AUDIT TEAM
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FIRE DEPARTMENT INFORMATION TECHNOLOGY SERVICE MANAGEMENT AUDIT

FEBRUARY 24, 2026

MAYOR AND CITY COUNCIL

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Bradley Carter	*Ward 1*
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The City of
OKLAHOMA CITY
Office of the City Auditor

Executive Summary

Audit Report 25-04

February 24, 2026

The Mayor and City Council:

The Office of the City Auditor has completed an audit of the efficiency and effectiveness of Fire Department Information Technology Service Management (ITSM) procedures for the period of July 1, 2024, through June 30, 2025.

Based on the results of our audit, we believe the Fire Department Information Technology (IT) section resolves a large volume of IT work tickets reasonably timely however, opportunities exist to increase productivity and efficiency.

Significant recommendations discussed in more detail in the attached report are summarized as follows:

- IT tickets should be classified within the ticketing system in accordance with ITSM best practices and policies ensuring complete and accurate ticket data should be developed. See Recommendations 1 and 2a.

- IT ticket response time, resolution time, and aging expectations should be established and performance in relation to those expectations measured/managed. See Recommendation 3.

- Ticketing system and IT asset management system integration should be considered to allow for access to relevant asset information when tickets are entered. See Recommendation 6.

- Adoption of City IT's TeamDynamix ticketing system available at no additional cost should be considered to most effectively and efficiently address the ITSM concerns included in this report. See Recommendation 8.

All comments, recommendations, suggestions and observations arising from our audit have been discussed in detail with appropriate representatives from management. These discussions were held to assure a complete understanding of the content and emphasis of items in this report. Responses to this report from management are attached.

Matt Weller
City Auditor

Jeremy Hicks
Audit Manager

FIRE DEPARTMENT
INFORMATION TECHNOLOGY SERVICE MANAGEMENT AUDIT

AUDIT OBJECTIVE, BACKGROUND, SCOPE, AND METHODOLOGY

The objective of this audit was to assess the efficiency and effectiveness of Fire Department Information Technology Service Management (ITSM) procedures for the period of July 1, 2024, through June 30, 2025[1].

The Fire Department has over 1,000 firefighters, 38 stations, 7 additional facilities, and organizational divisions including Administration, Operational Services, Fire Prevention, and Logistics. The Fire Information Technology (Fire IT) function is comprised of four full-time IT professionals in the Logistics Division. Fire IT's primary responsibility is resolution of end-user service requests and unplanned IT service disruptions. IT service issues are reported by end-users via an internally built ticketing system (Fire IT ticketing system). Fire IT also manages IT assets and develops and/or supports Fire Technology applications.

Fire IT-supported technology applications include an integrated Computer Aided Dispatch system; station alerting hardware and software; the Fire records management system; several different applications for tracking and managing apparatus, fleet, fuel usage, equipment, gear and related inventories, including IT asset inventories; and several applications used to manage various internal functions such as the Fire IT ticketing system.

Fire IT submits tickets to the City's Information Technology Department (City IT) for certain service requests and incidents. Tickets submitted to City IT during the audit period primarily involved the network or related infrastructure, enterprise-wide systems, 911 communications support, and information security. From September 2024 through June 2025, Fire IT processed 2,877 tickets and submitted 942 tickets to City IT.

Procedures performed during this audit included interviews of Fire and City IT staff and staff with comparable IT-related responsibilities in the Utilities, Airports, and Police departments; review of Fire IT and Fire-related City IT ticketing system data, Fire IT asset management procedures and inventory records, Fire IT project management processes, and Fire IT logical access privileges; and examination of relevant documents supporting Fire IT asset purchases on a sample basis.

We conducted this performance audit in accordance with generally accepted government auditing standards (GAGAS). GAGAS requires that we plan and perform the audit to obtain sufficient appropriate evidence to provide a reasonable basis for our audit findings and conclusions based on our audit objectives. We believe the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

[1] Information Technology Service Management (ITSM) is a term of art broadly used in the Information Technology (IT) environment to describe an entity's strategic approach to designing, delivering, managing, and improving IT services and includes IT service request and incident management, IT asset management, and IT project management.

The following section of the report includes recommendations intended to provide constructive suggestions for improving the efficiency and effectiveness of Fire Department ITSM procedures. Each recommendation included in this report is immediately followed by a *management response*. Management responses are attached to this report in their entirety.

RESULTS OF WORK PERFORMED

Fire IT is resolving a large volume of tickets with reasonable timeliness however opportunities exist to become more productive and efficient by improving the quality and completeness of data captured in the ticketing system, formally measuring the timeliness of performance, and integrating the ticketing system with the IT asset inventory management system.

Fire IT Service Request and Incident Management

Comment 1

Service requests and incidents are not separately classified and incidents with the same root cause are not classified as problems in Fire IT's ticketing system, an ITSM best practice[2]. The Fire IT ticketing system includes multiple useful informational fields however no fields are used to distinguish service requests from incidents or identify incidents with the same root cause as problems.

Incidents are inherently a higher priority than service requests because incidents are unplanned service disruptions potentially affecting multiple end-users. Service requests are more commonly planned requests for access or information from a single end user. Resolving problems or multiple incidents with the same root cause are also higher priority than service requests since resolution may reduce future unplanned service disruptions.

Fire IT tickets may not be prioritized to maximize the effectiveness and efficiency of resolution efforts if not classified in accordance with ITSM best practices.

Recommendation 1

Fire IT should separately classify service requests and incident tickets and classify incidents with the same root cause as problems in the ticketing system. Also see Comment/Recommendation 8.

[2] This ITSM best practice for administering IT service desk ticketing systems is included in the Information Technology Infrastructure Library (ITIL), the most widely used framework for ITSM best practices. ITIL includes specific classification definitions for IT service requests, incidents, and problems. Service requests are defined as end-user requests for standard changes or access to an IT service, while incidents are defined as unplanned interruptions or reductions to the quality of IT services. Problems are defined as incidents with the same root cause.

Fire Department Response 1

Fire IT agrees with the recommendation. By ***April 1, 2026****, Fire IT will implement standardized ticket classifications to clearly distinguish service requests, incidents, problems (incidents with a common root cause), and projects. Ticket intake fields will be updated to capture root cause categories, including hardware, network, access, security, and new equipment requests.*

Classification standards and definitions will be documented, reviewed with Fire IT staff, and published on the Fire SharePoint Online (SPO) for department-wide awareness. This approach will enhance prioritization, facilitate root-cause analysis, and ensure consistent service delivery aligned with ITSM best practices.

Comment 2

Fire IT ticketing system data is not accurate and complete. Ticket data is not consistently and accurately captured in all data fields, tickets are not created for all work performed, and tickets are automatically created for general email communications not containing requested services.

Several fields, most notably the "Issue" field for 16% of the tickets, contained only the phrase "Email Generated" rather than valid intended data because of a design weakness in the ticketing system. Fire IT staff report tickets are occasionally not entered for work completed and difficulty, after-hour indicator, and off-site drive indicator fields are frequently left at default values because of limited staff time for entering or proofing data. Additionally, 435 tickets created from email communications to the group email account used for emailed IT ticket submissions required Fire IT review to determine the communications were not IT tickets.

Unrecorded tickets and missing or incorrect data reduce the usefulness of the data for analysis while reviewing unnecessary tickets for legitimacy is an inefficient use of limited staff time. Management decision making may not be fully informed if based on analysis of inaccurate and incomplete data.

Recommendation 2a

Fire should develop documented policies and procedures ensuring tickets are entered for all IT work into the Fire IT ticketing system and entered ticket data is periodically reviewed for accuracy and completeness.

Fire Department Response 2a

Fire IT agrees with the recommendation. By ***March 1, 2026,*** *Fire IT will formally document policies and procedures, requiring that tickets be created for all IT work performed, including work addressed through real-time or dynamic intake.*

A routine ticket review and audit process will be implemented to ensure accuracy and

completeness of required data fields, including work performed, after-hours activity, off-site drive tracking, and resolution details. Supervisory review will be incorporated to reinforce accountability and data quality.

Recommendation 2b

Fire IT should resolve the ticketing system design weakness resulting in population of certain data fields with "Email Generated" for email- generated tickets instead of valid data. Consideration should also be given to creating a separate email account strictly for emailed IT ticket submissions. Also see Comment/Recommendation 8.

Fire Department Response 2b

*Fire IT agrees with the recommendation. By **March 1, 2026**, Fire IT will correct the ticketing system design behavior that results in "Email Generated" populating required fields. Ticket intake processes will be revised to ensure all email-generated tickets contain accurate requester, issue, and resolution information.*

Fire IT will implement a dedicated IT ticket submission email address and an automated response advising users that service requests must be formally submitted through the ticketing system for action to be taken. Fire IT staff will be trained and required to ensure all tickets reflect accurate and complete information.

Comment 3

Fire IT has not established and does not measure or manage any ITSM performance metrics. Though ticket entry and resolution dates and times are tracked in Fire IT's ticketing system, this information is not used to measure performance against established performance expectations. Fire IT staff report limited functionality developed within the Fire IT ticketing system to easily calculate such metrics and limited available staff time to develop such functionality.

Key performance metrics that would help optimize ITSM delivery if established, measured and managed separately for service requests and incidents (See Recommendation 1) include:

- Response time or the number of minutes/hours/days between initial ticket receipt and when work on the ticket is initiated.
- Resolution time or the number of minutes/hours/days between initial ticket receipt and successful resolution of the ticket.
- Ticket age or the number of tickets remaining unresolved for more than an established number of days.

Continual improvement of Fire ITSM will likely not be possible without establishing performance expectations and measurement/management of related performance metrics.

Recommendation 3

Fire IT should at minimum establish response time, resolution time, and ticket age performance expectations and measure/manage performance metrics in relation to those expectations. Also see Comment/Recommendation 8.

Fire Department Response 3

*Fire IT agrees with the recommendation. By **February 16, 2026**, Fire IT will establish and publish performance expectations for response time, resolution time, and ticket aging based on ticket priority and type. These metrics will align with the City's "Leading for Results" performance standards where applicable.*

Fire IT will produce and review monthly performance reports, including metrics related to ticket types, root causes, off-site work, after-hours activity, email-generated tickets, and ticket volume by District, Station, and Shift. Performance data will be used to guide workload management and continuous service improvement.

Comment 4

Fire IT Active Directory permissions are not consistent with IT staff in other City departments, however, the related impact on efficiency is not currently quantifiable. Fire IT does not have permissions to add, move, or remove user accounts directly in Active Directory like IT staff in Police, Utilities, and Airports[3]. Fire IT staff reports this restriction significantly impacts operational efficiency, however, there is no complete, accurate, and quantifiable ticket data to support this claim.

City IT is encouraging Fire IT to instead use the available IT Support Utility (ITSU) to make Active Directory changes and reports having a project planned to assess and remove unneeded Active Directory access across all City departments not having a valid business case for such access[4]. Fire IT staff report frequent ITSU downtime and lack of user-friendly functionality as efficiency issues experienced during ITSU use. City IT is also reportedly planning a project to improve the ITSU functionality and ease of use. City IT has not established a definitive timeline for completion of these projects.

Documented formal communication between Fire and City IT on this issue, including the Fire IT operational efficiency impact, were not available. The risk of Fire IT operational inefficiency or ineffectiveness is increased without clear and complete communication of operational needs with City IT.

[3] Microsoft Active Directory provides authentication, authorization, and management of users and resources within an IT network.
[4] The IT Support Utility is software built by City IT that departments can use to make Active Directory account changes providing tailored logging of activity such that activities affecting the Active Directory can be better monitored for security purposes.

Recommendation 4

Fire should make a formal written request to City IT for Active Directory permissions equivalent to other City departments with internal IT staff until City IT completion of the related planned projects. Fire IT should also develop complete, accurate, and quantifiable ticket data to use in justifying the business need for direct Active Directory access as part of City IT's planned project, including implementation of Recommendations 1 through 3 above.

Fire Department Response 4

Fire IT agrees with the recommendation and notes that it has obtained administrative access to Active Directory and Entra to perform routine user and access management functions, improving operational efficiency.

As City IT transitions toward increased use of the IT Support Utility (ITSU), Fire IT will collaborate with City IT to manage group-based access using designated Fire Department designees. Fire IT will maintain and publish a database of migrated groups and assigned designees on the Fire SPO and will continue to document efficiencies using improved ticket data and performance metrics. This should be completed by ***April 1, 2026.***

Comment 5

Fire IT does not monitor supported devices disconnected from the network for long periods to avoid the need to restore network access after the devices are disabled by City IT. Fire IT-supported devices not connected to the network within the last 60 days are disabled by City IT, requiring Fire IT to work with City IT to restore network access for those devices.

Fire IT staff report restoring device network access as a time-consuming activity, however, a method for proactively identifying devices not connecting to the network within the last 60 days and connecting those devices has not been developed. The number of Fire IT-supported devices connected to the network at any given time is estimated to exceed 750.

Devoting staff time to unnecessary, time-consuming efforts increases the risk of higher priority work going unaddressed and/or operational ineffectiveness.

Recommendation 5

Fire IT should develop a method for proactively identifying devices approaching 60 days of network disconnection and a process for connecting those devices to the network before disablement from the network by City IT. Also see Comment/Recommendation 8.

Fire Department Response 5

Fire IT agrees with the recommendation. ***By March 1, 2026,*** *Fire IT will implement a proactive monitoring and reporting process to identify devices approaching the 60-day network inactivity threshold.*

Inactive equipment will be evaluated and documented, with findings forwarded to Division leadership. Seldom-used or special-deployment equipment will be maintained by Fire IT to ensure connectivity, updates, and readiness.

Comment 6

Fire IT's ticketing system does not include integrated access to relevant asset data that could increase ITSM efficiency and effectiveness. Though the ticketing system includes a field for entry of computer names, computer names are not consistently entered for tickets appearing to relate to specific IT assets. Additionally, relevant asset information is not included on tickets automatically since such information is maintained in a separate asset management system not connected to the ticketing system.

Integrated ticketing system access to relevant asset data potentially increases ITSM efficiency and effectiveness through:

- Reducing Fire IT staff time spent obtaining relevant asset information before resolving issues resulting in quicker resolution of service requests and incidents.
- Providing access to asset history, including similar or identical past issues or other issues encountered with the asset over time.
- Providing access to patterns of issues encountered across assets for identification of issue root causes relating to specific devices, software, or configurations.

Fire's IT asset management system included 940 assets during the audit. Fire ITSM may not be adequately informed by relevant asset data without integrated ticketing system access to relevant asset data from the asset management system.

Recommendation 6

Fire IT should consider integrating the ticketing system with the asset management system such that relevant asset information can be accessed when a ticket is entered. Implementation of a ticketing system with an integrated IT asset inventory system would be the most efficient and effective means of addressing this recommendation. Also see Comment/Recommendation 8.

Fire Department Response 6

Fire IT agrees with the recommendation. By ***March 1-15, 2026,*** *Fire IT will require asset identification for asset-related tickets, strengthening the linkage between maintenance*

activities and specific assets to improve trend analysis and troubleshooting efficiency. Fire IT will evaluate practical integration options between the ticketing and asset management systems, including potential migration to a platform with native integration capabilities.

Comment 7

Fire IT does not have an online centralized repository of information, commonly known as a knowledge base, for end-users to use in resolving less complex but common IT issues. End-users without the necessary knowledge to self-resolve common but less complex IT issues must submit a ticket and wait for Fire IT to resolve those issues.

Of 2,740 tickets received by Fire IT between September 2024 and June 2025, 529 or nearly 20% were resolved in 15 minutes or less, suggesting approximately 20% of Fire IT's ticket workload could potentially be self-resolved by end-users. End-user self-resolution of less complex issues through use of a created knowledge base could allow Fire IT to focus staffing resources on more complex, higher priority work.

The risk of operational ineffectiveness is increased when staffing resources are not utilized as efficiently as possible.

Recommendation 7

Fire IT should consider developing a knowledge base containing common, less complex issues that could reasonably be addressed through user self-service without submission of an IT ticket. Also see Comment/Recommendation 8.

Fire Department Response 7

*Fire IT agrees with the recommendation. By **March 31, 2026**, Fire IT will develop and publish a centralized self-service knowledge base on the Fire SPO addressing common, low-complexity IT issues. Frequently encountered issues will be identified, and user-friendly guidance will be created and maintained as procedures are developed. Implementation will be phased based on workload and project priorities.*

Comment 8

Fire IT maintains and uses an internally built ticketing system instead of an instance of City IT's TeamDynamix (TDX) ticketing system available for Fire IT at no additional cost[5]. TDX is an industry leading IT service management platform designed to enhance the efficiency of all ITSM aspects including service request and incident management and asset management. Fire IT adoption of the TDX ticketing system would be the most effective and efficient means of addressing the following ITSM concerns included in this report:

[5] A TeamDynamix instance is a private cloud instance that would allow Fire IT to manage their IT services and assets without sharing databases with City IT.

- Separate service request and incident ticket classifications, and a problem classification, aligning with ITIL best practices (See Recommendation 1).
- Elimination of inaccurate ticket data captured for tickets submitted via email and tickets created for general email communications (See Recommendation 2b).
- Programmable measurement of response times, resolution times and ticket aging against established performance expectations (See Recommendation 3).
- Reporting to proactively identify devices approaching 60 days of network disconnection and removal through TDX's integration with Microsoft Intune[6] (See Recommendation 5).
- Integrated IT ticketing and asset inventories allowing relevant asset information to be accessed upon ticket entry (See Recommendation 6).
- A prebuilt structure for development of a knowledge base users can access to self-resolve less complex but common issues without submitting an IT ticket (See Recommendation 7).
- Automated rather than physical verification of network connected IT assets through TDX's integration with Microsoft Intune (See Recommendation 9a).

Though adopting TDX would require an investment of time by Fire IT for initial set up, time spent maintaining the internally built ticketing system would be eliminated. Fire ITSM efficiency and effectiveness may not be fully optimized without the use of the best tools available for managing those services.

Recommendation 8

Fire should consider adopting the specific Fire IT instance of TDX for ticketing and IT asset management currently available from City IT.

Fire Department Response 8

Fire IT agrees with the recommendation. Beginning ***February 1, 2026, through March 31, 2026****. Fire IT will collaborate with City IT to re-evaluate the current version of TeamDynamix (TDX) to determine whether it meets the operational needs of the Fire Department. The evaluation will focus on ticket classification, ticket aging, performance reporting, asset tracking and history, network connectivity monitoring, and knowledge base functionality.*

IT Asset Management

Comment 9

IT asset management practices do not currently ensure related inventories are complete and safeguarded, or related asset dispositions are efficient. The following weaknesses in IT asset inventory management practices were noted during the audit:

[6] Microsoft Intune is software used by City IT to manage and secure devices connected to the City's network.

- Complete physical verifications of IT assets are not performed at least annually.
- 37 of 198 purchased IT assets reviewed were not entered into inventory upon receipt and periodic managerial reviews ensuring entry upon receipt are not conducted.
- Purchased assets are stored in unsecured hallways and open areas in the building until deployment.
- Limited staff time may be unnecessarily spent destroying hard drives and removing spare parts from decommissioned assets.

The risk of lost or stolen assets going undetected is increased without processes ensuring complete and safeguarded asset inventories. Additionally, the risk of operational ineffectiveness is increased when staffing resources are not used as efficiently as possible.

Recommendation 9a

Fire should develop and carry out documented policies and procedures for managing Fire IT asset inventories requiring at a minimum:

- Physical verification of all IT assets at least annually,
- Entry of newly purchased IT assets into inventory upon receipt confirmed through periodic managerial review, and
- Secure storage of IT assets until deployment.

Fire Department Response 9a

*Fire IT agrees with the recommendation. By **April 1, 2026**, Fire IT will implement documented asset management procedures requiring annual physical inventory verification, entry of assets into inventory upon receipt prior to deployment, and secure storage of assets until deployment. Inventory audits will be conducted annually, with results reported to Fire leadership and incorporated into City IT asset reviews.*

Recommendation 9b

Fire should also consider utilizing an outside vendor specializing in decommissioning end-of-life IT assets, including asset pick up and hard drive sanitization or destruction with accompanying certification and listing of the disposed assets.

Fire Department Response 9b

*Fire IT agrees with the recommendation. By **February 28, 2026**, Fire IT will implement the use of qualified vendors for end-of-life asset disposition, including secure pickup, certified hard drive sanitization or destruction, and documentation of disposed assets.*

IT Project Management

Comment 10

A formalized process for tracking Fire IT project details and decisions such as whether software should be built or bought is not documented and followed. Most projects are currently tracked in a listing of general project descriptions with no details relating to project objectives, scope, priority, build/buy decisions, status, or deadlines. Some projects are tracked in the ticketing system instead. The project listing provided by Fire IT during the audit included 21 active projects.

Formalized processes for tracking IT project details ensure all information necessary for project management is available. IT projects may not meet strategic objectives, may not be prioritized appropriately or may not be completed in a timely manner without a formalized process for tracking project details.

Recommendation 10

Fire should develop a written, formalized process for tracking Fire IT project details and should consider tracking these details in the application currently used for tracking new construction and remodel projects. This process should at least require documentation of the following for each Fire IT project:

- Project Manager, assigned staff, and key stakeholders.
- Project objectives, core requirements, core requirement changes and related approvals.
- When applicable, justification for software build or buy decisions.
- Project ranking or priority.
- Project status and/or percent complete.
- Project deadline and project completion date.

Fire Department Response 10

*Fire IT agrees with the recommendation. By **May 1, 2026**, Fire IT will develop and implement a formal, documented process for tracking IT projects, including project ownership, objectives, scope, priorities, build-versus-buy decisions, status, and timelines. A centralized platform will be used to manage project information, and project status will be routinely reviewed to ensure alignment with organizational priorities and strategic objectives.*

ATTACHMENT A

MANAGEMENT RESPONSES

RECEIVED
By Office of the City Auditor at 1:41 pm, Feb 13, 2026

MEMORANDUM

The City of
OKLAHOMA CITY
Fire Department

TO: **Matt Weller, City Auditor**

THROUGH: **Craig Freeman, City Manager** CF

FROM: **Richard Kelley, Fire Chief** RK

DATE: **February 9, 2026**

SUBJECT: **Fire Department, Fire IT**

The following are management's responses to the recommendations outlined in the recent Fire IT audit.

Fire Department Response 1

Fire IT agrees with the recommendation. By **April 1, 2026**, Fire IT will implement standardized ticket classifications to clearly distinguish service requests, incidents, problems (incidents with a common root cause), and projects. Ticket intake fields will be updated to capture root cause categories, including hardware, network, access, security, and new equipment requests.

Classification standards and definitions will be documented, reviewed with Fire IT staff, and published on the Fire SharePoint Online (SPO) for department-wide awareness. This approach will enhance prioritization, facilitate root-cause analysis, and ensure consistent service delivery aligned with ITSM best practices.

Fire Department Response 2a

Fire IT agrees with the recommendation. By **March 1, 2026,** Fire IT will formally document policies and procedures, requiring that tickets be created for all IT work performed, including work addressed through real-time or dynamic intake.

A routine ticket review and audit process will be implemented to ensure accuracy and completeness of required data fields, including work performed, after-hours activity, off-site

drive tracking, and resolution details. Supervisory review will be incorporated to reinforce accountability and data quality.

Fire Department Response 2b

Fire IT agrees with the recommendation. By **March 1, 2026**, Fire IT will correct the ticketing system design behavior that results in "Email Generated" populating required fields. Ticket intake processes will be revised to ensure all email-generated tickets contain accurate requester, issue, and resolution information.

Fire IT will implement a dedicated IT ticket submission email address and an automated response advising users that service requests must be formally submitted through the ticketing system for action to be taken. Fire IT staff will be trained and required to ensure all tickets reflect accurate and complete information.

Fire Department Response 3

Fire IT agrees with the recommendation. By **February 16, 2026**, Fire IT will establish and publish performance expectations for response time, resolution time, and ticket aging based on ticket priority and type. These metrics will align with the City's "Leading for Results" performance standards where applicable.

Fire IT will produce and review monthly performance reports, including metrics related to ticket types, root causes, off-site work, after-hours activity, email-generated tickets, and ticket volume by District, Station, and Shift. Performance data will be used to guide workload management and continuous service improvement.

Fire Department Response 4

Fire IT agrees with the recommendation and notes that it has obtained administrative access to Active Directory and Entra to perform routine user and access management functions, improving operational efficiency.

As City IT transitions toward increased use of the IT Support Utility (ITSU), Fire IT will collaborate with City IT to manage group-based access using designated Fire Department designees. Fire IT will maintain and publish a database of migrated groups and assigned designees on the Fire SPO and will continue to document efficiencies using improved ticket data and performance metrics. This should be completed by **April 1, 2026.**

Fire Department Response 5

Fire IT agrees with the recommendation. **By March 1, 2026,** Fire IT will implement a proactive monitoring and reporting process to identify devices approaching the 60-day network inactivity threshold.

Inactive equipment will be evaluated and documented, with findings forwarded to Division

leadership. Seldom-used or special-deployment equipment will be maintained by Fire IT to ensure connectivity, updates, and readiness.

Fire Department Response 6

Fire IT agrees with the recommendation. By **March 1-15, 2026,** Fire IT will require asset identification for asset-related tickets, strengthening the linkage between maintenance activities and specific assets to improve trend analysis and troubleshooting efficiency. Fire IT will evaluate practical integration options between the ticketing and asset management systems, including potential migration to a platform with native integration capabilities.

Fire Department Response 7

Fire IT agrees with the recommendation. By **March 31, 2026,** Fire IT will develop and publish a centralized self-service knowledge base on the Fire SPO addressing common, low-complexity IT issues. Frequently encountered issues will be identified, and user-friendly guidance will be created and maintained as procedures are developed. Implementation will be phased based on workload and project priorities.

Fire Department Response 8

Fire IT agrees with the recommendation. Beginning **February 1, 2026, through March 31, 2026**. Fire IT will collaborate with City IT to re-evaluate the current version of TeamDynamix (TDX) to determine whether it meets the operational needs of the Fire Department. The evaluation will focus on ticket classification, ticket aging, performance reporting, asset tracking and history, network connectivity monitoring, and knowledge base functionality.

Fire Department Response 9a

Fire IT agrees with the recommendation. By **April 1, 2026**, Fire IT will implement documented asset management procedures requiring annual physical inventory verification, entry of assets into inventory upon receipt prior to deployment, and secure storage of assets until deployment. Inventory audits will be conducted annually, with results reported to Fire leadership and incorporated into City IT asset reviews.

Fire Department Response 9b

Fire IT agrees with the recommendation. By **February 28, 2026**, Fire IT will implement the use of qualified vendors for end-of-life asset disposition, including secure pickup, certified hard drive sanitization or destruction, and documentation of disposed assets.

Fire Department Response 10

Fire IT agrees with the recommendation. By **May 1, 2026**, Fire IT will develop and implement a formal, documented process for tracking IT projects, including project ownership, objectives,

scope, priorities, build-versus-buy decisions, status, and timelines. A centralized platform will be used to manage project information, and project status will be routinely reviewed to ensure alignment with organizational priorities and strategic objectives.