



The Extraction Economy in American Municipal Services

How private-equity consolidation of fire apparatus, ambulances, public-safety equipment, and local newsrooms is transferring American city budgets to Wall Street – and what city managers and CFOs can do about it.

PREPARED FOR

City Managers, Chief Administrative Officers, Chief Financial Officers, and Elected Officials of American Municipalities

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Fit For Gov – A Civic-Technology Practice

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Why a civic-technology practice is publishing a report on fire trucks.

This briefing is not about software. It is about what happens when a fragmented municipal supply chain — one where local governments once chose from two dozen regional fire-apparatus manufacturers, several competing ambulance providers, and a local paper that printed council minutes — is rolled up by a handful of private-equity firms and operated for cash extraction rather than civic service.

The fire-truck story is the cleanest version of the pattern. A pumper that cost \$500,000 in 2013 now costs nearly \$1 million. Delivery has stretched from one year to as long as 54 months. The final price is set on the day the truck arrives, not the day the order is signed. The mechanism that produced this is documented, twelve federal antitrust cases have been consolidated into a single Multi-District Litigation, Los Angeles County is separately suing to unwind the underlying mergers, and a bipartisan Senate inquiry led by Sen. Banks and Sen. Warren is on the record. The same pattern is operating in ambulances, in upfitter supply, and in the local newsrooms that would otherwise be investigating any of it.

Fit For Gov is a civic-technology practice. Our work is custom software for local government — secure websites first, and whatever the municipality subsequently needs built. We publish this report because the financial logic that is gutting fire departments and EMS systems is the same logic that has commodified municipal software procurement, and city managers and CFOs are owed a clean, sourced, vendor-agnostic account of what is happening to their budgets. There is no Fit For Gov product mentioned in any of the eleven sections that follow. Every claim is sourced — to court filings, SEC disclosures, peer-reviewed research, Senate correspondence, or municipal audit. The intended reader is the official who has to balance the budget, sign the procurement, and answer to the council. Everything else has been stripped out.

This is the second issue of the Dossier series. The contact line on the final page is monitored personally.

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What is in this briefing.

Eleven sections. The first is sufficient for a five-minute read. Sections IX and X are designed to be printed, copied, and pinned to a procurement-office wall.

§ I Executive Summary

The bottom line for a city manager with five minutes.

§ II The Apparatus Cartel

How three manufacturers came to control 70–80% of the U.S. fire-truck market — and why a pumper now costs \$1 million.

§ III Cornering the Upfitter

AEA Investors, Dana Safety Supply, and the consolidation of every accessory a police cruiser needs.

§ IV The Ambulance Business

KKR's leveraged buyout of AMR, the surprise-billing loophole, and the May 2026 GMR IPO that does not actually exit KKR.

§ V The Newsroom Vacuum

Alden Global Capital, Apollo Global Management, and the elimination of local oversight.

§ VI The Bill Arrives at City Hall

Tax line items, deferred maintenance, half the LAFD fleet out of service during the January 2025 wildfires.

§ VII The Vicious Cycle

Why extraction works: the financial gutting of municipal services and the financial gutting of local journalism are the same operation.

§ VIII What City Managers and CFOs Can Do

Eight procurement-level actions a city can take without waiting for Washington.

§ IX The Procurement Checklist [TEAR-OUT]

A one-page checklist for the procurement officer's wall.

§ X State-by-State Reference Table

Where each state stands on ground-ambulance surprise billing, antitrust action, and direct procurement leverage.

§ XI Sources & Methodology

Where every number in this report came from, with primary-source URLs.

The bottom line.

Private equity has rolled up four critical American municipal supply chains. The bill is now arriving at city hall, often in line items that did not exist five years ago.

A pumper that cost \$500,000 in 2013 costs nearly \$1 million today. Delivery has stretched from one year to as long as fifty-four months. A ladder truck clears \$2 million. The ambulance that arrives at the curb is, in most large U.S. metros, owned by an investment fund — and the bill the patient receives is structured to be out-of-network on purpose. The local paper that would have reported any of this was sold to a hedge fund, which fired most of the reporters. None of this is accidental. All of it traces to a documented financial strategy.

KEY FINDINGS

- 01 **The U.S. fire-truck market is now an oligopoly.** Three manufacturers — REV Group (now a wholly-owned subsidiary of Terex Corporation as of February 2, 2026), Oshkosh, and Rosenbauer — together control roughly 70–80% of approximately \$3 billion in annual U.S. sales. As of mid-2026, at least twelve federal antitrust cases against them have been consolidated into Multi-District Litigation No. 3179 in the Eastern District of Wisconsin under Judge William C. Griesbach.¹
- 02 **Manufacturers cut output as demand surged.** REV Group closed two historic KME plants (Nesquehoning, PA and Roanoke, VA) in 2021–2022 — reducing capacity at the exact moment federal stimulus money was hitting municipal budgets. By the end of Q4 FY2024, REV's specialty-vehicles backlog had reached \$4.18 billion.²
- 03 **Prices on signed contracts are no longer fixed.** "Floating-price" contracts now require municipalities to pay the price prevailing on the date of delivery, not the date of order. One Massachusetts department paid an additional \$150,000 on a previously-ordered truck under threat of cancellation. A comparable E-ONE pumper in Massachusetts went from \$650,000 in 2021 to over \$1 million by 2024.³
- 04 **KKR's American Medical Response is the dominant U.S. ambulance provider.** Through Global Medical Response, it serves communities home to more than 60% of the U.S. population. Ground ambulances were explicitly exempted from the federal No Surprises Act after industry lobbying; out-of-network balance billing continues. In 2022, AMR exited approximately 28,000 non-emergency transports per year across Los Angeles and Orange Counties, citing reimbursement rates and a projected \$3.5 million divisional loss.⁴
- 05 **KKR is not exiting GMR.** GMR Solutions (NYSE: GMRS) launched its IPO on May 4, 2026 and is scheduled to price on May 13 at \$22–\$25 per share, targeting up to \$797.9 million raised at a valuation of up to \$5 billion. KKR retains majority voting power as a "controlled company" under NYSE rules.⁵

06 **Newsrooms covering all of the above have been hollowed out.** A 2022 National Bureau of Economic Research working paper (Ewens, Gupta & Howell) analyzes 1,610 daily newspapers and finds that private-equity ownership produces statistically significant declines in local-governance reporting, total article volume, reporter and editor employment, and local-election voter turnout. Alden Global Capital, the most aggressive operator in the space, has reduced employment at its newspapers by more than 75%.⁶

07 **The bill is being paid through new municipal taxes.** Pennsylvania's Act 54 of 2024 amended the Second Class Township Code to allow select townships to raise fire millage from 3 to 10 mills and EMS millage from 0.5 to 5 mills. Hempfield Township (Westmoreland County) voted in late 2025 to double its millage outright. Upper Milford Township introduced a new line item on residential bills labeled "Fire Service." HB 393 (Pielli) would extend the authority to all second-class townships statewide and has passed the PA House 120-83.⁷

WHAT THIS BRIEFING RECOMMENDS

The remedies are not waiting for Washington. Procurement officers can refuse floating-price contracts, demand parts-aftermarket guarantees in writing, document vendor concentration as audit risk, pursue cooperative purchasing through HGACBuy or Sourcewell, and ask explicit private-equity-ownership questions in every RFP. Sections VIII and IX detail these actions. A municipality does not need legislation to refuse to sign a floating-price contract. It needs an RFP that says so and a city manager prepared to defend the line.

SOURCES

1. JPML transfer order, In re: Fire Apparatus Antitrust Litigation, MDL No. 3179, April 3, 2026; Terex Corporation 8-K, February 2, 2026 (sec.gov).
2. REV Group Q4 FY2024 earnings release (sec.gov, December 2024); KME closure coverage (Times News Online, September 2021).
3. Sen. Banks & Sen. Warren letter to IAFF, April 15, 2025 (banks.senate.gov, warren.senate.gov).
4. GMR Solutions S-1/A, May 8, 2026 (sec.gov); AMR LA/OC withdrawal notice, October 2022; California Healthline, 2022.
5. GMR Solutions IPO launch announcement, May 4, 2026; pricing scheduled May 13, 2026 (globenewswire.com); Yahoo Finance / Reuters coverage.
6. Ewens, Gupta, Howell, "Local Journalism under Private Equity Ownership," NBER Working Paper 29743 (nber.org); Hedge Clippers / NewsGuild-CWA employment data.
7. Pennsylvania Act 54 of 2024 (legis.state.pa.us); HB 393 (palegis.us); CBS Pittsburgh on Hempfield Township, late 2025.

How a \$1 million pumper became standard.

In fifteen years the U.S. fire-apparatus industry went from two dozen competing manufacturers to a market where three holding companies control roughly three-quarters of national sales. The price curve and the consolidation curve are the same curve.

The American fire-truck industry was, until quite recently, an unfashionable corner of heavy-equipment manufacturing. It was steady, fragmented, and regional. Two dozen builders, many of them family-owned, served fire departments in their own states. Pricing was negotiated. Delivery was measured in months. Then a private-equity firm noticed.

The roll-up

The consolidation was orchestrated principally by American Industrial Partners (AIP), which acquired the manufacturer E-ONE in August 2008 from Federal Signal Corporation for approximately \$20 million in the wake of the financial crisis. E-ONE became the platform. Over the next decade, AIP assembled additional brands: Kovatch Mobile Equipment (KME) in April 2016, Ferrara Fire Apparatus in 2017, all rolled into a holding company that was rebranded REV Group in November 2015 and taken public in January 2017.¹

The acquisition that closed the market was REV's February 2020 purchase of Spartan Emergency Response for approximately \$55 million in cash. Spartan was not only a competitor — it was one of three U.S. manufacturers of custom truck chassis that sold those chassis to independent apparatus builders. When REV acquired Spartan, it gained control over a critical upstream input its remaining independent competitors required to build their own trucks. The dominant manufacturer was now also the gatekeeper of its competitors' supply chain.²

In parallel, Oshkosh Corporation (parent of Pierce Manufacturing) acquired Maxi-Métal in 2022 and announced completion of an ownership interest in Boise Mobile Equipment on September 16, 2021 — not a full acquisition, but a coordinated arrangement that, according to the Los Angeles County complaint, “led to coordination rather than competition” in the wildland-fire-apparatus segment.³

By the time REV went public in January 2017, its U.S. fire-truck market share had grown from roughly 4.6% to 22.6% in a single year — the year that followed the KME acquisition. In February 2024, REV declared a \$3.00-per-share special cash dividend totaling \$179.3 million; AIP captured a pro-rata share. Days later, REV financed a \$126.1 million repurchase of 8 million AIP shares from its asset-based lending facility. AIP's effective exit was complete by early 2025.⁴

A new development: Terex acquires REV

On February 2, 2026, Terex Corporation (NYSE: TEX) completed its acquisition of REV Group. Combined enterprise value: approximately \$9.0 billion. Expected run-rate synergies: \$75 million by 2028. REV stock ceased trading on the close date. The fire-apparatus brands — E-ONE, KME, Spartan, Ferrara, Smeal, Ladder Tower — are now a Terex business unit. The municipalities that filed antitrust complaints against REV Group between November 2025 and February 2026 are now litigating against a Terex subsidiary, but the relief Los Angeles County is seeking — injunctive unwinding of the underlying mergers — remains available regardless of the corporate parent.⁵

70–
80%

TOP THREE MANUFACTURER MARKET SHARE

Of approximately \$3 billion in annual U.S. fire-truck sales, REV Group commands roughly \$1 billion (one-third), Oshkosh approximately 25%, and Rosenbauer approximately 8%. The independent share that existed in 2010 is essentially gone. The 70–80% range is the figure cited in the Milwaukee class-action complaint and the Banks-Warren Senate letter.

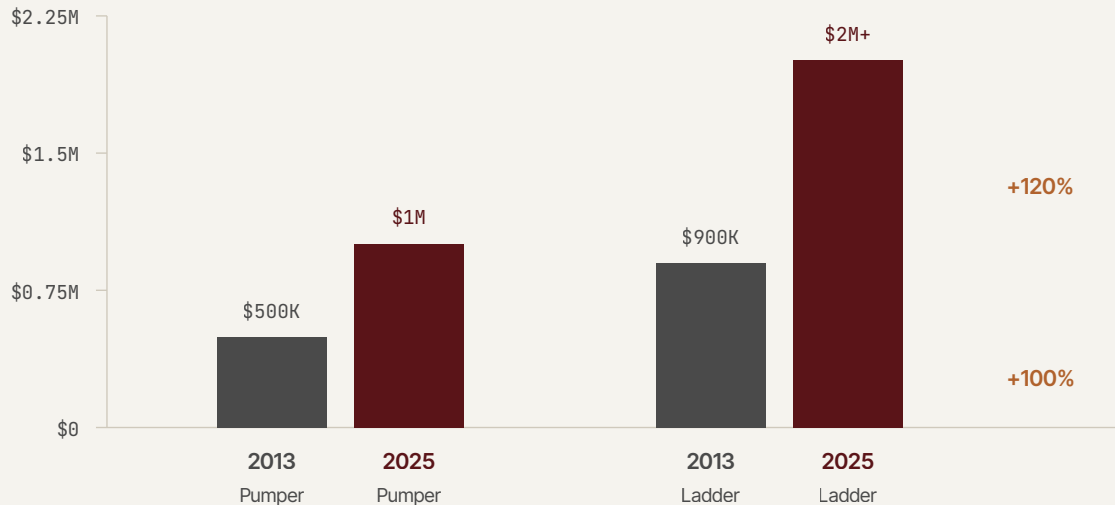
The suppression of supply

Consolidated manufacturers did not respond to surging municipal demand by adding capacity. They did the opposite. In September 2021, REV Group announced the permanent closure of the historic KME plants in Nesquehoning, Pennsylvania and Roanoke, Virginia. Final day of production for the roughly 350 Nesquehoning employees was March 31, 2022. The result was an artificial backlog that, by the end of Q4 FY2024, had reached \$4.18 billion in REV's specialty-vehicles segment alone.⁶

“The deliberate reduction in output engineered an artificial scarcity that heavily favored the manufacturers’ pricing leverage, transforming an essential public good into a highly restricted luxury commodity.”

The price curve

FIGURE II.1 — APPARATUS COST, THEN VS. NOW (USD)



Source: Sen. Banks & Sen. Warren letter to IAFF, April 15, 2025; Milwaukee class-action complaint, Feb 18, 2026.

WHAT IT COSTS AND HOW LONG IT TAKES — THEN VERSUS NOW

METRIC	PRE-CONSOLIDATION	CURRENT MARKET	CHANGE
Standard pumper	\$300K–\$500K (2013)	~\$1,000,000 (2025)	+100%
Custom ladder truck	~\$900K (2013)	>\$2,000,000 (2025)	+120%
Delivery time	~12 months	36–54 months	+200%
Top-3 market share	fragmented, <30%	70–80%	oligopoly
REV specialty backlog (Q4 FY2024)	operational	\$4.18 billion	leverage

Floating-price contracts

Because delivery now takes years rather than months, consolidated manufacturers have rewritten the standard contract. Under a “floating-price” clause, the price of the truck is determined at the time of delivery, not the time of order. Every inflationary, labor, and supply-chain risk is shifted from the manufacturer to the city. A Massachusetts fire department was required to pay an additional \$150,000 on a truck under explicit threat that the order would otherwise be cancelled and the apparatus withheld. The baseline cost of an E-ONE pumper in Massachusetts rose from \$650,000 in 2021 to over \$1 million by 2024.⁷

The aftermarket trap

Once delivered, the truck is held captive by its own parts catalog. The City of San Diego's April 2026 complaint alleges Oshkosh and Pierce charge "sometimes as much as four times" the fair-market cost for replacement components. The Los Angeles County complaint makes parallel allegations about Pierce-proprietary parts requirements. Because the multi-year backlog forces older apparatus to remain in service well past its design life, the volume of required maintenance is rising sharply — producing a captive aftermarket of considerable value to the same consolidated firms.⁸

The legal landscape, mid-2026

The Judicial Panel on Multidistrict Litigation consolidated twelve federal antitrust cases on April 3, 2026 into MDL No. 3179, In re: Fire Apparatus Antitrust Litigation, transferred to the U.S. District Court for the Eastern District of Wisconsin under Judge William C. Griesbach. The first-filed plaintiff was the City of La Crosse, Wisconsin, on August 20, 2025. The Los Angeles County complaint (February 12, 2026) and the City of San Diego complaint (~April 16, 2026) are proceeding separately in the Central District of California. The IAFF and American Economic Liberties Project jointly petitioned the DOJ Antitrust Division and FTC on May 13, 2025. Texas Attorney General Ken Paxton has issued Civil Investigative Demands to the manufacturer trio.⁹

■ August 20, 2025

City of La Crosse, WI files first federal antitrust complaint against REV, Oshkosh, and Rosenbauer in E.D. Wisconsin.

■ November 19, 2025

City of Revere, MA files; Newstead Fire Company (NY) follows in late October / early November.

■ February 2, 2026

Terex Corporation completes acquisition of REV Group (\$9.0B combined enterprise value).

■ February 12, 2026

Los Angeles County files separate antitrust complaint in C.D. California seeking "unwinding of the anticompetitive mergers."

■ February 18, 2026

City of Milwaukee files class-action complaint in E.D. Wisconsin (Case No. 1:26-cv-00271-BBC), specifically naming FAMA as a co-conspirator.

■ April 3, 2026

JPML consolidates twelve cases as MDL No. 3179, transferred to Judge William C. Griesbach in E.D. Wisconsin.

■ April-May 2026

SOURCES

1. AIP press release on E-ONE acquisition (americanindustrial.com); Federal Signal 8-K, July 16, 2008 (sec.gov).
2. REV Group 8-K, February 3, 2020, Spartan Emergency Response acquisition; LA County complaint, Feb 12, 2026 (lacounty.gov).
3. Pierce Manufacturing press release on Boise Mobile Equipment ownership interest, September 16, 2021 (piercemfg.com).
4. Sen. Banks & Warren letter to IAFF, April 15, 2025; REV Group 8-K filings on \$179.3M special dividend and \$126.1M AIP share repurchase.
5. Terex Corporation 8-K filings, January 28 and February 2, 2026 (sec.gov); Fried Frank legal advisory (friedfrank.com).
6. KME plant closure announcement, September 2021 (Times News Online); REV Group Q4 FY2024 earnings release (sec.gov).
7. Sen. Banks & Warren letter to IAFF, April 15, 2025 (full PDF at nationalspecialdistricts.org).
8. City of San Diego antitrust complaint, April 2026 (californiacitynews.org); LA County complaint, Feb 12, 2026.
9. JPML transfer order, MDL No. 3179, April 3, 2026 (courtlistener.com); Milwaukee complaint (courthousenews.com); IAFF/AELP letter, May 13, 2025 (economicliberties.us).

Every light bar, every partition, one platform.

It is not only the truck chassis that has been consolidated. The companies that install lights, sirens, partitions, tactical gear, and radios — the “upfitters” — have themselves been acquired and rolled up under private-equity ownership.

A municipal police interceptor is not a finished product when it leaves Ford or General Motors. It becomes a police vehicle in the hands of an upfitter who installs the light bar, the radio, the prisoner partition, the gun rack, the laptop mount, and the warning sirens. The upfitter market — until recently regional, family-owned, and competitively priced — is now being captured by the same capital strategy operating in apparatus manufacturing.

Dana Safety Supply

Dana Safety Supply was founded in 2005 with a single Miami location. Under family ownership through the Scott McRae Automotive Group, it expanded to 43 locations nationally and became the largest provider and upfitter of emergency vehicle equipment, tactical gear, and accessories for local, state, and federal agencies. On October 15, 2024, the New York-based private-equity firm AEA Investors acquired Dana Safety Supply through its Small Business Private Equity team. The transaction was advised by Matrix Capital Markets Group.

¹

The pattern is broader than one company. On October 11, 2024, Municipal Emergency Services — itself a portfolio company of Platte River Equity — acquired Frontline Outfitters, a leading supplier of fire and EMS uniforms. MES had earlier acquired Premier Safety in September 2024. Edgepoint and other industry monitors describe a sustained sweep of regional safety-supply firms by PE-backed platforms.²

What it means for procurement

The combination of consolidated apparatus manufacturing (REV-now-Terex, Oshkosh, Rosenbauer) and consolidated upfitting (AEA-owned Dana Safety Supply, Platte River-owned MES) means that for many U.S. municipalities, the entire emergency-services procurement basket — from \$2 million ladder truck down to the partition behind the front seat of a patrol cruiser — now flows through a small number of alternative-asset managers' portfolios.

THE 2024 PE ACQUISITIONS IN UPFITTER SUPPLY

TARGET	PE ACQUIRER	CLOSE DATE	STRATEGIC POSITION
Dana Safety Supply	AEA Investors	Oct 15, 2024	43 locations; largest U.S. provider and upfitter of emergency vehicle equipment.
Premier Safety	Platte River Equity (via MES)	Sept 26, 2024	Fire and EMS safety equipment distribution.
Frontline Outfitters	Platte River Equity (via MES)	Oct 11, 2024	Fire and EMS uniforms; international expansion via Canada.

The pattern matters because the upfitter contract is not a one-time transaction. A municipal fleet generates recurring upfitter spend on every vehicle replacement, on every officer-equipment update, on every uniform refresh. Once a region's upfitter has been acquired and consolidated into a national platform, the local procurement relationship is replaced by a centralized pricing schedule. The negotiating leverage that came from having a local family-owned supplier across town has, in many states, simply gone.

Whether a city is purchasing a \$2 million ladder truck or a fleet of upfitted police interceptors, the capital flows directly into the portfolios of a highly concentrated group of alternative-asset managers.

From a CFO's vantage point, this is concentration risk in the procurement pipeline. The economic logic that produced the apparatus oligopoly — cost-cutting to service acquisition debt, plant closures to drive scarcity, exclusionary parts contracts — is now operating one rung lower in the supply chain. Tier-three suppliers (sirens, lightbars, radios) are next.

SOURCES

1. AEA Investors / Dana Safety Supply transaction announcement, October 15, 2024 (aeainvestors.com; danasafetysupply.com); Matrix Capital Markets Group advisory disclosure (matrixcmg.com).
2. Municipal Emergency Services acquisition of Frontline Outfitters, October 11, 2024 (firehouse.com; platteriverequity.com); Edgepoint industry monitor reports.

When the dispatcher works for a fund.

The financialization of emergency medical services is the most consequential and least visible part of the picture. The patient receives the bill. The fund receives the margin. The hospital receives the abandonment notice.

Until roughly fifteen years ago, ambulance service in most American cities was operated by the fire department, a local hospital, a non-profit consortium, or a volunteer organization. It was understood to be a public good, paid for as such. Private equity identified the particular economic property of the service — that a dying patient cannot shop — and rebuilt the business around that fact.

The KKR acquisition

On October 11, 2018, KKR & Co. completed its acquisition of Envision Healthcare, the parent of American Medical Response (AMR, the largest commercial ambulance operator in the United States), for \$46.00 per share — a \$9.9 billion enterprise value, financed with approximately \$7 billion in debt (roughly 70% of the deal). KKR had earlier acquired Air Medical Group Holdings in 2015 from Bain Capital for approximately \$2 billion. Combined, the entities became Global Medical Response (GMR), headquartered in Lewisville, Texas.

1

The leveraged-buyout structure loads the acquired company with the acquisition debt. To service that debt, the company is operated for margin: lower wages, older equipment, leaner staffing, higher revenue per transport.

>60%

U.S. POPULATION REACHED BY GLOBAL MEDICAL RESPONSE

Per GMR Solutions' own S-1/A filing (sec.gov, May 8, 2026), GMR's service area covers communities "which are home to more than 60% of the U.S. population." The figure was approximately 62% in earlier KKR-era disclosures.

The surprise-billing loophole

The primary revenue mechanism in PE-owned ambulance operations has been out-of-network billing. A patient experiencing a medical emergency cannot inspect the network status of the unit the 911 dispatcher sent. The unit arrives, the transport occurs, and an out-of-network bill follows. USC-Brookings Schaeffer research published November 16, 2021 found that "the size of potential balance bills from air ambulance

carriers owned by private equity or publicly-traded companies also grew more than 50% between 2014 and 2017, reaching an average of \$26,507 in 2017” — with non-PE-owned providers generating balance bills 41% lower.²

The federal No Surprises Act, effective January 1, 2022, covers emergency services, certain non-emergency in-network services, and air ambulances — but explicitly excludes ground ambulances. The exclusion was secured during the 2019–2020 surprise-billing debate following industry lobbying. As of mid-2026, twenty-two U.S. states have enacted their own ground-ambulance balance-billing protections, though ERISA preemption continues to leave most self-insured employer plans uncovered. See §X for the state-by-state breakdown.

3

Operational abandonment

When margins compress, PE-owned providers exit. In October 2022, AMR announced a 180-day phased termination of its non-emergency transport services across Los Angeles and Orange Counties — an operation handling approximately 28,000 transports annually for seven Los Angeles County hospitals and five Orange County hospitals. AMR cited unchanged Medi-Cal base rates (approximately \$100, last revised in the late 1990s) and a projected \$3.5 million divisional loss for 2022. The company openly stated that, unlike public agencies, it is not subsidized by taxpayer funds. Approximately 170 EMTs, paramedics, and dispatchers were affected.⁴

“Unlike public agencies, we are not subsidized by taxpayer funds and could not sustain a projected \$3.5 million divisional loss.”

— American Medical Response, withdrawing from Los Angeles and Orange County non-emergency transport, October 2022.

The debt overhang and the May 2026 IPO

Envision Healthcare filed Chapter 11 bankruptcy on May 15, 2023 in the Southern District of Texas, primarily under the weight of the KKR LBO debt and the No Surprises Act’s collapse of Envision’s out-of-network billing strategy. Envision emerged November 3, 2023 with debt reduced more than 70%. GMR itself avoided bankruptcy through a \$5.4 billion comprehensive refinancing completed in September 2025 (\$3.6 billion first-lien term loan due 2032, \$1 billion senior secured notes at 7.735% due 2032, \$800 million ABL facility).⁵

GMR Solutions (NYSE: GMRS) launched its initial public offering on May 4, 2026, with pricing scheduled for May 13. The offering is for 31,914,893 Class A shares at \$22–\$25 per share, at an implied valuation of up to \$5 billion. Underwriters are JPMorgan, BofA Securities, and KKR Capital Markets. Funds affiliated with KKR, Ares, and HPS are purchasing approximately \$350 million of private placement warrants in conjunction with

the offering. **KKR retains majority voting power post-offering as a “controlled company” under NYSE rules.** This is not an exit. KKR remains in control of the largest ground ambulance provider in the United States, now with a public-market valuation and public-company disclosure requirements.⁶

For municipal contracting purposes, the IPO matters less than the corporate structure: GMR is now a public company, which means its operational metrics, contract performance, and financial position are subject to quarterly disclosure. Municipal procurement counsel can pull GMR's 10-Q filings to assess vendor financial stability and capacity, where previously this was opaque.

SOURCES

1. KKR / Envision Healthcare 8-K filings (sec.gov, October 11, 2018); Bass, Berry & Sims transaction summary (bassberry.com).
2. Adler, Hannick, Duffy, "Private equity-owned air ambulances receive higher payments, generate larger and more frequent surprise bills," USC-Brookings Schaeffer Initiative, November 16, 2021 (brookings.edu).
3. No Surprises Act statutory text (CMS); Commonwealth Fund state surprise-billing tracker, 2026 (commonwealthfund.org); Petrie-Flom Center analysis, October 2025 (petrieflom.law.harvard.edu).
4. AMR public notice of LA/OC non-emergency transport withdrawal, October 2022 (globalmedicalresponse.com); JEMS coverage; California Healthline.
5. Envision Healthcare Chapter 11 filing, S.D. Texas, Case No. 23-90342, May 15, 2023; Kirkland & Ellis press release on GMR \$5.4B refinancing, September 2025.
6. GMR Solutions S-1/A, May 8, 2026 (sec.gov); GlobeNewswire IPO launch release, May 4, 2026; pricing scheduled May 13, 2026; Yahoo Finance / Reuters coverage of \$22-\$25 price band and controlled-company status.

No one is watching this happen.

The institution that historically scrutinized municipal procurement — the local newsroom — has been acquired by the same class of investor and operated to the same logic. The civic immune system has been suppressed.

A working local press is what makes the difference between a contract that gets signed and a contract that gets reviewed. The disappearance of that press is the precondition for everything else in this report. It is also a separate private-equity story in its own right.

Alden Global Capital and print

Alden Global Capital, a New York-based hedge fund, has acquired distressed newspaper chains across the United States and operated them on a model of aggressive staff reduction and real-estate disposition. Alden controls more than 70% of MediaNews Group and, in May 2021, completed a \$633 million acquisition of Tribune Publishing in full — making it the second-largest U.S. newspaper publisher by daily print circulation.¹

According to NewsGuild-CWA, jobs at twelve Alden-owned newspapers were reduced by more than 75% between 2012 and 2020 — twice the industry average. A National Bureau of Economic Research working paper by Ewens, Gupta, and Howell (NBER Working Paper 29743, February 2022) analyzes 1,610 daily U.S. newspapers and finds that following a private-equity buyout:²

NBER FINDINGS — PRIVATE-EQUITY OWNERSHIP OF LOCAL NEWSPAPERS

MEASURE	DIRECTION	CIVIC CONSEQUENCE
Share of local-governance articles	decline	Less oversight
Share of national-politics articles	rise	Syndicated replaces local
Total articles published	decline	Less information overall
Reporter headcount	decline	Newsroom hollowing
Editor headcount	decline	Editorial capacity loss
Voter turnout, local elections	decline	Democratic engagement falls
Digital circulation	rise	

MEASURE	DIRECTION	CIVIC CONSEQUENCE
		Format shift, not coverage
Newspaper exit risk	falls	The paper survives, the journalism does not

The NBER paper reports precise effect sizes in its tables; this briefing presents direction only. The pattern is unambiguous: PE ownership keeps the paper alive while gutting the local journalism it formerly produced.

The mechanism is the same as in the apparatus and ambulance markets: a critical service is acquired, operated for cash, and run with reduced inputs. The difference is that the output is information.

Apollo Global Management and broadcast

In February 2019, Apollo Global Management announced a majority-stake acquisition of Cox Media Group (CMG) television assets and the broadcast assets of Northwest Broadcasting; the deal closed later that year at approximately \$3.1 billion. CMG operates fifteen television brands across nine markets and fifty radio stations across ten markets, reaching approximately 60 million viewers across major-network affiliates — including WSB-TV Atlanta, KIRO-TV Seattle, WFXT Boston (Fox 25), and WFTV Orlando.³

Former staff at CMG properties have publicly described targeted layoffs, salary reductions, and a strategy of “slow attrition” that compromises in-depth reporting capacity. In 2020, CMG’s retransmission dispute with DISH Network produced sweeping blackouts of CMG stations; DISH publicly cited Apollo’s pricing demands as the cause, alleging a 40% rate increase request. The blackouts ran from January 2020 through December 2020. As of August 2025, Apollo had retained Moelis & Co. to explore a \$4 billion sale of CMG, with Nexstar Media Group and Gray Media identified as likely acquirers under permissive FCC regulatory expectations.⁴

The very entities that would traditionally investigate a city council for signing an exploitative fire-truck contract are being systematically dismantled by the same class of financial actors.

SOURCES

1. Alden Global Capital corporate holdings; Tribune Publishing acquisition close, May 2021 (NewsGuild-CWA).

2. Ewens, Gupta & Howell, "Local Journalism under Private Equity Ownership," NBER Working Paper 29743, February 2022 (nber.org); Hedge Clippers "Fear the Vulture" (hedgeclippers.org); NewsGuild-CWA employment data, 2020.
3. Apollo Global Management / Cox Media Group transaction announcement, February 15, 2019 (CNBC; corporate press releases).
4. CMG/DISH retransmission consent filings, 2020 (about.dish.com); Apollo / Moelis CMG sale process reporting, 2025 (Bloomberg; Radio Ink).

Who actually pays.

Municipal budgets are not designed to absorb a tripling of equipment costs or a four-year procurement timeline. The shortfall is being closed through new tax line items, deferred maintenance, and out-of-service fleets.

A city budget is a long-running compact between an assessed valuation and a service obligation. When the price of fulfilling the service obligation triples without the assessed valuation tripling alongside it, something has to give. The first thing that gives is the maintenance schedule. The next thing that gives is the tax bill.

New tax line items

Pennsylvania amended its century-old fire-and-EMS funding statutes through Act 54 of 2024 (signed July 11, 2024), amending the Second Class Township Code (the original statute dates to the Act of May 1, 1933, P.L. 103, No. 69). Under Act 54, second-class townships and boroughs in counties contiguous to a first-class city — that is, Bucks, Delaware, and Montgomery counties — may raise dedicated fire millage from 3 mills to 10 mills and EMS millage from 0.5 mills to 5 mills. Representative Chris Pielli’s House Bill 393, which would extend this authority to all second-class townships statewide, passed the Pennsylvania House 120–83 in May 2025.¹

The on-the-ground application is sharp. Hempfield Township (Westmoreland County, PA) supervisors voted 4–1 in late 2025 to double the township’s millage from 3 to 6 mills, creating a new dedicated 3-mill fire tax — the township’s first general-fund increase since 1990. Upper Milford Township (Lehigh County) added a dedicated 0.539-mill fire-service line item; total residential real-estate millage rose from 0.45 to 0.75 mills. State legislators describe these as “lockbox” funding mechanisms to save volunteer departments. In substance, they are a direct transfer from the local taxpayer to a private-equity-owned, now-Terex-owned, manufacturing oligopoly.²

Taxpayers are being asked to pay significantly higher property rates not to gain better or expanded services, but to satisfy the supracompetitive prices demanded by a small group of consolidated manufacturers.

Deferred maintenance becomes a fleet crisis

Where the tax base cannot absorb the price increases quickly enough, procurement is delayed, replacement is deferred, and existing apparatus is run past design life. The consequences appear in the operational record.

During the Los Angeles wildfires of January 2025, more than half of the Los Angeles Fire Department’s fire-truck fleet was out of service according to contemporaneous CBS Los Angeles reporting and the Banks-Warren Senate letter. LAFD Chief Kristin Crowley’s underlying 2024–25 budget testimony described the fleet as “in a constant state of disrepair attributable to years of deferred maintenance, deferred vehicle replacement, and the lack of resources for adequate staffing and replacement parts.” In Chicago, the firefighters’ union has documented stations operating without apparatus — including one Englewood station — and in November 2024 a Chicago Fire Department rig roughly 20 years old lost a tire while responding, damaging civilian vehicles. CFFU Local 2 President Patrick Cleary: “We should not be using 20-year-old rigs as assigned rigs.” An August 2024 City of Atlanta audit found nearly one-third of the city’s fire apparatus operating beyond its useful life, with three reserve engines and zero reserve ladder trucks on hand — below international standards.³

>50%

LAFD FLEET OUT OF SERVICE, JANUARY 2025 WILDFIRES

Attributed by LAFD leadership and contemporaneous reporting to deferred maintenance, parts shortages, and the inability to procure replacement apparatus on a usable timeline. The financial conditions that produced this outcome are documented in § II of this briefing.

For a city manager, the salient point is that the operational risk and the procurement risk are now the same risk. A city that cannot get a truck delivered in three years is a city that is, by definition, running its existing fleet longer than the manufacturer designed it to run. Insurance carriers, ISO ratings, mutual-aid partners, and bond-rating agencies are beginning to take notice.

SOURCES

1. Pennsylvania Act 54 of 2024 (legis.state.pa.us); Second Class Township Code (Act of May 1, 1933, P.L. 103, No. 69); PA House Bill 393, 2025–2026 Session (palegis.us); Spotlight PA coverage (northcentralpa.com).
2. CBS Pittsburgh coverage of Hempfield Township millage increase, late 2025; Upper Milford Township tax collector page (uppermilford.net); Lehigh Valley Press, 2025.
3. LAFD fleet readiness, January 2025 (CBS Los Angeles); LAFD 2024–25 budget testimony, Chief Kristin Crowley; CFFU Local 2 (NBC Chicago; ABC7); Atlanta Auditor fleet audit, August 2024 (Fox 5; AJC).

Two extractions reinforcing each other.

The extraction of value from municipal physical infrastructure and the extraction of value from municipal information infrastructure are the same business operating in parallel. They are designed to be hard to see.

A reader looking at the apparatus story alone could conclude that municipalities will eventually push back, that voters will notice the tax line, that councils will demand fixed-price contracts. A reader looking at the local-media story alone could conclude that civic engagement is in decline for a hundred reasons. Looking at the two together reveals what is structurally happening: the institution that would identify the first problem has been disabled by the second.

The disabled immune system

Municipal procurement is granular, technical, and locally specific. A \$2 million ladder-truck order, a multi-year ambulance services contract, a sole-source upfitter agreement — each requires a reporter who knows the city, the procurement process, the council members, and the vendors well enough to ask the right questions. When the local newsroom is reduced by 75% and the remaining staff are reassigned to syndicated national content, those questions are not asked.

The NBER finding that local-election voter turnout declines following private-equity acquisition of the regional newspaper is the same finding, viewed from a different angle, as the observation that municipal procurement contracts are signed under decreasing public scrutiny. Without an informed electorate and a functioning local press, councils sign what they are told they must sign. The procurement officer who would otherwise be flagged for a floating-price contract does not get flagged.

The financialization of local media acts as a structural shield obscuring the financialization of municipal services. Wall Street is able to extract capital from a community's physical safety infrastructure because it has already disabled the community's informational infrastructure.

The doctrinal lever

One development worth noting for municipal counsel: the 2023 FTC/DOJ Merger Guidelines (adopted December 18, 2023) explicitly authorize the federal antitrust agencies to examine “a series of multiple acquisitions” as a single anticompetitive enterprise — the doctrinal hook the Banks-Warren letter, the IAFF/AELP petition, and the LA County complaint all invoke. The MDL 3179 plaintiffs are operating in this framework. For the first time, the federal agencies have explicit authority to evaluate the cumulative anticompetitive effect of serial roll-ups (as distinct from each individual sub-threshold acquisition). Municipalities that have paid the consolidated prices are potential class members in the MDL.

What this means for a city manager

The implication is operational. A city should not assume that the local press will catch a problematic procurement. A city should not assume that voters will notice a new tax line item until it has appeared on enough bills to draw attention. The early-warning system that municipal staff once relied on — the local reporter who knew the budget and the building — has, in many U.S. cities, been quietly dismantled. The information work that used to be external must, increasingly, be done internally.

Procurement actions a city can take today.

The remedies are not waiting for Congress. They are available to any municipality that controls its own procurement language, audit framework, and council reporting cadence.

Federal antitrust action is in motion and will take years. State legislation is uneven. The level at which a city actually has authority is its own procurement office, its own audit committee, its own RFP language, and its own willingness to refuse a contract that does not protect its budget. The recommendations below are written for that audience. The next section is a one-page checklist designed for printing.

1. Refuse floating-price contracts on capital equipment

A floating-price clause that re-prices the apparatus on the day of delivery transfers every inflationary and supply-chain risk from the manufacturer to the city. The standard procurement response is to require a fixed price at order, with at most a narrowly defined and capped escalation clause tied to a published index (e.g., PPI for heavy-duty truck manufacturing, ISM Manufacturing PMI components). If a manufacturer refuses a fixed-price contract, that information itself is the procurement decision.

2. Require parts-aftermarket pricing guarantees in the apparatus contract

The aftermarket trap — OEM-only replacement parts at allegedly two to four times competitive rates, per the San Diego and LA County complaints — is a procurement vulnerability that can be addressed in the original contract. Cities should require, as a condition of award: (a) a parts-pricing schedule for the full service life of the apparatus; (b) a maximum annual escalation tied to a public index; (c) third-party qualified-supplier rights so parts remain available through non-OEM channels.

3. Treat vendor concentration as a documented audit risk

An audit committee that does not currently track vendor concentration across emergency-services procurement should begin to do so. The relevant metric is the share of a city's emergency-services capital and operational spending flowing to any single private-equity-controlled platform. When that share crosses 50%, the city has a documented concentration risk that warrants disclosure in the annual financial report and may affect bond-rating reviews.

4. Pursue cooperative purchasing through HGACBuy or Sourcewell

The apparatus oligopoly has pricing power because individual mid-sized cities negotiate alone. The Houston-Galveston Area Council's HGACBuy program (established 1975 under the Texas Interlocal Cooperation Act, serving more than 6,000 local-government members) and Sourcewell (the only cooperative-purchasing partner of the IAFC) both operate national pre-competed contracts for fire apparatus and ambulances. Per Rosenbauer's government-sales lead, more than 60% of fire trucks today are purchased via cooperative agreement — up from roughly 20% a decade ago. Cooperatives also compress timelines, which is significant when the alternative is a 36–54-month RFP cycle.

5. Ask explicit ownership questions in the RFP

A standard procurement RFP can require the bidder to disclose: (a) ultimate ownership and any private-equity sponsor; (b) ownership history over the prior five years, including any roll-up acquisitions; (c) outstanding debt load and any pending refinancing; (d) any audit findings, antitrust litigation, or regulatory inquiries to which the bidder is subject. None of these are unusual for a sophisticated procurement office; most are already required in some form for federal contracting.

6. Build the EMS ownership question into hospital coordination

For cities where 911-dispatched ground ambulance is contracted out, the contract is the leverage. Procurement language can require: (a) network participation across the primary insurers serving the city's residents; (b) explicit prohibition of balance-billing for transports originating from municipal dispatch; (c) defined exit-notice obligations of not less than 180 days with regulatory approval, to prevent abrupt service withdrawals like the 2022 AMR exit from LA/OC; (d) annual financial disclosure of the operator's debt-service position — GMR's now-public 10-Q filings make this immediately available.

7. Invest in the city's own information capacity

Where the local newsroom has been hollowed out, the municipality should not pretend it has not been. Plain-language procurement summaries published proactively on the city website, council packets made genuinely accessible rather than dumped as 800-page PDFs, and direct contact channels for residents to ask substantive procurement questions all partially close the gap. This is not a substitute for an independent press — it is an acknowledgment that, in many U.S. cities, the press is not currently present.

8. Coordinate with peer cities through MDL No. 3179

The In re: Fire Apparatus Antitrust Litigation MDL is a class action. Municipalities that have paid the consolidated prices, signed floating-price contracts, or absorbed parts-aftermarket costs are potential class members. A city's procurement counsel should be reviewing the consolidated complaint (Hagens Berman,

Saveri Law Firm, and Cuneo Gilbert & LaDuca are among the lead plaintiffs' firms) and determining whether the city qualifies to participate or to file independently. The cost of doing so is small relative to the recovery if the cases prevail.

“A municipality does not need legislation to refuse to sign a floating-price contract. It needs an RFP that says it will not, and a city manager prepared to defend that line.”

— TEAR OUT —

Eight questions before you sign.

Print this page. Pin it to the procurement office wall. Run any emergency-services or municipal capital-equipment contract against it before signing.

- 01 **Is the price fixed at the date of order, or floating to the date of delivery?**
If floating, refuse, or cap escalation to a published index (e.g., PPI heavy-duty truck manufacturing).
- 02 **Are replacement parts pricing and supplier-access terms locked for the full service life?**
If parts pricing is unbounded or OEM-exclusive, require third-party qualified-supplier rights and an annual escalation cap.
- 03 **Has the vendor disclosed its ultimate ownership and private-equity sponsor, if any?**
Require disclosure of PE sponsor, prior-five-year ownership history, debt load, pending refinancing, and any antitrust or regulatory inquiry.
- 04 **What share of our emergency-services spend flows to any single PE-controlled platform?**
If >50%, document as concentration risk in the annual financial report and flag for the audit committee and bond raters.
- 05 **Have we evaluated this purchase through HGACBuy, Sourcewell, or our state cooperative?**
Cooperative pre-competed contracts now account for >60% of fire-apparatus purchases. They compress timelines and provide negotiating leverage.
- 06 **If this is an EMS / ambulance contract: is balance-billing on municipal-dispatch transports prohibited?**
Require in-network participation with the primary insurers serving residents; prohibit out-of-network billing on 911 dispatches; require 180-day exit notice.
- 07 **Is our city documented as a potential class member in MDL No. 3179 (fire-apparatus antitrust)?**
If we have purchased apparatus from REV, Oshkosh, or Rosenbauer since 2017, our procurement counsel should review the consolidated complaint and assess class participation.
- 08 **Has this contract been summarized in plain language and made accessible to residents?**
Where the local newsroom is gone, the municipality has to do the information work itself. Council packets dumped as 800-page PDFs do not count.

Where each state stands.

A municipal CFO's position on each of the issues in this briefing depends partly on which state the city sits in. This table summarizes ground-ambulance balance-billing protection status, presence of named antitrust plaintiffs in 2025–2026 case filings, and notable state-level legislative activity.

STATE	GROUND-AMB. BALANCE-BILLING PROTECTION	ANTITRUST PLAINTIFF IN 2025–26?	NOTABLE ACTIVITY
California	Yes (AB 716, 2023)	LA County; San Diego City; San Diego County; Arcadia	AG Bonta led 11-state coalition on PE/health, June 2024.
Colorado	Yes	–	Among 22 states with ground-ambulance protection.
Connecticut	Yes	–	Joined Bonta-led 11-state coalition.
Delaware	Yes	–	Joined Bonta-led 11-state coalition.
Florida	No	–	Dana Safety Supply HQ; major apparatus market.
Georgia	No	–	Atlanta audit (Aug 2024): ~1/3 of fleet beyond useful life.
Illinois	Limited	–	Chicago: stations operating without apparatus; 20-yr rig incident, Nov 2024. Joined Bonta coalition.
Indiana	Yes (2024)	–	Sen. Banks (R) co-led PE/fire-truck Senate inquiry. Carmel mayor on record re: cost increases.
Louisiana	Capped @ 325% Medicare	–	One of the higher state caps on out-of-network ambulance.
Maine	Yes	Augusta	Augusta is an MDL 3179 plaintiff.
Maryland	Yes	–	Among 22 states with protection.
Massachusetts	No	Revere (Nov 19, 2025)	Sen. Warren (D) co-led PE/fire-truck inquiry. MA FD floating-price increase documented in Senate letter.
Michigan	No	–	–
Minnesota	Yes	–	Sourcewell HQ; IAFC partner. Joined Bonta coalition.
Missouri	No	Liberty	City of Liberty is an MDL 3179 plaintiff.

STATE	GROUND-AMB. BALANCE-BILLING PROTECTION	ANTITRUST PLAINTIFF IN 2025-26?	NOTABLE ACTIVITY
New Hampshire	Yes	–	Among 22 states with protection.
New Jersey	No (pending)	–	Joined Bonta coalition.
New York	Yes (first, 2015)	Newstead FD; Commack FD	First state to protect against ground-amb. surprise bills.
North Carolina	No	–	–
North Dakota	Yes	–	Among 22 states with protection.
Ohio	Yes	–	Among 22 states with protection.
Oregon	Yes	–	Joined Bonta coalition.
Pennsylvania	No	–	Act 54 (2024): fire millage 3→10, EMS 0.5→5 mills. HB 393 (Pielli) passed House 120-83. Hempfield Twp doubled millage late 2025. KME plants closed Nesquehoning & Roanoke 2021-22.
Rhode Island	Yes	–	Joined Bonta coalition.
Texas	No	–	HGACBuy HQ; GMR HQ (Lewisville). AG Paxton issued CIDs to apparatus trio.
Virginia	No	–	KME Roanoke plant closed 2021-22.
Washington	Yes (ERISA opt-in pilot)	–	Joined Bonta coalition.
West Virginia	Cap proposed @ 400%	–	Pending legislation.
Wisconsin	No	Milwaukee; La Crosse	MDL 3179 transferred here. La Crosse (Aug 20, 2025) first-filed. Milwaukee complaint (Feb 18, 2026) names FAMA.

Twenty-two U.S. states have enacted some form of ground-ambulance balance-billing protection as of 2026. ERISA preempts state law for self-insured employer plans, which limits coverage in practice. Source: Commonwealth Fund state surprise-billing tracker (commonwealthfund.org, 2026); Petrie-Flom Center, October 2025; JPML transfer order MDL No. 3179, April 3, 2026; California AG press releases, 2024.

Where every number came from.

A briefing is only as credible as its source list. This appendix consolidates the citations in §§ I–X into a single primary-source inventory.

FEDERAL COURT FILINGS AND JPML ORDERS

- JPML Transfer Order, In re: Fire Apparatus Antitrust Litigation, MDL No. 3179, April 3, 2026 (E.D. Wisconsin, Judge William C. Griesbach). CourtListener docket 72172612.
- City of La Crosse, Wisconsin v. REV Group et al., E.D. Wisconsin, August 20, 2025 (first-filed; Hagens Berman lead).
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- County of Los Angeles v. REV Group et al., C.D. California, filed February 12, 2026. Complaint at counsel.lacounty.gov.
- City of San Diego v. Oshkosh, Pierce et al., C.D. California, filed April 2026 (californiacitynews.org).
- San Diego County, Newstead Fire Company (NY), City of Arcadia, City of Liberty (MO), Commack Fire District (NY), City of Revere (MA), City of Augusta (ME): plaintiffs in MDL 3179.
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- Terex Corporation 8-Ks: REV merger agreement (Jan 28, 2026); merger close (Feb 2, 2026). [sec.gov](#).
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- Envision Healthcare DEFA14A and KKR 8-Ks, October 11, 2018, \$9.9B LBO close.
- GMR Solutions, Inc. Form S-1 / S-1/A, registration statement and amendments, [sec.gov](#), April–May 2026.
- GMR Solutions IPO launch announcement, May 4, 2026; pricing scheduled May 13, 2026. [globenewswire.com](#).
- AEA Investors / Dana Safety Supply transaction announcement, October 15, 2024. [danasafetysupply.com](#); [aeainvestors.com](#).
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- Apollo Global Management / Cox Media Group transaction announcement, February 15, 2019. CNBC; [corporate filings](#).

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- International Association of Fire Fighters (IAFF), apparatus crisis spotlight, 2024–2025. iaff.org.

METHODOLOGY NOTES

This briefing consolidates and reframes evidence drawn from the court filings, regulatory correspondence, SEC disclosures, academic research, and municipal audits listed above. Where figures appear with precision (e.g., \$4.18B REV specialty-vehicles backlog at end of Q4 FY2024), they are drawn from primary disclosures. Where figures appear as ranges (e.g., 70–80% top-three market share), they reflect the variance among credible primary sources and are reported as ranges rather than collapsed to a false-precision midpoint.

Where the underlying figure is contested or estimated, the language preserves the source's qualification rather than restating it as precision. NBER findings in §V are reported directionally rather than to specific percentages; the precise effect sizes are available in the underlying working paper. No claim in this document depends on confidential or non-public information.

This is the second issue of the Fit For Gov Dossier series. Verification of every load-bearing claim against primary sources was completed prior to publication. Errors that survive that verification process are the responsibility of the principal alone.

If anything in this briefing prompts a conversation.

Fit For Gov is a civic-technology practice. We build custom software for local government — secure websites first, and whatever the municipality subsequently needs built. We publish briefings of this kind because the patterns that have reshaped the apparatus, ambulance, upfitter, and newsroom markets are operating in adjacent municipal markets as well, and we believe city managers and CFOs are owed clean, sourced accounts of what is happening to their budgets.

The principal answers the phone directly. If a section of this briefing applies to a procurement you are evaluating, or to a contract clause you are weighing, the call is welcome. If your municipality is considering whether to join MDL 3179, or to file independently, the conversation is welcome there too. We do not bill for the call.

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