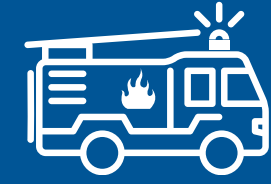


Fire Fleet Asset Management Audit

Audit Committee
December 3, 2024





Agenda

1. Audit Objective
2. Scope and Methodology
3. Audit Conclusion
4. **Management Action Plans**
5. Next Steps
6. Questions



Audit Objectives

1. Assess whether BFES has policies and procedures for fire fleet asset management aligned with City By-Laws, corporate policies (e.g. Strategic Asset Management Policy), and relevant regulations.
2. Assess whether BFES's asset management processes are effectively designed and implemented to ensure compliance and manage key risks across the asset life cycle.



Scope and Methodology

- Our audit scope covered fire fleet asset management from June 1, 2021 to June 30, 2024.
- The audit methodology included:
 - A review of relevant regulations and policies and standard operating guidelines
 - A review of M5 utilization and record retention
 - Interviewing staff
 - Analyzing fire fleet management and maintenance data
 - Site visits and inventory count.



Audit Conclusion

The following improvement opportunities were identified:

- Strengthen preventive maintenance practices
- Improve M5 usage for effective fire fleet asset management
- Improve documentation on asset planning and disposal
- Improve equipment tracking
- Strengthen standard operating guidelines
- Enhance fire vehicle inspection retention.



Management Action Plans

1. Strengthen Preventive Maintenance Practices

- Review manufacturer recommendations and specific vehicle usage.
- Incorporate findings into M5 Fleet Focus as recommended service intervals.
- Support the process with comprehensive standard operating guidelines and training for affected staff.

- Timeline: Q2 2025

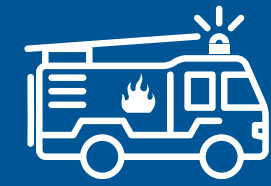


Management Action Plans

2. Improve M5 Usage for Effective Fire Fleet Asset Management

- Work with M5 Fleet Focus vendor to better understand the product's capabilities.
- Consider eliminating duplicate platforms like SharePoint for fleet and equipment needs.
- Support M5 utilization with comprehensive standard operating guidelines and training for affected staff.

- Timeline: Q2 2026



Management Action Plans

3. Improve Documentation on Asset Planning and Disposal

- Revise the standard operating guidelines to better align with asset management requirements.
- Provide staff with training to ensure that asset management activities are compliant with the revised standard operating guideline.
- Timeline: Q2 2025



Management Action Plans

4. Improve Equipment Tracking

- Ensure equipment is consistently tracked in the M5 system by staff.
- Support the revised equipment tracking process with comprehensive standard operating guidelines and training for affected staff.
- Timeline: Q2 2025



Management Action Plans

5. Strengthen Standard Operating Guidelines

- Undertake a comprehensive review and gap analysis to strengthen the standard operating guidelines.
- Develop detailed operating procedures to ensure consistent fire fleet asset management practices.
- Include established review dates to ensure relevancy and application into the future.

- Timeline: Q3 2026

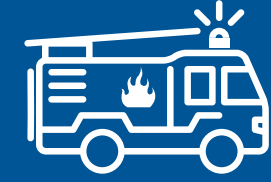


Management Action Plans

6. Enhance Fire Vehicle Inspection Record Retention

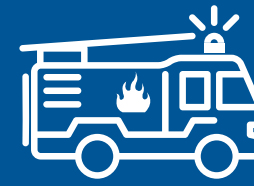
- Alter standard operating guideline for commissioning new fleet vehicles.
- Include the assignment of a permanent fleet identification.
- Review and revise records retention requirements and processes.
- Provide requisite training accordingly.

- Timeline: Q2 2025

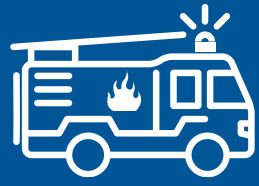


Next Steps

- ✓ Action plans have been developed
- ✓ Implementation is underway or completed
- ✓ Internal Audit will follow up and report on the status of these action plans



Questions?



FIRE FLEET ASSET MANAGEMENT AUDIT

Thank You

