

**Date:** 2024-11-22

**Subject:** **Fire Fleet Asset Management 2024 Audit Report**

**Contact:** Claire Mu, Director, Internal Audit

**Report Number:** CAO's Office-2024-971

**Recommendations:**

1. That the report titled: Fire Fleet Asset Management 2024 Audit Report, to the Audit Committee Meeting of December 3, 2024, be received and the recommendations contained in **Appendix 1: Fire Fleet Asset Management 2024 Audit Report** be approved.





**Overview:**



The report highlights findings that impact the effectiveness and efficiency of Fire Fleet Asset Management.

The issues and associated management action plans are detailed in the body of the audit report located in **Appendix 1: Fire Fleet Asset Management 2024 Audit Report**.

**Appendix 2** contains the presentation slides for this audit report.

Internal Audit discussed the following improvement opportunities with Fire Fleet Asset Management.

Process	Finding	Rating
Strengthen Preventative Maintenance Practices	<p>The Preventative Maintenance (PM) interval, set before 2015, is not documented in the Standard Operating Guidelines (SOGs).</p> <p>While aligned with Cummins Inc. recommendations, this interval may not suit all vehicles, as some have Detroit Diesel, Ford, or Caterpillar engines. Sample testing showed inconsistent maintenance adherence, with 32 frontline apparatus and 30 support vehicles exceeding the recommended intervals, some by over 14,000 KM.</p>	
Improve M5 Usage for Effective Fire Fleet Asset Management	<p>The M5 system is underutilized for fire fleet asset management, limiting oversight of acquisition, maintenance, and disposal. Key records, such as required annual truck inspections, are often kept outside M5.</p> <p>Sample testing found missing documentation in M5, including incomplete parts and labor details in corrective work orders, missing checklists in preventative maintenance orders, and delays in updating asset disposals. Additionally, for maintenance services performed by external vendors, vendor purchase orders and invoices were not integrated into the M5 system.</p>	
Improve Documentation on Asset Planning and Disposal.	<p>The 2024 Fire Fleet asset acquisition assessment lacks detailed documentation to fully support acquisition rationale. Additionally, we sample reviewed 10 vehicle disposals and found that 3 had missing rationale and approvals.</p>	
Improve Equipment Tracking	<p>An inventory count of 30 fire trucks, cars, and equipment confirmed that all vehicles were accurately recorded in the M5 system and located in the garage. However, 4 out of 15 sampled equipment items, including tire changers, a parallelogram, a refrigerator, and electric fire truck chargers, were stored in the garage but not recorded in M5. Items that were not recorded in M5 were all equipment; all</p>	

	cars and trucks reviewed were accurately accounted for in M5.	
Strengthen Standard Operating Guidelines (SOGs)	Our review of 22 Standard Operating Guidelines (SOGs) found they outline fleet asset management expectations well but lack procedural detail for consistent execution. Additionally, 18 of the 22 SOGs have not been updated since 2019 and some still reference practices prior to implementation of the M5 system. These outdated SOGs include guidelines for vehicle inspections, preventative maintenance, and frame service.	
Enhance Fire Vehicle Inspection Record Retention	Our review of daily and weekly inspection reports highlighted challenges in inspection record retention. Not assigning fixed fleet IDs to vehicles contributed to the issue. Additionally, inconsistent documentation of spare vehicle deployments make it difficult to verify inspection completion.	
These issues and associated management action plans are discussed in more detail in <b>Appendix 1</b> . These issues are rated as per the criteria described in <b>Appendix 1</b> .		

**Conclusion:**

This audit identified key areas to improve fire fleet asset management, which will enhance operations and ensure readiness for emergency response. Implementing these recommendations will support efficient asset management by strengthening preventative maintenance, M5 system utilization, asset documentation, equipment tracking, standard operating procedures and inspection record retention.

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**Attachments:**

- Appendix 1 - Fire Fleet Asset Management 2024 Audit Report
- Appendix 2 - Fire Fleet Asset Management 2024 Audit Presentation Slides