In-Service Rate

The aging fleet and decline in staffing corresponds with a decline in the share of the fleet that is reported as available for its intended use as of each morning, i.e., "in-service." When a vehicle is reported as out of service unexpectedly, the ability to deliver municipal services in a timely manner could be impaired (e.g., response times could suffer). The City aims to maintain an overall daily in-service rate of 90 percent of the fleet roster (including 98 percent for light-duty vehicles managed by DCAS). However, each of the major fleet agencies set readiness rates by vehicle type that are lower than the citywide target because certain heavier and specialized vehicles require more downtime for preventative maintenance.

As shown in Figure 6, DCAS reports that the fleet in-service rate citywide has declined gradually to 87 percent as of FY 2025, falling short of the citywide target (although the in-service rate of the fleet managed by DCAS has consistently met the City's target).

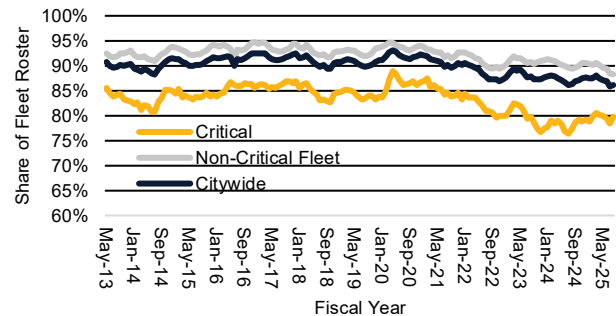
The performance metric for in-service rates reported in the MMR masks the extent of the

FIGURE 6
Fleet In-Service Rate Citywide



Notes: The in-service target was first established for FY 2014. DCAS temporarily raised its target to 91 percent in FY 2018 and 92 percent over four years from fiscal year 2019 through 2023.
Sources: NYC MMR; OSC analysis

FIGURE 7
Average Fleet In-Service Rate



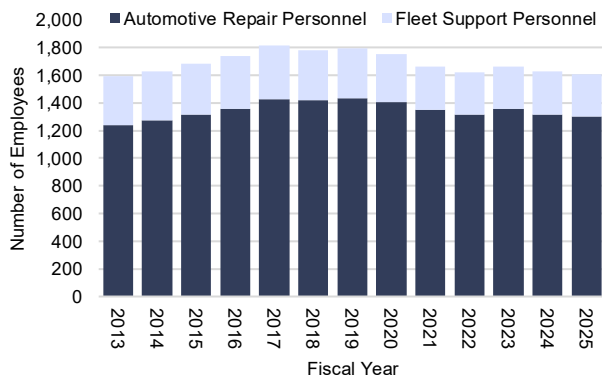
Note: The in-service rates are calculated by averaging for each month the daily number of vehicles in service as a share of total vehicles in the fleet.
Sources: NYC DCAS; OSC analysis

decline for certain critical vehicle types, however. For more insight on the decline, OSC reviewed in-service rates reported in the DCAS' morning fleet readiness report between April 2013 through August 2025. As shown in Figure 7, the in-service rates of "critical" vehicles (such as ambulances, DEP trucks, and DSNY collection trucks), fell more sharply during the pandemic, from 85 percent in February 2020 to about 77 percent in the fall of 2023. The in-service rates of critical vehicles have rebounded slightly but remain lower than in previous years and the City's target. The target rate for critical vehicles (comprised mostly of heavier and more specialized vehicles) averages about 87 percent.

Fleet Staffing

The City employs skilled trade professionals to maintain its automotive vehicles and equipment in-house. As shown in Figure 8, the number of automotive repair personnel had peaked at around 1,434 as of June 2019, but has declined slightly since then (by 9.3 percent) to 1,301 employees. During the pandemic, the City implemented a hiring and attrition plan to reduce hiring of most civilian positions not performing life and safety or revenue-generating activities.

FIGURE 8
Fleet Automotive Repair Staff



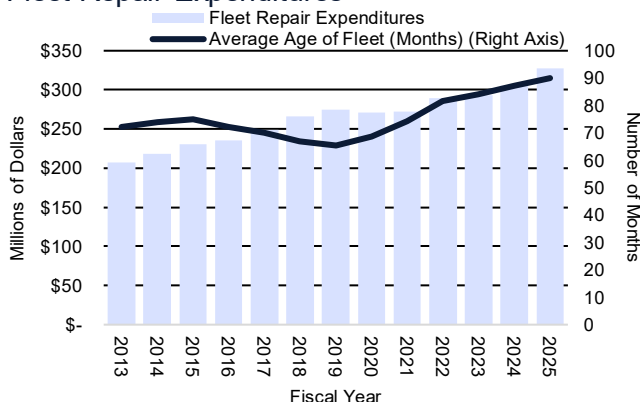
Sources: DCAS; OSC analysis

Fleet Repairs

Spending on fleet repairs has grown more quickly, by 4.7 percent annually, since FY 2021 (see Figure 9). Some of this may be attributed to collective bargaining and rising prices of auto parts. But the MMR does not provide sufficient detail to understand the underlying drivers of the growth in spending.¹ For instance, the reported data does not make clear the extent to which the City is incurring higher overtime costs as a share of payroll.

To assess the impact of the aging fleet and reduced staffing on overtime spending, OSC

FIGURE 9
Fleet Repair Expenditures



Sources: DCAS; OSC analysis

¹ MMR Indicator for Fleet Repair Expenditure does not include a breakdown of this spending by object code, limiting insight into the underlying cost drivers.

attempted to isolate and estimate overtime spending with available data.² Most of the fleet automotive repair staff is located at DSNY, NYPD, the Fire Department (FDNY), and DOT.

As shown in Figure 10, each of the agencies with major fleet repair operations are incurring higher overtime as a share of payroll since FY 2019. The Police Department does not report overtime spending on fleet repairs discretely, but instead aggregates overtime spending to a central budget code within the operations division. As a result, OSC was unable to determine how much NYPD spent on overtime for fleet maintenance.

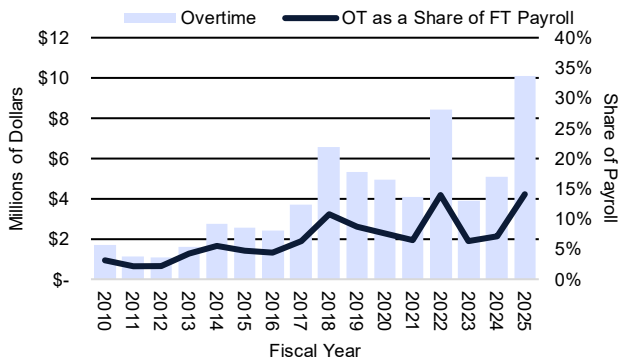
DCAS acknowledges that the temporary procurement freeze, staffing challenges, and supply-chain issues have contributed to the decline in fleet readiness and is working to restore the in-service rate to target levels. In the interim, the City is likely to continue to incur rising costs for fleet repairs, especially for overtime which has also exceeded the initial forecast at budget adoption in prior years. The protracted decline to the in-service rate compared to pre-pandemic levels is concerning as there is a risk that an agency's daily fleet needs may not be fulfilled. However, current reporting obscures the extent, if any, that services were delayed because an insufficient number of vehicles were available.

For instance, OSC has observed that average end-to-end response times for emergency vehicles have increased since the pandemic. In the FY 2025 MMR, the City acknowledged that response times for medical emergencies has increased steadily for the last four fiscal years, which the City has attributed to a number of factors, including an increase in the number of medical emergency incidents per day and traffic congestion in the outer boroughs coupled with a

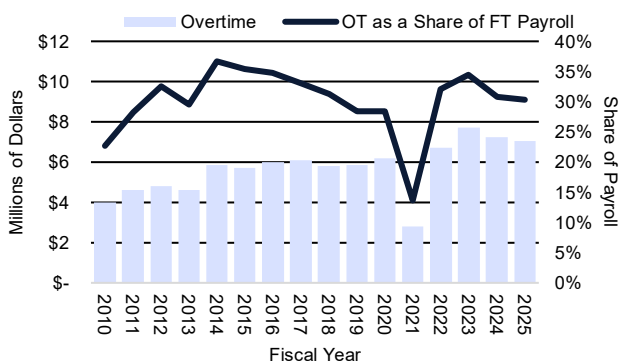
² OSC reviewed annual spending on selected budget codes within unit of appropriations containing fleet automotive repair titles, such as auto mechanics and machinists and automotive service workers.

FIGURE 10
Overtime at Selected Fleet Repair Units

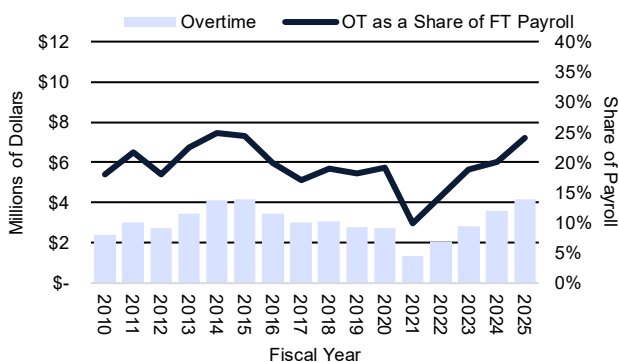
DSNY Motor Equipment Maintenance



FDNY Fleet Maintenance (Civilian)



DOT Fleet Services, Ops. & Depot



Note: Spending on overtime and full-time payroll is aggregated for each of the agencies above using budget codes containing any words or phrases relating to fleet repairs and/or maintenance activities. Amounts shown above are estimates of the portion allocated to fleet repairs and maintenance and may include spending on other activities such as vehicle operations and storage at garages.
Sources: NYC OMB, OSC analysis

limited availability of ambulances. The City measures such availability by recording the “average ambulance in-service hours per day,” a metric (calculated under a revised methodology in FY 2025) that has declined from 9,442 in FY 2021 to 8,399 in FY 2025.

The City is implementing a plan to streamline and improve medical responses. But it remains unclear the extent to which the reduction in average ambulance in-service hours per day can be attributed to a lack of available vehicles, staffing, both, or neither. The average end-to-end response times at NYPD (which operates more than 9,100 vehicles) have also risen in recent years. However, NYPD attributes the growth in response times to higher call volumes coupled with increased traffic in high-density areas of the City.

DSNY reports in the FY 2025 MMR that the average outage rate of its collection trucks has increased in recent years (initially declining from 22 percent in FY 2019 to 18 percent in FY 2021, before rebounding sharply to 28 percent as of FY 2025), which it attributes to factors such as aging trucks, parts availability, staffing limitations, and high operational demands. DSNY is working to address these issues but does not anticipate a significant decline to the outage rates until “more comprehensive investments in fleet and staffing are made.”

In a response to a draft copy of this report, DCAS emphasized that DCAS fleet and the fleet programs at the major fleet agencies in the City work together daily to address critical fleet servicing and readiness and specific operational and emergency needs across a wide variety of operations that the City supports involving 50 city agencies and office. DCAS also suggested that it and the other agencies also are in regular contact with OMB regarding these resource issues.

Conclusion and Recommendations

The City's fiscal and performance metrics on its fleets are relatively robust and provide a great deal of insight to the public. Nevertheless, there is still room for improvement. While the City is reporting significant progress and is meeting its targets on fuel use and emissions standards, OSC offers a few recommendations to improve the transparency and decision-usefulness of the data.

The MMR chapter on Fleet Management and chapter on DCAS does not include information on the average cost per unit by fuel type (biodiesel by blend), which limits insight on the extent that spending on vehicle fuel is driven by changes in price or volume. While it does include information on volume (gallons of fuel used), the MMR's transparency and decision usefulness could be improved by including such information on prices per gallon, especially as the new renewable fuel sources are more expensive than other biodiesel blends and conventional petroleum-based fuels. DCAS does already have separate reports on price changes for gasoline, renewable diesel, and electricity. For completeness, the City should consider also including a measurement of the estimated amount of greenhouse gases avoided due to the decision to use low or no-emission fuel sources.

Similarly, the current metric used to report on FMPG appears to be heavily distorted by the on-ramping of additional vehicles into the telematics program. The City should establish and publish in the MMR annual targets to incorporate the remainder of the City's light- and medium-duty vehicles in its annual report on use-based fuel economy to eliminate such distortions in the data. While local law does not require it to do so, the City should also consider including fuel economy data for its heavy-duty vehicles in the locally-mandated report, where practicable. Whereas the City uses about 25 million gallons of fuel per year, the use-based fuel economy report covers usage for nearly 2.2 million gallons of fuel, indicating

that most of the City's fuel use is not included in the locally-mandated report. The City could also include in the MMR additional metrics by vehicle weight class and fuel type to provide greater insights on the City's progress on fuel economy.

The City does not report on electricity costs associated with charging EVs in either the MMR or the LL75/2013 use-based fuel economy report, which will skew the reporting over time as fuel use will decline to the extent fuel-burning vehicles are replaced with EVs. DCAS indicates that there is still a significant amount of non-network charging of fleet equipment, but there is currently no way to report on such charging discretely. Non-network charging is captured in the broad electric usage at each facility.. For this reason, OSC acknowledges that full implementation of this type of reporting may not be technically feasible at this time. DCAS does tracks electricity costs in general and has internal reporting for electric usage for network charging, which has grown sharply over the past decade.

To the extent practicable and when technologically feasible, the City should consider reporting on EV usage (in kilowatt-hours) and charging costs (per kWh) discretely so that it's possible to assess the incremental cost impact to transition from fuel-burning vehicles to EVs.

Overall, reporting on FMPG is relatively detailed but should be interpreted with "cautious optimism" until the locally-mandated report on use-based fuel economy has incorporated all vehicles in the telematics program.

In terms of fleet resource optimization, OSC notes that the in-service rate has declined, which is attributed to factors such as a temporary pause in new acquisitions coupled with supply-chain challenges for specialized vehicles which have contributed to an aging fleet, further adversely impacted by staffing shortages of automotive repair staff. The City must continue to work to increase staffing where necessary to improve in-service rates and reduce reliance on overtime.

The NYC Fleet Daily Service Report is a very valuable source of information on the resiliency of the service. Unfortunately, the City does not publish time-series data on past reports. While the City's Open Data warehouse includes a dataset from this report, it has only been published one time for a single day. However, DCAS was responsive to a data request from OSC to receive this information. Given advances in automation and computer processing power, the City should consider publishing an archive of the daily reports on its Open Data webpage. DCAS has indicated it will consider archiving the older daily reports.

The readiness report is useful to inform fleet managers about the number of vehicles available each morning. However, it is not clear the extent that the observed decline to in-service rates is attributed to mechanical failures (breakdowns) or to preventative maintenance. The report should be modified to include a page that disaggregates the number of vehicles out of service into separate cause categories, including, but not limited to the following causes: 1. a mechanical failure not caused by collision or vandalism; 2. damage from collisions or vandalism; theft; preventative maintenance or warranty service; and any other reasons DCAS deems appropriate. As previously recommended, this data should be archived each day in a time-series dataset available on NYC Open Data.

If feasible, the City should consider adding to the MMR a breakdown of fleet-related spending by major agency; the DCAS-managed fleet could be listed separately. To better understand the source of overtime spending, OMB should work with NYPD to ensure the overtime associated with fleet maintenance is reported discretely.³ For administrative convenience, this could be done at

the end of each fiscal year as part of the close process.

In addition, if feasible, the City should consider adding in the MMR a breakdown of average annual maintenance costs per unit by vehicle type (e.g., electric, hybrid, diesel, gas) to provide more insight on the cost to maintain electric vehicles compared to vehicles powered by conventional fuel sources.

The City should include data on the length of time (in days) it takes to repair motor vehicles and equipment. The fleet's readiness rate has declined since the pandemic and its recovery appears to be taking a long time. While the average age of the vehicle is likely a major contributor, it would be helpful to confirm that the length of time to repair the fleet has not increased in recent years. An increase in repair times could confirm the supply-chain or possible labor challenges. In addition, if feasible, the City could consider publishing data annually on the average length of time to procure and receive delivery from its motor vehicle and equipment suppliers, broken down by major milestones as appropriate to identify bottlenecks.

OSC acknowledges that an analysis of the average time for repair is complicated by the diversity of fleet operations, including the types of fleet and repairs, which may make such reporting infeasible for the MMR, but possible via other reporting methods for major vehicle types.

The City formerly published, until around FY 2012, robust data on its fleet detailed by vehicle type within agency. Such metrics included average mileage, age, and the "failure rate" by vehicle type. The City should consider resuming publication of these more detailed metrics as part of the MMR.

³ While most of the fleet work units were able to be tracked by budget code, there is not a definitive list of budget costs associated with the fleet work units available on a public website. In addition, the activities of the fleet work units at

NYPD are not well defined. It appears the overtime costs are not reflected in the NYPD budget codes that were identified as being associated with fleet work, and are instead reported to a central budget code.

These recommended changes will help further improve transparency and decision-usefulness of the City's data, informing the public on the ways the City is managing its costs and delivering timely services.

In response to a draft of this report, DCAS indicates that it will review with the Mayor's Office of Operations whether additional data would be appropriate to add to the MMR and that it would examine whether a summary cause can be included to explain the out of service reason for each vehicle in the daily readiness report.

Appendix A – Fleet Roster by Critical Vehicle Type

Agency	Critical Fleet By Program Area	Fleet Roster
DCAS	Mayoral Fleet	21
DCAS	Office of Emergency Management	145
DCAS	Sheriff	111
DEP	Customer Service	109
DEP	Environmental Compliance	88
DEP	Police	113
DEP	Sewer and Water	1,147
DOC	Buses	118
DOC	Sedans	72
DOC	Vans	149
DOT	Asphalt Plan	41
DOT	Highway Inspections and Quality Assurance	170
DOT	Material Hauling	290
DOT	Meters	134
DOT	Paving	510
DSNY	Collection Trucks	1,503
DSNY	Dual Bin Collection Trucks	718
DSNY	Sweepers	444
FDNY	Ambulances	647
FDNY	Ladders	189
FDNY	Pumpers	223
NYPD	Traffic	550
Parks	Forestry	173
Parks	Packers	110
Subtotal Critical Fleet		7,775
Non-Critical Fleet		22,300
Total		30,075

Note: Data is from the NYC Fleet Daily Service Report as of October 10, 2025.

Sources: DCAS; OSC analysis

Appendix B – Fuel Standards

The City has regulated the fuel use of government-operated vehicles since at least the 1990s as part of a broader strategy to improve air quality in the region, helping to move the City closer to compliance with federal environmental laws and regulations.

In 1991, the City Council adopted a local law to require the City to evaluate and procure vehicles that use fuel sources alternative to conventional petroleum-based gasoline and diesel. Alternative fuel sources include natural gas, alcohol (e.g., methanol or ethanol), and electricity.

According to [DCAS](#), in the mid-1990s, compressed natural gas dispensers were first utilized to reduce fleet emissions at NYC Parks and Recreation and the Department of Sanitation. Hybrid electric vehicles were first introduced in the late 1990s, the first plug off-road units in the early 2000s, and biodiesel in 2005.

In 2003, the City Council passed Local Law 77 to require the City's nonroad construction vehicles and such vehicles used in public works contracts to use ultra-low sulfur diesel fuel (ULSD) and the "best available technology" for reducing the emission of pollutants.

Just two years later, as part of a broader legislative package to reduce air pollution, the City passed Local Law 38 (LL 38) to require City agencies to purchase "cleaner" vehicles tied to the State of California's Low-Emission Vehicle (LEV) II standards beginning July 1, 2006, with exceptions continuing for certain emergency vehicles. The local law also established benchmarks for gradually increasing the average fuel economy of the City's light-duty fleet each year, with an aim to achieve an improvement of at least 20 percent (relative to the fuel economy of vehicles purchased in FY 2005) by FY 2016. In addition, Local Law 39 of 2005 extended the City's low emission standards to diesel motor vehicles. A number of local laws passed in 2013 expanded local mandates on fuel use and emissions standards impacting the City's fleet, including raising the fuel economy target of light-duty vehicles to 40 percent by FY 2023.

In 2015, as part of the de Blasio administration's "OneNYC" plan, the City included a strategic goal to reduce overall greenhouse gas emissions by 80 percent below a 2005 baseline by 2050 ("80x50"). To help meet the 80x50 goal, the City announced a new "NYC Clean Fleet Plan." The plan establishes specific targets for the NYC Fleet to add 2,000 electric vehicles to its municipal fleet by 2025 (potentially the largest electric vehicle fleet of any U.S. city) and to achieve a 50 percent reduction in GHG emissions from fleet operations below 2005 levels by 2025 and an 80 percent reduction by 2035.

In April 2019, the City released an updated strategic plan (OneNYC 2050). In February 2020, Mayor de Blasio also issued Executive Order 53, linked to the OneNYC 2050 plan, which raised the fleet electrification target from 2,000 electric vehicles by 2025 to a much more ambitious target to require an "all-electric, carbon neutral fleet" by 2040. The City Council accelerated this timeline with the passage of Local Law 140 of 2023, requiring full electrification by 2038 (light- and medium-duty units must be electrified by 2035). A series of exemptions were included to address some practical limitations that may arise.

Appendix C – Fleet Consolidation

Prior to April 2012, the NYC Fleet was managed in a decentralized manner across the agencies, purportedly with limited sharing of mechanical and technical expertise, fleet resources and agency facilities. In 2009, the Mayor's Office of Operations (OPS) began regular meetings of the City's managers of large agency fleets, along with DCAS and OMB. In May 2011, the Commissioner of DCAS proposed formalizing these meetings into an interagency management team that would help execute the City's fleet plans. This interagency workgroup would later be named the "Fleet Federation."

In April 2012, Mayor Bloomberg issued Executive Order 161 to direct DCAS to develop and execute a plan ("City Fleet Service Consolidation Plan") for the consolidation and sharing of fleet repair, maintenance, garage, and fueling resources. Executive Order 161 established the City's Chief Fleet Officer and placed authority for all fleet resource authorization in the Chief Fleet Officer as well as OMB.

Executive Order 161 resulted in several significant changes including the consolidation of vehicle repair facilities from 47 to 37; establishment of a new auto parts management process through a third-party vendor; establishment of space-sharing agreements for the City's fleet garages; and revised internal controls to manage refueling with an aim to keep costs down.

The City also overhauled the manner in which it tracks fleet inventory and maintenance, notably with the creation of a centralized fleet management system and the launch in April 2013 of a daily NYC Fleet Service Report, an inventory of fleet availability by agency and major vehicle type that is published each morning on OPS' [webpage](#). The City also revised the metrics reported in the MMR in 2013, which are produced using data from the fleet management system.

To help coordinate the activities of over 50 agencies and offices operating City vehicles and ensure fleet and garage operations will be managed in a consistent manner across the City, the CFMO completed its NYC Fleet Management Manual (Fleet Manual) in 2013, which has been periodically revised thereafter (the latest is dated July 2024).

Agency heads and Agency Fleet Directors may develop supplemental rules and procedures to address specific fleet requirements related to the operation of their fleet. Such procedures must be consistent with the general requirements set forth in the Fleet Manual and must be approved by the CFMO.

Appendix D – Fleet Replacement

The replacement of vehicles takes place through the capital Certificate to Proceed (CP) process for each agency and the expense plan replacement process citywide.

According to the Fleet Management Manual (the Manual), by September 15 of each year (or as otherwise agreed upon), annual acquisition requests for vehicle and equipment acquisitions must be submitted by the agencies to the CFMO and OMB for review. This requirement applies to both capital and expense funded vehicle plans, but the agencies may submit capital plans separately.

The Manual states that agency expense procurements will not be processed by DCAS until an expense plan has been approved by OMB and DCAS. The Manual also indicates that NYC Fleet will "work with" OMB and each agency to "assess replacement cycles and fleet use for all vehicles and equipment." While the Manual does not specify the timeline for a response from either party, DCAS notes that the City operates a variety of vehicle types and fleet operations and that the review of acquisitions requests is a constant process. The Manual further states that the Chief Fleet Officer will schedule general meetings with OMB or specific meetings with OMB task forces "as needed."

The size of agency fleets are subject to a Baseline Fleet Ceiling, a limit for light-duty nonemergency vehicles (and other categories as may be established with an agency). This ceiling has been gradually reduced each year as part of a citywide fleet reduction initiative announced in 2019 and later expanded in 2022.

Working with individual agencies, CFM establishes specific replacement cycles and funding for each agency's fleet. DCAS and OMB work together to assess replacement requests, in light of existing funding levels, and to authorize replacements based on factors such as: age, condition, mileage, use (including engineer hours), replacement funding, and safety.

Notably, the City does not publish in the MMR or DCAS' website the specific replacement cycles by vehicle type at each agency, impairing insight on how the length of time or the extent the replacement cycle may have changed over time. According to DCAS, however, the City operates 190 types of equipment, and that for each type of equipment, there can be very different use and replacement requirements. As such, DCAS contends that this type of reporting is not practical nor reflective of the detailed process of approvals that are performed daily.

As a guide, the Manual does include the replacement cycles for some vehicle types citywide (including nonemergency and non-law enforcement sedans and SUVs). In addition, the replacement cycles for FDNY pumper and ladder trucks are subject to collective bargaining with the union representing fire officers.

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