



OFFICE OF THE
City Auditor

Fire Prevention

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The Office of the City Auditor conducted
this project in accordance with the
*International Standards for the
Professional Practice of Internal Auditing*

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Executive Summary

Fire Prevention's business objectives are to (1) create safer communities, (2) raise educational awareness within the community, (3) provide a consistent greater application of the Alberta Fire Code, (4) have a City Council and Alberta Safety Codes Council approved Quality Management Plan and (5) maintain highly trained staff.

Based on a risk assessment performed during the planning phase of our audit we chose the following five audit objectives to focus on:

1. To determine if the district Fire Prevention Officers (FPOs) perform fire inspections in an efficient and effective manner.
2. To determine if POSSE (inspection tracking software) allows for effective reporting of fire inspections.
3. To determine if Fire Prevention has a system in place to address future staff requirements.
4. To determine if the Technical Services Area has effective processes to ensure: (1) all construction sites are inspected and have a proper Fire Safety Plan per the Alberta Fire Code and (2) building project plans are reviewed based on priority.
5. To determine if the Technical Services Area is charging for the services they provide in accordance with City Bylaws.

During the planning phase of our audit we also performed an evaluation of the performance measures used by Fire Prevention.

Performance Measures Evaluation

We reviewed Fire Prevention's performance measures to determine if they are relevant to their objectives and demonstrate the achievement of the objectives. We found that Fire Prevention has relevant measures for four of their five objectives and that those measures will demonstrate the achievement of two of the objectives. We recommend that Fire Prevention ensure they are using performance measures that are relevant to their objectives and can show whether or not they have achieved their objectives.

Effectiveness and Efficiency of Fire Inspections

While we observed Fire Prevention inspection staff to be a dedicated team and knowledgeable and competent regarding the performance of inspections, we did find ways for them to increase the effectiveness and efficiency of their inspections and other activities.

Effectiveness

Fire Prevention prepared a Quality Management Plan (QMP) in 2003 that commits to inspecting all buildings of certain occupancy types either once a year or once every two years. In the past five years Fire Prevention has not performed all of the required inspections per the QMP. In 2007 they performed 66% of the required QMP inspections. This is not a legislated requirement; however, since City Council approved the QMP it

does leave the city vulnerable to litigation if they do not complete all the inspections and subsequently an un-inspected property catches fire.

Besides the QMP inspections Fire Prevention performs many other activities in order to meet their overall objectives. These other activities include construction site safety inspections, night patrols, and venue inspections. The amount of other activities performed by Fire Prevention has steadily increased in the last five years. In 2007, 46% of the activities Fire Prevention performed were not QMP inspections. Fire Prevention does not track the amount of time required to perform these other activities or QMP inspections.

Fire Prevention can change their QMP targets and reduce their exposure to risk by developing new QMP targets. We recommend that before Fire Prevention develops new QMP targets they track the amount of time they are spending on fire inspection and other activities and determine the level of service required for the different building types and which of their other activities they must perform to meet their overall objectives. We also recommend that Fire Prevention then develop a new QMP with achievable inspection targets and that is to the satisfaction of the Law Branch in reducing the City's exposure to legal liability.

We also found that Fire Prevention does not have a formal quality assurance process to ensure Fire Prevention Officers (FPOs) are performing adequate inspections. Fire Prevention informally asked Captains to audit 10% of QMP inspection. During the period from April 1, 2008 to October 1, 2008 we found that Captains audited 4.5% of the QMP inspections completed by the FPOs. We recommend that Fire Prevention design and enforce a formal quality assurance process that ensures buildings they inspect are in compliance with the Alberta Fire Code.

Efficiency

We recommend that Fire Prevention improve the inspection process to make it more efficient by:

- Eliminating technical issues experienced by FPOs who use the mobile laptops and tablet PCs to encourage the use of this equipment.
- Ensuring FPOs consult POSSE before they perform an inspection.
- Formalizing the process for performing business license inspections.
- Ensuring FPOs have adequate information regarding the business before they conduct a business license inspection.

We also found that Fire Prevention does not have adequate controls to ensure efficient use of private vehicles. Of the 50 days we looked at, 30% of the claims were higher than the optimal distance by more than 20 kilometres. We recommend implementing new controls that focus on the efficient use of private vehicles such as random comparisons of claim amounts to optimal routes.

Fire Prevention also does not have adequate controls to ensure accurate claims for reimbursement of private vehicle use. Chief Officers and Captains are signing off

Private Vehicle Reimbursement Claims; however, there was no evidence that all Chief Officers and Captains are reviewing the daily logs of the FPOs and Captains to ensure they are being accurately kept and comparing them to the reimbursement claims. We recommend that Fire Prevention strengthen their existing controls so Chief Officers and Captains are reviewing the claims and the daily logs simultaneously.

POSSE

POSSE is the software system Fire Prevention uses to record and track information relating to the work they perform. Management uses the information in POSSE to assist in the performance of their supervisory duties as well as for the compilation of statistics for reporting purposes. The FPOs use the information in POSSE to get historical and contact information relating to the site they are inspecting and for getting lists of high risk buildings. Management and FPOs both agree that POSSE is able to meet their needs for these requirements.

Our testing found that some of the information in POSSE is inaccurate and there is potentially some missing information. As a result, there is a possibility that management and FPOs are using incomplete or inaccurate information to make decisions regarding the operations of Fire Prevention. We recommend Fire Prevention develop written standards for entering information into POSSE and present them to the FPOs and Captains. They should develop the standards with input from the FPOs and Captains to ensure they understand and agree with them. We also recommend Fire Prevention enhance the control to ensure FPOs and Captains are entering all inspection and other activity information into POSSE accurately and completely.

There are many possible reasons why FPOs and Captains did not enter the inspection or activity information into POSSE or are entering information inconsistently and incorrectly, including:

- They don't know how to enter the particular activity.
- They are unaware they are entering information incorrectly.
- Computer problems prevented them from entering the information.
- POSSE did not allow them to enter the information.

The FPOs and Captains indicated that these types of problems are a source of frustration towards POSSE. We recommend that Fire Prevention track all POSSE and computer-related issues, look for possible solutions to the issues, and communicate all outcomes back to staff.

Future Staff Requirements

Fire Prevention does not regularly identify future staff requirements or have a reasonable plan to address this need. We recommend that they develop a process to regularly identify workforce requirements and strategies to meet those needs.

Technical Services Area

Fire Prevention is required by the Alberta Fire Code to inspect construction sites of new commercial buildings or additions and to ensure they have a Fire Safety Plan. Currently,

they do not have a process to ensure they have identified all the construction sites that require an inspection. Our testing shows that as at August 15, 2008, they had inspected 33% of the sites that required an inspection from April to July. We recommend that Fire Prevention develop a process that ensures they are aware of all construction sites requiring an inspection, track which sites have completed Fire Safety Plans, and which sites they have inspected to ensure they are in compliance with the Alberta Fire Code.

We also found that the Technical Service Area is not charging for all services they provide in accordance with City Bylaws. We recommend that the Technical Services Area of Fire Prevention charge for services in accordance with Bylaw 13567 -The City of Edmonton Emergency Response Fees and Charges Bylaw.

We have made 13 recommendations to enhance the operations of Fire Prevention. These recommendations as well as management's responses and action plans are summarized in Appendix A of this report.

Fire Prevention Audit

1. Background

We included the audit of Fire Prevention in our City Council approved 2008 Annual Work Plan at the request of the Fire Chief. Fire Prevention is part of the Fire Rescue Services Branch in the Community Services Department. Their business objectives are to create safer communities, raise educational awareness within the community, provide a consistent greater application of the Alberta Fire Code, have a City Council and Alberta Safety Codes Council approved Quality Management Plan and maintain highly trained staff.

In 2007, Fire Prevention had 34 employees, expenditures of \$3.3 million, and revenues of \$169 thousand. In 2008 they have a budget for 42 employees, \$4.7 million in expenditures, and \$236 thousand in revenue. Fire Prevention also performs business license inspections where the revenue is collected and reported by another Branch. Fire Prevention has the authority under certain City bylaws to charge fees for the issuance of permits for items like open air burning, pyrotechnics and fire works. The reason for the increase in expenses is that Fire Prevention restructured in April 2008 and hired eight new Fire Prevention Officers (FPOs); four for the new Public Education Area and four for the districts. The new structure organizes Fire Prevention into four specialty areas and four geographical districts. Each area and district is run by a Captain who is supported by FPOs. The following is a brief description of the function of each area:

Specialty Areas

- **Public Education** has a goal to reduce the number of fires, fire-related injuries and fire-related deaths, as well as reducing the lag time in reporting a fire (time from the start of a fire to the time 911 is called) that occur in the City. They will do this by increasing awareness through the provision of fire prevention and fire safety information to at risk groups: seniors, persons with disabilities, low income groups, school and preschool age children and Aboriginals.
- **Technical Services** performs reviews of building project plans as they relate to emergency access, water supply sprinkler and fire alarm systems, flammable liquid storage facilities, and other fire-related matters. They also inspect construction sites and above ground and underground tanks to ensure they are observing the Alberta Fire Code. They also ensure construction sites have completed Construction Site Safety Plans.
- **Fire Fighter Inspection Program** organizes and supports the Fire Fighter Inspection Program. This program involves fire fighters performing the low risk fire inspections. The fire fighters perform approximately 30% of the required fire inspections per year.
- **Housing** focuses on ensuring safe housing, the Apartment Upgrade Program and the approval of secondary suites. They are on the Safe Housing Committee which is a team of health and safety inspectors that ensure rooming houses are in

compliance with applicable legislation. The Apartment Upgrade Program ensures buildings built before April 1, 1974 meet fire safety standards.

The Captains and FPOs who work in the four districts are responsible for the majority of the fire inspections of buildings and structures to check for compliance with the Alberta Fire Code. They also perform many other duties including: follow-up inspections to verify compliance, monitoring fire drills, issuing permits for open air burning, and business license approvals.

2. Scope, Objectives and Methodology

Scope

The overall risk assessment we conducted in the planning phase of the audit included all areas of Fire Prevention. The results of the risk assessment defined which areas of Fire Prevention operations we included in our audit. We developed the following primary audit objectives to cover these areas.

Audit Objectives

1. To determine if the district FPOs perform fire inspections in an efficient and effective manner.
2. To determine if POSSE (inspection tracking software) allows for effective reporting of fire inspections.
3. To determine if Fire Prevention has a system in place to address future staff requirements.
4. To determine if the Technical Services Area has effective processes to ensure: (1) all construction sites are inspected and have a proper Fire Safety Plan per the Alberta Fire Code and (2) building project plans are reviewed based on priority.
5. To determine if the Technical Services Area is charging for the services they provide in accordance with City Bylaws.

Methodology

We performed our audit in accordance with the *International Standards for the Professional Practice of Internal Auditing*.

We developed audit programs for each of the detailed audit objectives described above. The audit programs identified the audit steps necessary to gather sufficient evidence to conclude on each audit objective. We used five main methods to gather the evidence:

1. On-the-job observations of FPOs and Captains.
2. Discussions with Chief Officers
3. Testing inspections and private vehicle reimbursement claims
4. Calculating performance measure results
5. Reviewing inspection information in POSSE

We also performed a review of Fire Preventions performance measures during the planning phase of this audit. The results from this review are discussed below.

3. Performance Measure Evaluation

As part of the planning phase of our audit, we evaluated the objectives and performance measures of Fire Prevention to determine if they had performance measures that are relevant to each of their objectives and if the measures demonstrate the achievement of the objectives.

We found that Fire Prevention has relevant measures for four of their five objectives and the measures will demonstrate the achievement of two of those objectives.

The 2006-2008 Fire Prevention Mandate (Mandate) defines the core functions of Fire Prevention, sets objectives, and includes performance measures to demonstrate whether Fire Prevention and Fire Rescue are making progress towards their desired outcomes. The measures in the Mandate are:

1. Citizen Satisfaction with Fire Rescue
2. Fire Losses \$M
3. Civilian Injury Rates
4. Civilian Death Rates
5. Completion of QMP

The City of Edmonton Fire Rescue Master Plan released in April 2007 is a policy document that sets the direction for Fire Rescue. It also sets some objectives for Fire Prevention.

The objectives and the results of our evaluation of Fire Preventions objectives and performance measures are listed in Table 1.

Table 1 - Results of our evaluation of the objectives and performance measures of Fire Prevention

Objective	Is there a relevant measure?	Do they demonstrate achievement of the objective?
1. Creating a safer community (Mandate).	Yes (Measures 2,3 and 4)	No
2. Raising education and awareness within the community (Mandate) and the City of Edmonton Fire Rescue Services shall provide Public Safety Education that targets risk areas (Master Plan).	Yes (Measures 2,3 and 4)	No
3. Maintain highly trained staff – National Fire Prevention Association (NFPA) Certified inspection staff, continued education for	No	No

Objective	Is there a relevant measure?	Do they demonstrate achievement of the objective?
safety codes officers (Mandate).		
4. The City of Edmonton Fire Rescue Services shall have a City Council and Alberta Safety Codes Council approved Quality Management Plan (Master Plan).	Yes (Measure 5)	Yes
5. Providing a consistent greater application of the Fire Code in the community (Mandate).	Yes (Measure 5)	Yes

Fire Prevention does not have a relevant measure for Objective Three: Maintaining highly trained staff. However, it is not necessary for them to have performance measures for this objective because it is really not an objective. It is actually a requirement that all uniformed staff be Alberta Safety Codes Officers (Fire Discipline, Level Two), which is the equivalent to NFPA Certification.

Fire Prevention has measures that are relevant for each of the other objectives. However, for objectives one and two the relevant measures are not sufficient enough to demonstrate the achievement of the objectives. One way for Fire Prevention to demonstrate that they are contributing to objective one (safer communities) and objective two (raising education and awareness) would be to for them to measure property loss, deaths, and injuries due to fire against the population. There has been a substantial rise in Edmonton's population in the last few years, so we would expect these numbers to rise. How the measures increase proportionally to the population will give a better picture of the effectiveness of Fire Prevention and be more comparable year over year.

In order to assess the effectiveness of Fire Prevention, we calculated the per capita amounts of fires, deaths due to fire, injuries due to fire, and property loss due to fire. Charts 1 to 4 show the results from our calculation of these measures.

Chart 1 – Actual Property Loss (in millions of dollars) Due to Fire per 100,000 Population in 2007 Dollars¹

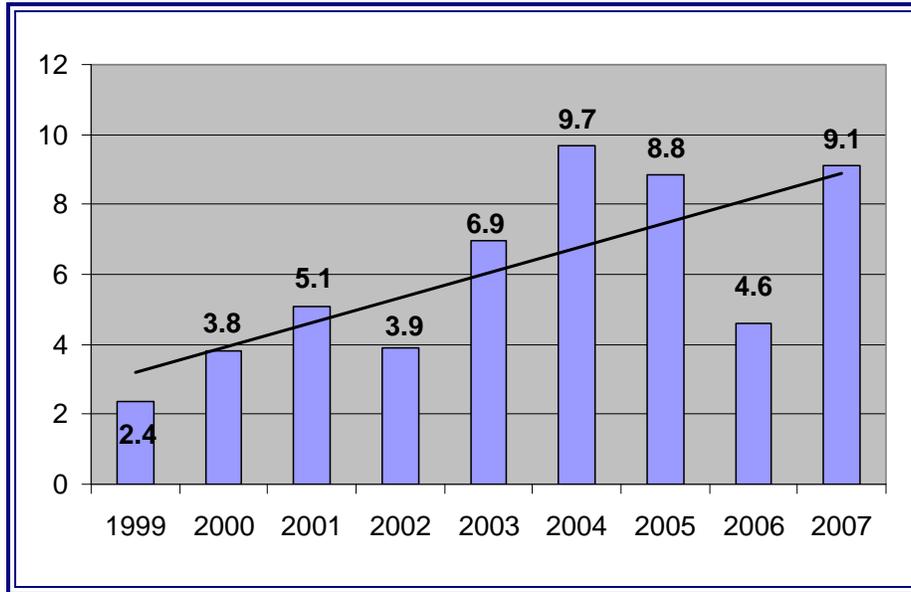
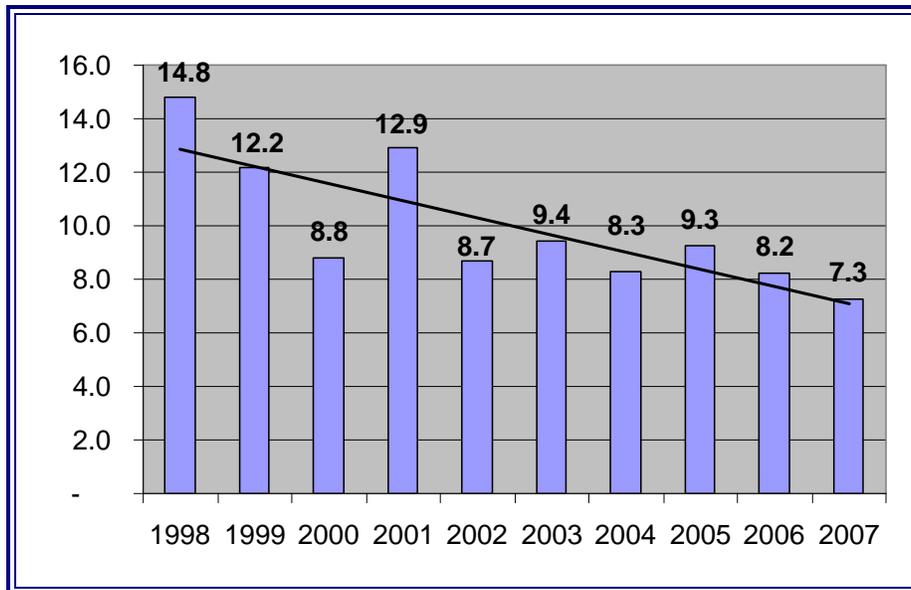


Chart 2 - Injuries Due to Fire per 100,000 Population¹



¹ Data provided by the Strategic Services Branch of the Community Services Department.

Chart 3 - Deaths Due to Fire per 100,000 Population¹

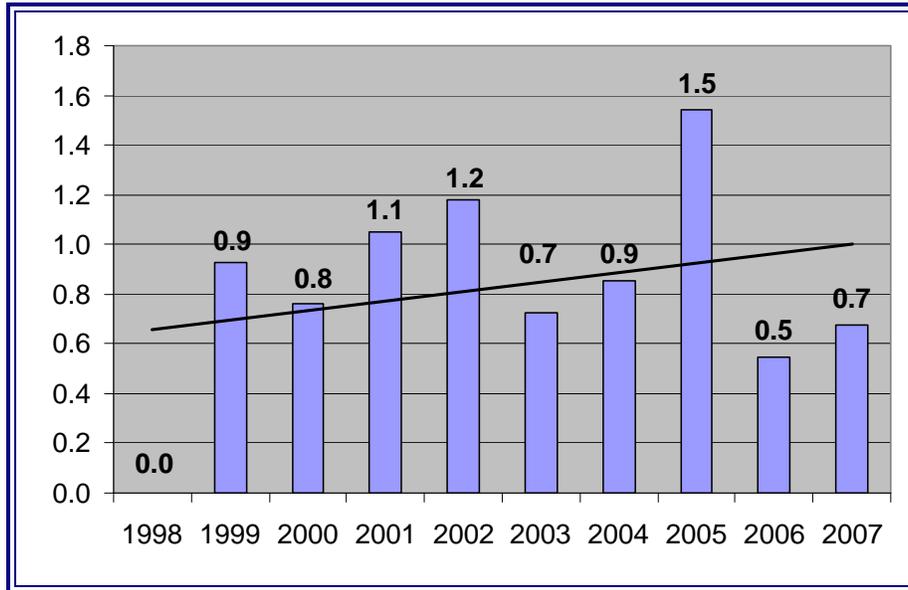
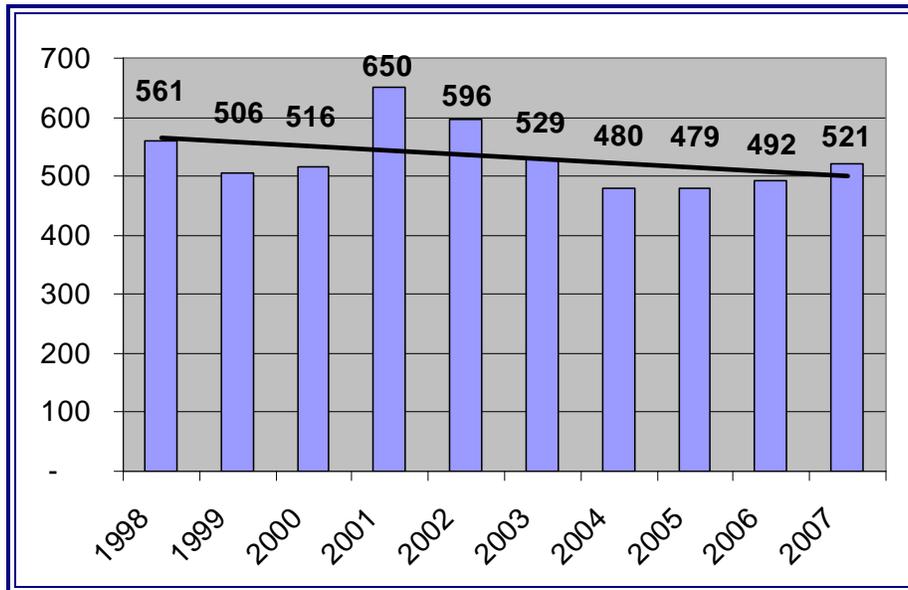


Chart 4 - Number of Fires per 100,000 Population¹



These results show that Fire Prevention and Fire Rescue Services have been effective in decreasing the number of fires and the number of injuries due to fire, but that they have not been as effective in decreasing the amount of property loss and deaths due to fire. The amount of deaths due to fire significantly increased in 2005 due to multiple fires with multiple deaths. As well there was a large increase in the 2007 property loss figure

¹ Data provided by the Strategic Services Branch of the Community Services Department.

due to the large “McEwan Fire”. There are many other factors, such as fire fighter response time, use of smoke detectors, etc. that will also affect the results of these measures.

Recommendation

1. We recommend that Fire Prevention ensure they are using performance measures that are relevant to their objectives and can show whether or not they have achieved their objectives.

Management Response and Action Plan

Accepted: In addition to a number of existing performance measures we will adopt the practice of measuring property loss, fire fatalities, fire injuries and the number of fires against the population and/or the square footage of property in Edmonton. This practice will assist in demonstrating progress toward accomplishment of objectives on an ongoing basis.

Responsible Party: Fire Marshal, Assistant Fire Marshals and POSSE Super User

Planned Implementation: Data collection to begin 01 January 2009 and annual reports will be created from POSSE.

4. Observations

4.1. Efficient and Effective Fire Inspections

Does the total number of inspections completed meet the target set in the Quality Management Plan (QMP)?

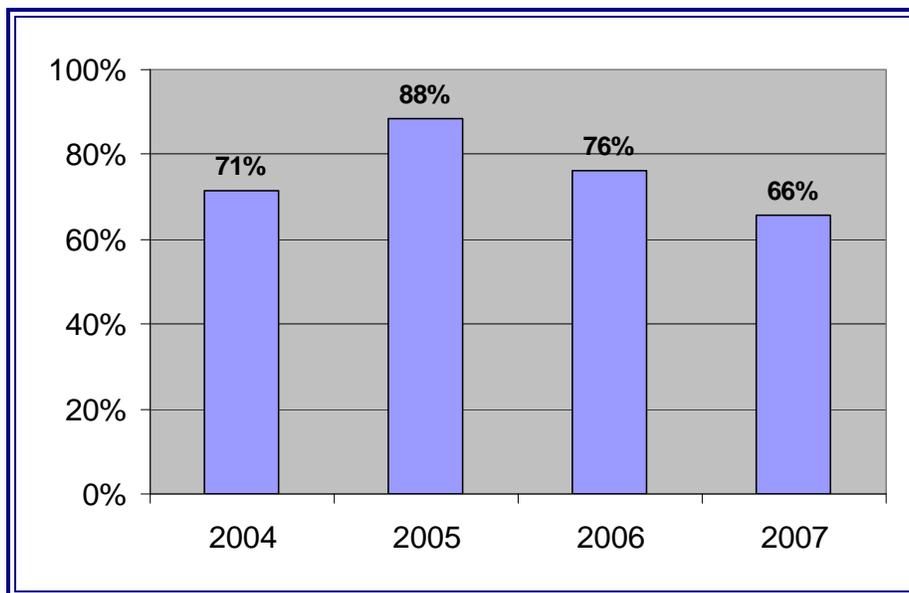
Fire Prevention has not completed all of the inspections required by the QMP. In 2007 they completed 66% of the required QMP inspections.

The QMP outlines the method and scope for the completion of fire inspections to ensure buildings are in compliance with the Alberta Fire Code. Under the Alberta Safety Codes Act, a municipality providing fire code compliance monitoring services must submit a City Council approved QMP to the Alberta Safety Codes Council. City Council approved the current QMP in 2003 and Fire Prevention also submitted it to the Alberta Safety Code Council in that year. The Alberta Safety Codes Council provided municipalities with a generic QMP template and the municipalities developed the specific service levels they were willing to provide for each type of building. Once the municipality has approved their QMP and submitted it to the Alberta Safety Codes Council, they are committed to completing the inspections as described in the schedule of inspections they included in their QMP.

The City of Edmonton's QMP commits to inspecting all buildings of certain occupancy types (residential, industrial, business or assembly) and size, either once a year or every two years. In the 2003 QMP Fire Prevention committed to performing 10,687 inspections and the Fire Fighters committed to performing 6,205 inspections. Fire Fighters are only assigned very low risk buildings. The required number of inspections increases each year as new buildings are constructed. In 2007, based on the schedule of inspections in the current QMP, Fire Prevention should have performed 14,417 inspections.

Chart 5 shows the percent of the required QMP inspections performed by Fire Prevention since the current QMP was approved. It does not include the inspections performed by the Fire Fighters.

Chart 5 – Percent of Required QMP Inspections Performed by Fire Prevention

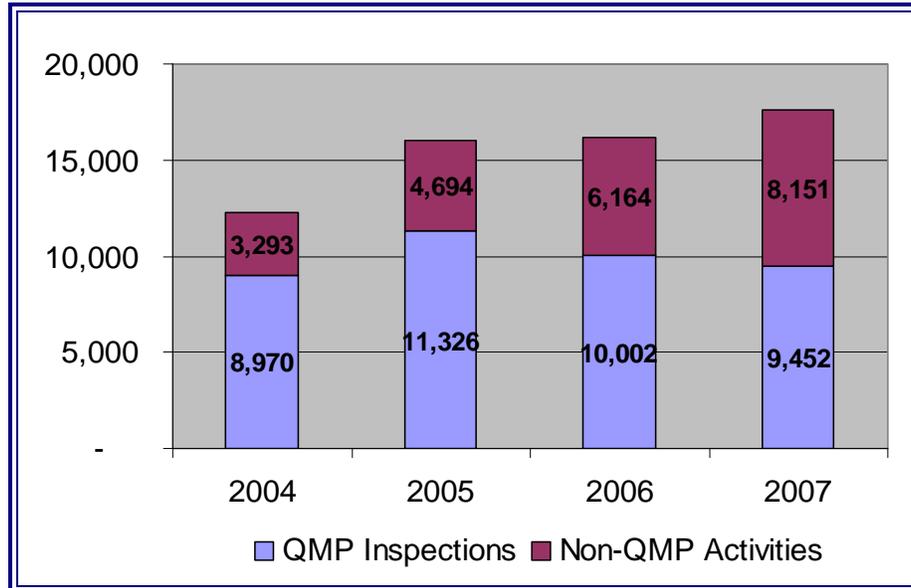


In the last four years, Fire Prevention has not met its targets. Also, in the last three years the percent of required QMP inspections they performed decreased.

There is a risk associated with Fire Prevention not inspecting buildings in accordance with the schedule contained in the QMP. That is, if an un-inspected building catches fire, the City may be vulnerable to litigation because it has had not upheld its commitment to inspect the building and help prevent fires. The owner may be placing reliance on Fire Prevention to detect fire hazards and prevent fires.

One reason why Fire Prevention is not meeting their QMP targets may be that FPOs and Captains are spending an increasing amount of time on other activities. Chart 6 demonstrates the changes in the amount of QMP inspections versus other activities performed by Fire Prevention over the last four years.

Chart 6 –QMP Inspections vs. Non-QMP Activities



The non-QMP activities that Fire Prevention completes are: issuing dangerous goods transportation permits, public education, safe housing inspections, file searches, issuing fireworks permits, issuing burn permits, night patrols, and miscellaneous jobs. Miscellaneous jobs may include - complaints and queries from citizens, combustible/flammable tank inspections, construction site safety inspections, business license inspections, social services inspections, occupancy load calculations, venue inspections (i.e. Fringe Festival Sites, Capital X, Indy), fire fighter concerns, overseeing fire drills, and reviewing fire emergency procedure manuals for businesses.

Due to the decreasing amount of time available to complete QMP inspections, Fire Prevention has informally asked the FPOs and Captains to focus on completing inspections of higher risk buildings including schools, hospitals and other assembly areas. If time permits they continue to inspect the other buildings that require inspections, based on the buildings level of risk and when they last inspected it.

Another reason why Fire Prevention may not be meeting their QMP targets is that they have set unrealistic targets. Per the Alberta Safety Codes Council there is a lot of other old fire QMPs that included inspections via complaint or request only. The Alberta Safety Codes Council has recently revised the QMP template which would allow Edmonton to prepare a new QMP. By developing new levels of service and including those in a new QMP Fire Prevention can reduce their exposure to risk.

When they develop the new QMP targets they should consider the level of service they need to apply to the different types of building. Also, they should consider which of their other activities they need to perform in order to meet their overall objectives of creating safer communities and providing a consistent greater application of the Alberta Fire

Code. They should also consider the amount of man hours available to them given their current human resource levels.

Fire Prevention does not track the actual amount of time spent on each activity or inspection. This information will be necessary in order to ensure they are setting achievable targets in their next QMP.

Recommendation

2. We recommend that before Fire Prevention develops new QMP inspection targets they:
 - Track the amount of time they are spending on each type of fire inspection and on their other activities.
 - Determine the level of service required for the different building occupancy types and which of their other activities they must perform in order to meet their overall objectives.

Management Responses and Action Plans

Accepted: A guideline for the maintenance of daily activity diaries (copy attached) has been developed and includes the recording of start and finish times for all QMP inspections and time spent on other work related activities. POSSE has been changed to require entry of minutes taken to conduct any QMP or Misc. / Partial inspections in any occupancy. Existing SOP 4A – 1.15, the Daily Activity Report SOP, will be amended to reflect the changes. Strategic Planning sessions are ongoing to identify service levels to be provided to the community by Fire Prevention and to ensure the objectives are achievable.

Responsible Party: Fire Marshal, Assistant Fire Marshals, and POSSE Super Users

Planned Implementation: The daily activity diary guideline will take effect 01 January 2009. The change to POSSE is effective immediately. New QMP inspection targets will be identified before the end of 2009.

Recommendation

3. We recommend that Fire Prevention prepare a new QMP that:
 - Includes achievable targets given the amount of man hours available to complete QMP inspections and still achieve their overall objectives.
 - Is to the satisfaction of the Law Branch in reducing the City's exposure to legal liability.

Management Responses and Action Plans

Accepted: Fire Prevention strongly supports the need to amend the existing QMP. The information gathered with regard to the time taken to conduct QMP inspections will be a factor used in the determination of Inspection frequency for the different occupancy classifications. Objectives will be based on existing funding and human resources as well as a number of risk related issues. The proposed QMP will be reviewed by the Law Department to ensure it does not expose the City to an unacceptable level of liability.

Responsible Party: Fire Marshal, Assistant Fire Marshals

Planned Implementation: The information gathering has been initiated. The development of the new QMP will begin in the second quarter of 2009. A draft will be completed in the third quarter for review by the Law Department and the proposed QMP will be completed before the end of 2009.

Is Fire Prevention performing efficient inspections?

We identified ways for Fire Prevention to improve the efficiency of their inspections.

To determine if Fire Prevention is performing efficient inspections, we spent a day with six FPOs and three Captains observing how they perform inspections and other activities. We did not compare Edmonton's Fire Prevention area to other cities to determine efficiency because other Cities have organized their fire prevention areas differently. We also did not compare the number of inspections performed by the FPOs with one another as the amount of inspections they perform varies greatly depending on the type of building inspected, also, as mentioned in the previous section, Fire Prevention does not track the amount of time FPOs spend on each activity or type of inspection.

During our observations of the FPOs and Captains we found the following areas where they could improve their efficiency:

Use of mobile equipment

A small number of the FPOs and Captains use mobile equipment including a laptop or a tablet-style PC when they perform inspections. Using this equipment allows the inspector to input the results of an inspection and conclude it immediately. It also allows the FPOs access to information stored in POSSE (inspection tracking software – described in detail later in section 4.2) relating to the building they will be inspecting.

FPOs that do not use the mobile equipment in the field are required to return to a fire station to transfer the results of the inspection into POSSE before concluding an inspection. Also if the FPOs have not taken time to perform some research prior to the inspection, they will enter buildings without knowledge of the results of prior inspections.

All FPOs should be accessing the information regarding a property in POSSE before they perform an inspection – whether a FPO uses the mobile equipment in the field or not. FPOs who do not use the laptops in the field may not be easily able to consult information to assist them in conducting the inspections. Without consultation, the FPO may not be aware of the issues that have existed with particular sites in the past and that may reoccur. There is also a risk that inconsistent findings among different FPOs inspecting the same site may cause embarrassment or exposure to legal liability for Fire Prevention.

There is potential to increase the efficiency of FPOs if they use mobile equipment in the field. However, currently there are issues with their use that are prohibiting some FPOs from using this equipment. We observed that speed and reliability of the wireless network led to problems for the FPOs at various times. They also had issues with battery life when inspections lasted for long periods of time.

Increasing the number of FPO's using mobile equipment in the field will improve the efficiency of inspections and allow inspectors to complete more inspections. With the mobile equipment they will also have contact information, results from prior inspections, maps and other tools instantly available. To persuade FPOs to adopt the new technology and use it efficiently, Fire Prevention will have to eliminate the technical issues associated with the use of mobile equipment.

Network Speed and Reliability

Another area of inefficiency is the network speed and reliability at many fire stations. We witnessed FPOs unable to quickly access the network and enter data into POSSE due to poor network connections resulting in very slow reaction times in POSSE. In one case we waited for a half an hour before we were able to access the network. Some FPOs will travel to the Main Station (#42) as network speed is significantly better compared to their own home station.

Data Entry

We also noticed many inconsistencies in the way FPOs and Captains entered information into POSSE which led to inefficiency. Fire Prevention also needs to ensure that FPOs understand how to consistently enter inspection information into POSSE. See section 4.2 for further details relating to this topic.

Business Licence Inspections

Another area where there is potential to improve efficiencies is with business license inspections. Fire Prevention performs inspections of certain businesses that have applied for business licenses such as restaurants and bars. These businesses must resolve all Alberta Fire Code infractions before they will receive their business license. Typically, FPOs do not make appointments to conduct business licence inspections. We witnessed instances where plans to perform business license inspections were aborted because buildings were still under construction or owners had not completed fixes previously requested.

Another issue with business license inspections was the occasional lack of details provided by the business licensing area. The referring department sometimes fails to denote proper contact information, including a contact name and/or phone number. This posed problems when FPOs needed to contact the business for inspection-related matters and leads to additional work for the FPO to track down the owners.

Recommendation

4. We recommend that Fire Prevention improve the inspection process to make it more

efficient by:

- Eliminating technical issues experienced by FPOs who use the mobile laptops and tablet PCs to encourage the use of this equipment.
- Ensuring FPOs consult POSSE before they perform an inspection.
- Formalizing the process for performing business license inspections and ensuring they have adequate information regarding the business before they conduct an inspection.

Management Response and Action Plan

Accepted: Computer speed and abilities vary greatly in different buildings used by FPOs. We are looking to identify preferred locations and make changes to technology where possible to enhance efficiency of the Data entry process. There are also remote areas in the city where FPOs lose their connection to the system when working wireless. We continue to make our concerns known to IT. Our interaction with the licensing agencies is ongoing and progress has been made to ensure required information is provided to enable prompt and efficient response to the License Inspection requests. FPOs will also be asked to ensure that whenever possible they are consulting the information in POSSE before conducting an inspection.

Responsible Party: Fire Marshal, Assistant Fire Marshals, POSSE Super Users, and IT Services

Planned Implementation: Ongoing

Does Fire Prevention have a quality assurance process that ensures FPOs are performing adequate inspections?

Fire Prevention does not have a formal quality assurance process to ensure FPOS are performing adequate inspections.

As a control to ensure FPOs are performing inspections that detect all Alberta Fire Code violations, management has informally asked Captains to complete audits of 10% of all QMP inspections. An audit may involve the Captain re-inspecting the same building, accompanying FPOs on inspections, or reviewing POSSE entries.

From April 1, 2008 until October 1, 2008 the four District Captains audited 4.5% of the total QMP inspections performed during that time period. The Captains are not meeting their targets for audits because they are currently helping the FPOs complete QMP inspections. Captains feel their risk is mitigated because of the knowledge and years of experience of the FPOs working for them.

With eight new FPOs working in the Districts the need for a formal quality assurance process designed to ensure inspections are detecting all Alberta Fire Code infractions and are recorded accurately in POSSE (Recommendation 8 on pg 17) increases. There is a higher risk associated with the inspections performed by the new FPOs. Captains should be able to exercise judgement when determining which inspections to audit

based on the skill level of the FPOs. Fire Prevention will also have to ensure District Captains make the completion of the quality assurance process a priority.

Recommendation

5. We recommend that Fire Prevention design and enforce a formal quality assurance process that ensures buildings they inspect are in compliance with the Alberta Fire Code.

Management Response and Action Plan

Accepted: Fire Prevention has initiated an audit process for QMP Inspections. Supervising Captains are to Audit 10% of all QMP inspection and accompany FPOs on 5% of their QMP Inspections. This process will insure Inspections are conducted in a consistent, efficient and complete manner. POSSE is able to generate reports on all audit activities conducted by the supervising Captains and Acting Captains. A new inspection form for use by FPOs (Inspection Checklist) will be developed. A copy of the report will be left at each inspection.

Responsible Party: Fire Marshal, Assistant Fire Marshals, and Captain FPOs. Sub Committee (Captain and 3 FPOs) to develop new form.

Planned Implementation: The audit process has been developed and is in use. Monthly reports are generated from POSSE and reviewed by the Assistant Fire Marshals. The new form will be designed and implemented before 30 June 2009.

Does Fire Prevention have adequate controls to ensure the efficient use of private vehicles and accurate claims for reimbursement?

Fire Prevention does not have adequate controls to ensure the efficient use of private vehicles and accurate claims for reimbursement.

The controls in place to ensure efficient use of private vehicles and accurate claims for reimbursement are:

1. Chief Officers and Captains review and approve all Private Vehicle Reimbursement Claims on a monthly basis. They inquire with the Captain or FPO if they see any unusual amounts.
2. FPOs and Captains are required to maintain a daily log that indicates the inspections and other activities they perform each day as well as the number of kilometres they drove that day. Chief Officers and Captains review the daily logs of their FPOs or Captains on a weekly basis.

To test the adequacy of these controls we performed the following procedures:

- Reviewed a sample of Private Vehicle Reimbursement Claims to ensure they had proper approval.
- Discussed with each of the District Captains and the Assistant Fire Marshals how often they review the daily logs of their staff.

- Calculated the optimal number of kilometres each FPO or Captain should have claimed using Mapquest or Google Maps based on the information recorded by the FPOs and Captains for a sample of days from their daily logs. (We sampled 50 days from April 2008 to August 2008 which is 3% of the total amount of days worked by the District FPOs and Captains.)

We obtained the following results from our testing:

- Chief Officers or Captains signed 96% of the Private Vehicle Reimbursement Claims.
- Each of the four District Captains and the Assistant Fire Marshals said they reviewed the daily logs of the FPOs or Captains. However, only one Captain evidenced his review by initialling the pages of the daily logs he reviewed. Therefore, we were unable to confirm the statements of the other Captains and Assistant Fire Marshals.
- 30% of the claims we tested were more than 20 kilometres higher than the optimal distance and 64% of them were more than 20% higher than the optimal distance.
- In total the claims were 684 km greater than the optimal routes. This amounts to a potential overpayment of \$342.00.
- On average the daily amounts claimed were 14 km higher than the optimal distance.

Based on the results from this testing we concluded that the combination of the existing controls is not adequate to ensure accurate claims for reimbursement and efficient use of private vehicles. Chief Officers and Captains are approving claims; however, there is no evidence indicating when they are reviewing the daily logs.

Recommendation

6. We recommend that Fire Prevention strengthen their existing controls so Chief Officers or Captains are reviewing the claims and the daily logs simultaneously.

Management Response and Action Plan

Accepted: A newly drafted policy will be implemented 01 January 2009. All field staff will be required to list all work activities chronologically and include the total kilometres traveled each day. Captains will review and initial each FPOs Diary on a weekly basis. The Assistant Fire Marshals shall review and initial the Captains diaries weekly.

Responsible Party: Fire Marshal, Assistant Fire Marshals, Captains and FPOs

Planned Implementation: The guideline has been completed and the process will be implemented on 01 January 2009.

Recommendation

7. We recommend implementing new controls that focus on the efficient use of private vehicles, such as random comparisons of claim amounts to optimal routes.

Management Response and Action Plan

Accepted: Efforts will be made to have work activities scheduled in a sequence which provides maximum efficiency and eliminates duplicate or excess travel. The practice of

recording travel in the daily diary with the corresponding list of activities conducted, coupled with the Captains weekly review and initialling of the diaries will monitor the efficient use of private vehicles. The Assistant Fire Marshals will continue to review the monthly reports and will conduct random audits to ensure efficient use of private vehicles. These audits will include comparing the chronologically listed daily events of the FPOs and Captains to an optimal route produced by Google Maps or Mapquest.

Responsible Party: Assistant Fire Marshals, Captains and FPOs

Planned Implementation: The complete process will be implemented on 01 January 2009.

Conclusion on the Effectiveness and Efficiency of the Fire Inspections

While we observed Fire Prevention inspection staff to be a dedicated team and knowledgeable and competent regarding the performance of inspections, we did find ways for them to increase the effectiveness and efficiency of their inspections and other activities.

We confirmed that Fire Prevention has not met the targets they set in their current QMP. They are also not ensuring that there is a consistent quality assurance process to ensure inspections are performed adequately.

The results from the performance measures we calculated in Section 3 show that Fire Prevention has been effective in decreasing the number of fires and the number of injuries due to fire per 100,000 of population in the last 10 years. They have not been as effective in decreasing the number of deaths due to fire or the amount of property loss due to fire per 100,000 of population.

We also found that removing the technical issues and increasing the use of mobile equipment in the field, ensuring FPOs consult POSSE before they conduct an inspection, and formalizing the process for performing business license inspections will increase the efficiency of FPOs. We also found that Fire Prevention does not have adequate controls to ensure efficient use of private vehicles and accurate claims for the reimbursement of private vehicle use.

4.2. POSSE

POSSE is the software system used by Fire Prevention to record and track information relating to the work they perform. It essentially provides a history of the interaction between a particular address and Fire Prevention. Fire Prevention has been using POSSE for approximately 10 years.

Management uses the information in POSSE to assist in the performance of their supervisory duties as well as for the compilation of statistics for reporting purposes. The FPOs use POSSE to get historical and contact information relating to a site they are inspecting, and for getting lists of high risk buildings. Management and the FPOs

agreed that the information in POSSE is meeting their needs. In the next year, Fire Fighters will also be using the fire inspection information in POSSE enabling them to obtain current information on properties while on route to a fire call.

It is very important that FPOs and Captains record all of their activities and inspections in POSSE, that the information in POSSE matches the actual activity and inspection information, and that they record the information in a timely manner.

To determine if this is occurring we obtained a sample of addresses from the District FPO's and Captain's daily logs and assessed them and their related POSSE entries against the following criteria:

1. The FPO recorded the activity performed as an entry in POSSE.
2. The date the FPO entered the inspection or activity information into POSSE was within one working day from the actual activity date.
3. The FPO correctly recorded the inspection or activity date in POSSE.
4. The FPO ensured there was contact information in POSSE for the property they inspected.
5. If the FPO found deficiencies during a QMP inspection, they generated an Inspection Report in POSSE or, if they provided a handwritten report they noted this in POSSE.
6. If the FPO generated a report in POSSE they include the recipient's name.
7. If a FPO determined a re-inspection was required they checked the appropriate box in POSSE so the system would generate a re-inspection date or alternatively input an actual re-inspection date. Alternatively, FPOs and Captains did not do this when a re-inspection was not required.
8. For QMP inspections, the FPO updated the fire safety apparatus information in POSSE.

Based on the samples we looked at, FPOs and Captains are entering information in a timely manner and accurately inputting certain parts of the inspection information:

- 97% of the time FPOs and Captains input inspection information into POSSE within one working day from the actual performance of the inspection.
- 96% of the time we found contact information in POSSE.
- 97% of the time they recorded the inspection date correctly.
- 92% of the time fire safety apparatus information was updated.

There are some areas where the FPOs and Captains are not ensuring all of the data in POSSE matched the inspection information and they are not also entering all of their activities into POSSE:

- For 31% of the addresses we chose from the daily logs, the FPOs and Captains had not recorded their activities relating to the property in POSSE.
- 48% of the time FPOs or Captains did not produce an Inspection Report in POSSE or indicated that they provided the owner with a handwritten report. For these inspections, the information in POSSE is not accurate as there is no record of how the FPO or Captain notified the property owner of their deficiencies. If there is ever a

problem with these buildings, Fire Prevention may not be able to show what information was supplied to the owner.

- On 57% of the reports generated by POSSE, FPOs or Captains did not include the recipient's name on the report. Having this name is useful during the re-inspection or the next QMP inspection and makes a particular person accountable for any identified issues. This is especially important if the owner had not corrected the deficiencies previously noted.
- For 22% of the inspections where a FPO or Captain required a re-inspection, they did not check the re-inspection box or enter a re-inspection date. By not checking the box or entering a date, the requirement for a re-inspection will not appear on a POSSE generated report or on the FPOs and Captain's to do list in POSSE. The FPO or Captain will have to track the re-inspection date separately so they do not forget to perform it.
- For 40% of inspections where the FPOs and Captains decided a re-inspection was not needed, they checked the re-inspection box or included a re-inspection date. In these cases they have recorded conflicting information in POSSE which may cause Fire Prevention to needlessly visit the business again in the future.

Fire Prevention does have a POSSE Manual that explains what information should be entered into POSSE and the manual was communicated to the FPOs and Captains in one on one sessions; however, we did not observe any of the FPOs or Captains referring to this manual when having problems entering inspection information into POSSE.

Conclusion on the FPOs Use of POSSE

The current information in POSSE does not allow for effective reporting of fire inspections. There is the risk that management is using incomplete or inaccurate information to make decisions regarding the operations of Fire Prevention. In the sample we looked at, we found that FPOs and Captains did not enter every inspection or other activity they performed into POSSE. Further, we found that some of the data in POSSE does not agree to the actual inspection information. However, we did find that FPOs and Captains are entering information in a timely manner and that POSSE has the capability of providing information that users need.

In section 4.1 we reported that Fire Prevention does not have a consistent quality assurance process to ensure inspections are adequate. This process would also help detect when FPOs have not entered the inspection information into POSSE or have entered it incorrectly.

There are many possible reasons why FPOs and Captains did not enter the inspection or activity information or are entering information inconsistently and incorrectly including: they don't know how to enter the particular activity or are unaware they are entering it incorrectly, computer problems prevented them from entering the information, or POSSE did not allowing them to enter the information. The FPOs and Captains indicated that these types of problems cause frustration and lead to an increased risk of

rejection towards the system. They are also unaware of the work done internally to try to solve the problems they experience.

Recommendation

8. We recommend Fire Prevention develop written standards for entering information into POSSE and present them to the FPOs and Captains. They should develop the standards with input from the FPOs and Captains to ensure they understand and agree with them.

Management Response and Action Plan

Accepted: Over time a number of guidelines have been developed and distributed as the POSSE program continually changed to meet the needs of Fire Prevention. All existing documentation will be gathered and assembled into a comprehensive document which will be circulated for feedback. A final draft will be distributed reflecting the feedback. The maintenance of the document will become the responsibility of the Fire Prevention POSSE Committee with the assistance of the in house Super User. The entry of data into Posse process will require a number of “forced responses” from the individual entering the information to ensure all required information is included. The screen cannot be closed until all required information is entered.

Responsible Party: Fire Marshal, Assistant Fire Marshals, POSSE Super User, Captains, FPOs and the Fire Prevention POSSE Committee

Planned Implementation: The POSSE Instruction Manual will be drafted, adopted and distributed by 30 June 2009. The Data Entry changes will be made and implemented before 31 March 2009.

Recommendation

9. We recommend that Fire Prevention develop a formal system to track computer and POSSE-related issues, look for possible solutions to the issues, and communicate all outcomes back to staff.

Management Response and Action Plan

Accepted: The Fire Prevention POSSE Committee will be rejuvenated and meet as required to address concerns and issues as they are identified. The minutes from the Committee meetings will be distributed to all Fire Prevention staff.

Responsible Party: Fire Marshal, Assistant Fire Marshals and Fire Prevention POSSE Committee.

Planned Implementation: The Committee will be re-established in January of 2009 and will meet as required in order to address submitted issues and concerns.

Recommendation

10. We recommend Fire Prevention enhance the control to ensure FPOs and Captains are entering all inspection and other activity information into POSSE accurately and

completely. (This would require Chief Officers randomly checking a larger sample of completed inspections in POSSE and following up on any incorrect entries to prevent similar reoccurrences in the future).

Management Response and Action Plan

Accepted: As Platoon Zone Inspection Books are completed they are recorded and forwarded to the Assistant Fire Marshals for review. The Assistant Fire Marshal shall check POSSE records for at least 5% of the QMP inspections. A process will be created in POSSE to generate a record of all records audited by the AFMs. The creation of “forced responses” will assist in ensuring all required information is entered in POSSE. The Assistant Fire Marshals will check and validate the accuracy of the entered data.

Responsible Party: Fire Marshal and Assistant Fire Marshals.

Planned Implementation: The process will be developed and implemented before 30 June 2009.

4.3. Future Staff Requirements

Does Fire Prevention have reliable data to estimate future staff requirements and a reasonable plan to address staff requirements?

Fire Prevention has reliable data to show future staff requirements but they do not have a reasonable plan to address staff requirements.

Fire Prevention collected future staff requirement data at our request. They calculated the retirement year for each uniformed staff as either the year they turn 60 or the year they reach 35 years of service. The 60 years used is because the Fire Fighter Pension Plan (FFPP) states that all members must retire at age 60. The 35 years used is because after 35 years of services, members of the Local Authorities Pension Plan (LAPP) can retire with a full pension. (All uniformed staff working for Fire Prevention are members of the FFPP and the LAPP.)

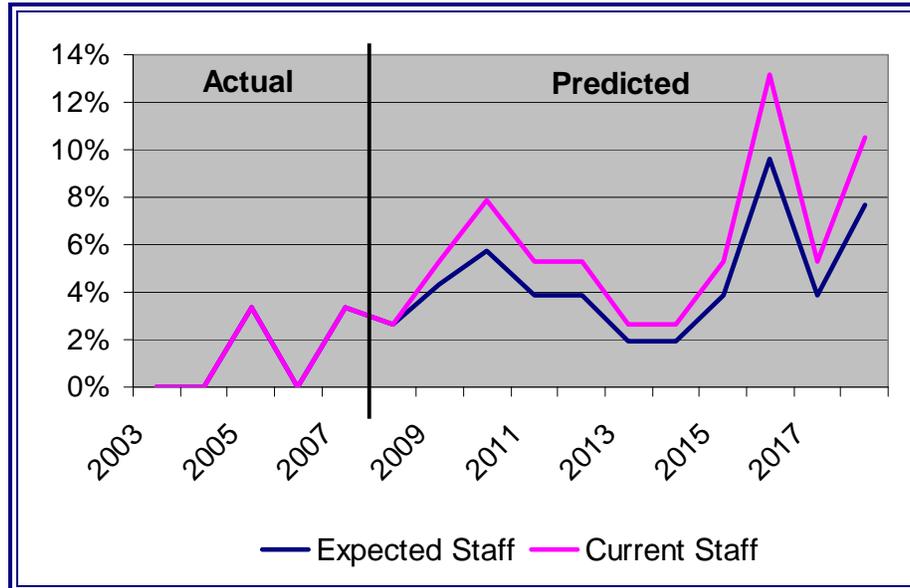
Table 2 shows the future staff requirements for Fire Prevention at their current level of staffing.

Table 2 – Future Staff Requirements

	Year	Actual/ Predicted Retirements
Actual	2003	0
	2004	0
	2005	1
	2006	0
	2007	1
Predicted	2008	1
	2009	2
	2010	3
	2011	2
	2012	2
	2013	1
	2014	1
	2015	2
	2016	5
	2017	2
2018	4	
Average		2

We used this information to calculate the actual retirement rate for the past five years and the predicted retirement rates for the next 10 years. We calculated two rates: one assuming the number of uniformed staff will not change in the next 10 years (Current) and one assuming Fire Prevention will receive funding for an additional 14 FPOs as shown in their 10-Year Long Range Financial Plan (expected). Chart 7 shows the results.

Chart 7 – Actual and Predicted Retirement Rates



The retirement rate for Fire Prevention will generally increase over the next 10 years. The information gathered by Fire Prevention suggests that 66% of their current staff will retire in the next 10 years. These people are not being replaced by experienced FPOs but by other workers belonging to the same union as the FPOs. As a result, in 10 years if staffing levels remain constant, there will only be three people with more than 10 years of FPO experience working in Fire Prevention (this includes chief officers - Fire Marshal, Assistant Fire Marshals, and Captains).

Conclusion on Workforce Assessment

Fire Prevention does not have a system in place to address future staff requirements. They have not developed a formal plan to ensure they maintain their current level and quality of service to Edmontonians. They have some processes in place now such as training for staff with seniority, acting experience, a rotation program, predictable retirement due to union and pension plan requirements, and a 10 year long range forecast for new positions. These processes however, are not appropriately identifying future workforce needs and will not ensure maximum organizational effectiveness in the future or ensure Fire Prevention is appropriately filling knowledge gaps.

Recommendation

11. We recommend that Fire Prevention develop a process to regularly identify workforce needs and strategies to meet those needs.

Management Response and Action Plan

Accepted: Records will be maintained identifying all staff members age, dates of retirement eligibility, and date of compulsory retirement (a similar document to the one created and forwarded to auditors). The current Collective Agreement reflects a seniority based promotional system and as such only the most senior qualified

members are able to gain experience by acting in senior positions, i.e. - AFMs will act for the FM, Senior Captains for the AFMs and Senior FPOs for the Captains to become familiar with the duties they will be responsible for when promoted. Senior Captains will successfully complete the EFRS Captain Q Training Program and Senior FPOs will successfully complete the EFRS FFQ Training Program in order to qualify for acting and promotion. Mandated training to maintain Safety Codes Officer status will be provided to all staff as required. Fire Prevention acknowledges that consideration needs to be given to provide more junior Prevention members the training opportunities necessary to prepare them to successfully assume Prevention Officer roles and responsibilities earlier in their careers.

Responsible Party: Fire Marshal and Assistant Fire Marshals.

Planned Implementation: The records have been created and will be maintained. As indicated the Collective Agreement mandates promotional and acting eligibility. Recommended that Administration work with the Union through the Labour/Management process to address future training needs as identified (ongoing).

4.4. Technical Services Area

Does the Technical Services Area have a process to ensure they are complying with the Alberta Fire Code in regard to construction site safety?

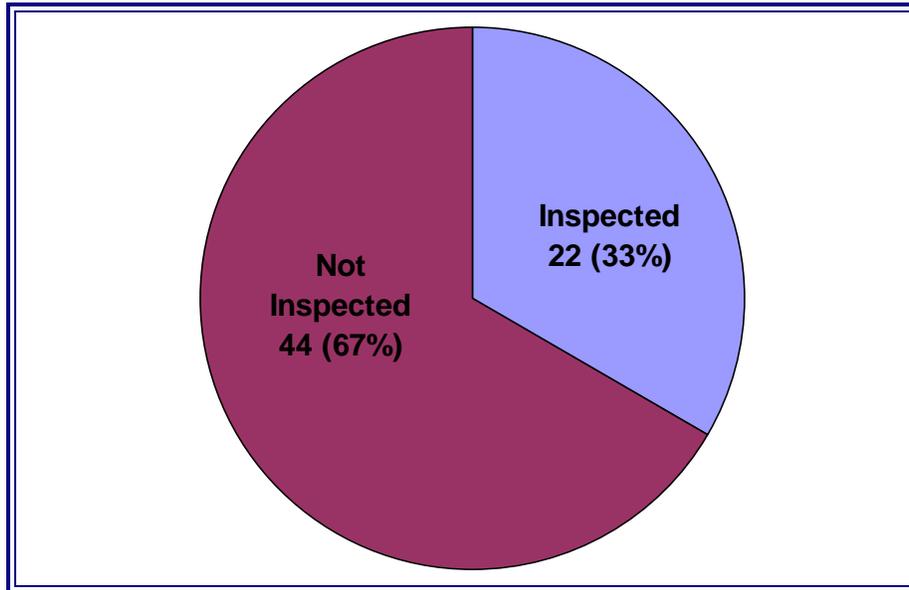
The Technical Services Area (TSA) does not have a process to ensure all construction sites that require an inspection are identified, have a proper Fire Safety Plan and are actually inspected.

The Alberta Fire Code requires Fire Prevention to inspect all construction sites for new commercial development or commercial additions and to ensure they have adequate Fire Safety Plans. This is a new requirement that came into effect on March 3, 2008.

When the Current Planning Branch (formally Development Compliance Branch) of the Planning and Development Department issues a Commercial Final Permit for new construction or additions, they send a Fire Safety Plan template to the owner and an email to the TSA notifying them of the permit issuance. The TSA relies on the Current Planning Branch for this notification. They do not have a process to ensure the Current Planning Branch notifies them of all construction sites they are required to inspect. The TSA is also not tracking the sites they are notified of to ensure they have a proper Fire Safety Plan and are actually inspected.

From April 1, 2008 until July 31, 2008 we determined that there were approximately 66 possible construction sites that required an inspection by counting the number of Fire Safety Plan Templates sent out by the Current Planning Branch. On August 15, 2008 we performed testing to determine which sites the TSA had inspected. They had inspected 22 (33%) of them.

Chart 8 – Required Construction Sites Inspected as at August 15, 2008



Recommendation

12. We recommend that Fire Prevention develop a process that ensures they are aware of all construction sites requiring an inspection and track which sites have completed Fire Safety Plans and which sites they have inspected to ensure they are in compliance with the Alberta Fire Code.

Management Response and Action Plan

Accepted: Fire Prevention has a longstanding working relationship with Current Planning Branch (formally Development Compliance Branch). We will work with them to create and maintain a list of all active construction sites in the City of Edmonton. The list should be easily produced and maintained from POSSE. The list will also track which sites the Technical Services Area has inspected and which sites have completed fire safety plans.

Responsible Party: Fire Marshal, Assistant Fire Marshals and Fire Prevention Technical Services Group

Planned Implementation: The list will be in place before 30 March 2009.

Is the Technical Services Area ensuring building project plans are reviewed based on priority?

The TSA does review building project plans based on priority. The priority is appropriately set by the Current Planning Branch staff.

Current Planning Branch staff is responsible for the review of building project plans. Fire Prevention is not required by the Alberta Building Code or the Alberta Fire Code to

perform building project plan reviews. The review performed by the TSA is pre-emptive and helps detect fire safety issues before the developer builds the building. This leads to cost savings for developers because they become aware of potential Alberta Fire Code violations before they complete the construction of their building and a FPO arrives to inspect it. This allows Fire Prevention to maintain a good relationship with developers because they are not going in after the developer completes construction and informing them to make changes. The review of building project plans by the TSA will not delay the Current Planning Branch from issuing a development or building permit.

Does the Technical Services Area charge for services they perform in accordance with City Bylaws?

The TSA does not charge for all the services they perform in accordance with City Bylaws.

Bylaw 13567 - The City of Edmonton Emergency Response Fees and Charges Bylaw requires for the TSA to charge for two types of services:

1. Inspections related to the installation or removal of flammable/combustible fuel tanks - \$68.00 per member per hour plus expenses
2. Plans examining and letter of compliance related to the installation or removal of flammable/combustible fuel tanks - \$169.00

The TSA charges for plans examinations and does not charge for tank site inspections. Fire Prevention received payment for all of the plans examinations they performed; however, the lost revenue from not charging and collecting for tank site inspections from January to July 2008 is approximately \$816.00, assuming each inspection took one hour.

Recommendation

13. We recommend that the Technical Services Area of Fire Prevention charge for services in accordance with Bylaw 13567 -The City of Edmonton Emergency Response Fees and Charges Bylaw.

Management Response and Action Plan

Accepted: A number of fees are collected by Fire Prevention for Services presently provided, such as File Searches, Site Inspections for Fireworks and Pyrotechnical Displays, False alarms and a number of permits. A similar process will be established to see that suitable fees are collected for services provided by the Technical Services Area.

Responsible Party: Fire Marshal, Assistant Fire Marshals and the Fire Prevention Technical Services Group.

Planned Implementation: The fee to be charged and the process for the collection of those fees will be developed identified and implemented before 30 June 2009.

Conclusion on the Technical Services Area

The TSA does not have a process in place to ensure all construction sites that require an inspection are identified, inspected, and have proper Fire Safety Plans. They also are not charging for all services in accordance with City Bylaws. We also determined that it is unrealistic for them to prioritize their reviews of building project plans as the Current Planning Branch staff are responsible for deciding which building project plans they would like the TSA staff to review.

5. Conclusion

Our audit covered five areas of Fire Prevention: efficient and effective completion of QMP inspections and other activities, effectiveness of information in POSSE, preparedness for future staff requirements, and the services of the Technical Services Area.

We have made 13 recommendations to help improve the operations of Fire Prevention. Management accepted all of these recommendations. See Appendix A for the complete list of recommendations and management responses.

The Office of the City Auditor thanks the management and staff of Fire Prevention for their cooperation and assistance during this audit.

Appendix A Recommendations and Management Responses

	Recommendation	Management Response and Action Plan
1	<p>We recommend that Fire Prevention ensure they are using performance measures that are relevant to their objectives and can show whether or not they have achieved their objectives.</p>	<p>Accepted: In addition to a number of existing performance measures we will adopt the practice of measuring property loss, fire fatalities, fire injuries and the number of fires against the population and/or the square footage of property in Edmonton. This practice will assist in demonstrating progress toward accomplishment of objectives on an ongoing basis.</p> <p>Responsible Party: Fire Marshal, Assistant Fire Marshals and POSSE Super User</p> <p>Planned Implementation: Data collection to begin 01 January 2009 and annual reports will be created from POSSE.</p>
2	<p>We recommend that before Fire Prevention develops new QMP inspection targets they:</p> <ul style="list-style-type: none"> • Track the amount of time they are spending on each type of inspection and their other activities. • Determine the level of service required for the different building occupancy types and which of their other activities they must perform in order to meet their overall objectives. 	<p>Accepted: A guideline for the maintenance of daily activity diaries (copy attached) has been developed and includes the recording of start and finish times for all QMP inspections and time spent on other work related activities. POSSE has been changed to require entry of minutes taken to conduct any QMP or Misc. / Partial inspections in any occupancy. Existing SOP 4A – 1.15, the Daily Activity Report SOP, will be amended to reflect the changes. Strategic Planning sessions are ongoing to identify service levels to be provided to the community by Fire Prevention and to ensure the objectives are achievable.</p> <p>Responsible Party: Fire Marshal, Assistant Fire Marshals, and POSSE Super Users</p> <p>Planned Implementation: The daily</p>

	Recommendation	Management Response and Action Plan
		<p>activity diary guideline will take effect 01 January 2009. The change to POSSE is effective immediately. New QMP inspection targets will be identified before the end of 2009.</p>
<p>3</p>	<p>We recommend that Fire Prevention prepare a new QMP that:</p> <ul style="list-style-type: none"> • Includes achievable targets given the amount of man hours available to complete QMP inspections and still achieve their overall objectives. • Is to the satisfaction of the Law Branch in reducing the City’s exposure to legal liability. 	<p>Accepted: Fire Prevention strongly supports the need to amend the existing QMP. The information gathered with regard to the time taken to conduct QMP inspections will be a factor used in the determination of Inspection frequency for the different occupancy classifications. Objectives will be based on existing funding and human resources as well as a number of risk related issues. The proposed QMP will be reviewed by the Law Department to ensure it does not expose the City to an unacceptable level of liability.</p> <p>Responsible Party: Fire Marshal, Assistant Fire Marshals</p> <p>Planned Implementation: The information gathering has been initiated. The development of the new QMP will begin in the second quarter of 2009. A draft will be completed in the third quarter for review by the Law Department and the proposed QMP will be completed before the end of 2009.</p>
<p>4</p>	<p>We recommend that Fire Prevention improve the inspection process to make it more efficient by:</p> <ul style="list-style-type: none"> • Eliminating technical issues experienced by FPOs to increase the number of FPOs using mobile laptops and tablet PCs. • Ensuring FPOs consult POSSE before they perform an inspection. • Formalizing the process for performing business license inspections and ensuring they have adequate information regarding the 	<p>Accepted: Computer speed and abilities vary greatly in different buildings used by FPOs. We are looking to identify preferred locations and make changes to technology where possible to enhance efficiency of the Data entry process. There are also remote areas in the city where FPOs lose their connection to the system when working wireless. We continue to make our concerns known to IT. Our interaction with the licensing agencies is ongoing and progress has been made to ensure required</p>

	Recommendation	Management Response and Action Plan
	<p>business before they conduct an inspection.</p>	<p>information is provided to enable prompt and efficient response to the License Inspection requests. FPOs will also be asked to ensure that whenever possible they are consulting the information in POSSE before conducting an inspection.</p> <p>Responsible Party: Fire Marshal, Assistant Fire Marshals, POSSE Super Users, and IT Services</p> <p>Planned Implementation: Ongoing</p>
<p>5</p>	<p>We recommend that Fire Prevention design and enforce a formal quality assurance process that ensures buildings they inspect are in compliance with the Alberta Fire Code.</p>	<p>Accepted: Fire Prevention has initiated an audit process for QMP Inspections. Supervising Captains are to Audit 10% of all QMP inspection and accompany FPOs on 5% of their QMP Inspections. This process will insure Inspections are conducted in a consistent, efficient and complete manner. POSSE is able to generate reports on all audit activities conducted by the supervising Captains and Acting Captains. A new inspection form for use by FPOs (Inspection Checklist) will be developed. A copy of the report will be left at each inspection.</p> <p>Responsible Party: Fire Marshal, Assistant Fire Marshals, and Captain FPOs. Sub Committee (Captain and 3 FPOs) to develop new form.</p> <p>Planned Implementation: The audit process has been developed and is in use. Monthly reports are generated from POSSE and reviewed by the Assistant Fire Marshals. The new form will be designed and implemented before 30 June 2009.</p>
<p>6</p>	<p>We recommend that Fire Prevention strengthen their existing controls so Chief Officers and Captains are reviewing the claims and the daily logs simultaneously.</p>	<p>Accepted: A newly drafted policy will be implemented 01 January 2009. All field staff will be required to list all work activities chronologically and include the total kilometres traveled each day.</p>

	Recommendation	Management Response and Action Plan
		<p>Captains will review and initial each FPOs Diary on a weekly basis. The Assistant Fire Marshals shall review and initial the Captains diaries weekly.</p> <p>Responsible Party: Fire Marshal, Assistant Fire Marshals, Captains and FPOs</p> <p>Planned Implementation: The guideline has been completed and the process will be implemented on 01 January 2009.</p>
7	<p>We recommend implementing new controls that focus on the efficient use of private vehicles, such as random comparisons of claim amounts to optimal routes.</p>	<p>Accepted: Efforts will be made to have work activities scheduled in a sequence which provides maximum efficiency and eliminates duplicate or excess travel. The practice of recording travel in the daily diary with the corresponding list of activities conducted, coupled with the Captains weekly review and initialing of the diaries will monitor the efficient use of private vehicles. The Assistant Fire Marshals will continue to review the monthly reports and will conduct random audits to ensure efficient use of private vehicles. These audits will include comparing the chronologically listed daily events of the FPOs and Captains to an optimal route produced by Google Maps or Mapquest.</p> <p>Responsible Party: Assistant Fire Marshals, Captains and FPOs</p> <p>Planned Implementation: The complete process will be implemented on 01 January 2009.</p>
8	<p>We recommend Fire Prevention develop written standards for entering information into POSSE and present them to the FPOs and Captains. They should develop the standards with input from the FPOs and Captains to ensure they understand them and</p>	<p>Accepted: Over time a number of guidelines have been developed and distributed as the POSSE program continually changed to meet the needs of Fire Prevention. All existing documentation will be gathered and assembled into a comprehensive</p>

	Recommendation	Management Response and Action Plan
	agree with them.	<p>document which will be circulated for feedback. A final draft will be distributed reflecting the feedback. The maintenance of the document will become the responsibility of the Fire Prevention POSSE Committee with the assistance of the in house Super User. The entry of data into Posse process will require a number of “forced responses” from the individual entering the information to ensure all required information is included. The screen cannot be closed until all required information is entered.</p> <p>Responsible Party: Fire Marshal, Assistant Fire Marshals, POSSE Super User, Captains, FPOs and the Fire Prevention POSSE Committee</p> <p>Planned Implementation: The POSSE Instruction Manual will be drafted, adopted and distributed by 30 June 2009. The Data Entry changes will be made and implemented before 31 March 2009.</p>
9	We recommend that Fire Prevention develop a formal system to track computer and POSSE-related issues, look for possible solutions to the issues, and communicate all outcomes back to staff.	<p>Accepted: The Fire Prevention POSSE Committee will be rejuvenated and meet as require to address concerns and issues as they are identified. The minutes from the Committee meetings will be distributed to all Fire Prevention staff.</p> <p>Responsible Party: Fire Marshal, Assistant Fire Marshals and Fire Prevention POSSE Committee.</p> <p>Planned Implementation: The Committee will be re-established in January of 2009 and will meet as required in order to address submitted issues and concerns.</p>
10	We recommend Fire Prevention enhance the control to ensure FPOs and Captains are entering all inspection and other activity	<p>Accepted: As Platoon Zone Inspection Books are completed they are recorded and forwarded to the Assistant Fire Marshals for review. The Assistant Fire</p>

	Recommendation	Management Response and Action Plan
	<p>information into POSSE accurately and completely. (This would require Chief Officers randomly checking a larger sample of completed inspections in POSSE and following up on any incorrect entries to prevent similar reoccurrences in the future).</p>	<p>Marshal shall check POSSE records for at least 5% of the QMP inspections. A process will be created in POSSE to generate a record of all records audited by the AFMs. The creation of “forced responses” will assist in ensuring all required information is entered in POSSE. The Assistant Fire Marshals will check and validate the accuracy of the entered data.</p> <p>Responsible Party: Fire Marshal and Assistant Fire Marshals.</p> <p>Planned Implementation: The process will be developed and implemented before 30 June 2009.</p>
<p>11</p>	<p>We recommend that Fire Prevention develop a process to regularly identify workforce needs and strategies to meet those needs.</p>	<p>Accepted: Records will be maintained identifying all staff members age, dates of retirement eligibility, and date of compulsory retirement (a similar document to the one created and forwarded to auditors). The current Collective Agreement reflects a seniority based promotional system and as such only the most senior qualified members are able to gain experience by acting in senior positions, i.e. - AFMs will act for the FM, Senior Captains for the AFMs and Senior FPOs for the Captains to become familiar with the duties they will be responsible for when promoted. Senior Captains will successfully complete the EFRS Captain Q Training Program and Senior FPOs will successfully complete the EFRS FFQ Training Program in order to qualify for acting and promotion. Mandated training to maintain Safety Codes Officer status will be provided to all staff as required. Fire Prevention acknowledges that consideration needs to be given to provide more junior Prevention members the training opportunities necessary to</p>

	Recommendation	Management Response and Action Plan
		<p>prepare them to successfully assume Prevention Officer roles and responsibilities earlier in their careers.</p> <p>Responsible Party: Fire Marshal and Assistant Fire Marshals.</p> <p>Planned Implementation: The records have been created and will be maintained. As indicated the Collective Agreement mandates promotional and acting eligibility. Recommended that Administration work with the Union through the Labour/Management process to address future training needs as identified (ongoing).</p>
<p>12</p>	<p>We recommend that Fire Prevention develop a process that ensures they are aware of all construction sites requiring an inspection and track which sites have completed Fire Safety Plans and which sites they have inspected to ensure they are in compliance with the Alberta Fire Code.</p>	<p>Accepted: Fire Prevention has a longstanding working relationship with Current Planning Branch (formally Development Compliance Branch). We will work with them to create and maintain a list of all active construction sites in the City of Edmonton. The list should be easily produced and maintained from POSSE. The list will also track which sites the Technical Services Area has inspected and which sites have completed fire safety plans.</p> <p>Responsible Party: Fire Marshal, Assistant Fire Marshals and Fire Prevention Technical Services Group</p> <p>Planned Implementation: The list will be in place before 30 March 2009.</p>
<p>13</p>	<p>We recommend that the Technical Services Area of Fire Prevention charge for services in accordance with Bylaw 13567 -The City of Edmonton Emergency Response Fees and Charges Bylaw.</p>	<p>Accepted: A number of fees are collected by Fire Prevention for Services presently provided, such as File Searches, Site Inspections for Fireworks and Pyrotechnical Displays, False alarms and a number of permits. A similar process will be established to see that suitable fees are collected for services provided by the Technical Services Area.</p>

	Recommendation	Management Response and Action Plan
		<p>Responsible Party: Fire Marshal, Assistant Fire Marshals and the Fire Prevention Technical Services Group.</p> <p>Planned Implementation: The fee to be charged and the process for the collection of those fees will be developed identified and implemented before 30 June 2009.</p>