

Fleet and Equipment Asset Management Plan



Version No. 1

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1. Executive Summary

1.1. Purpose

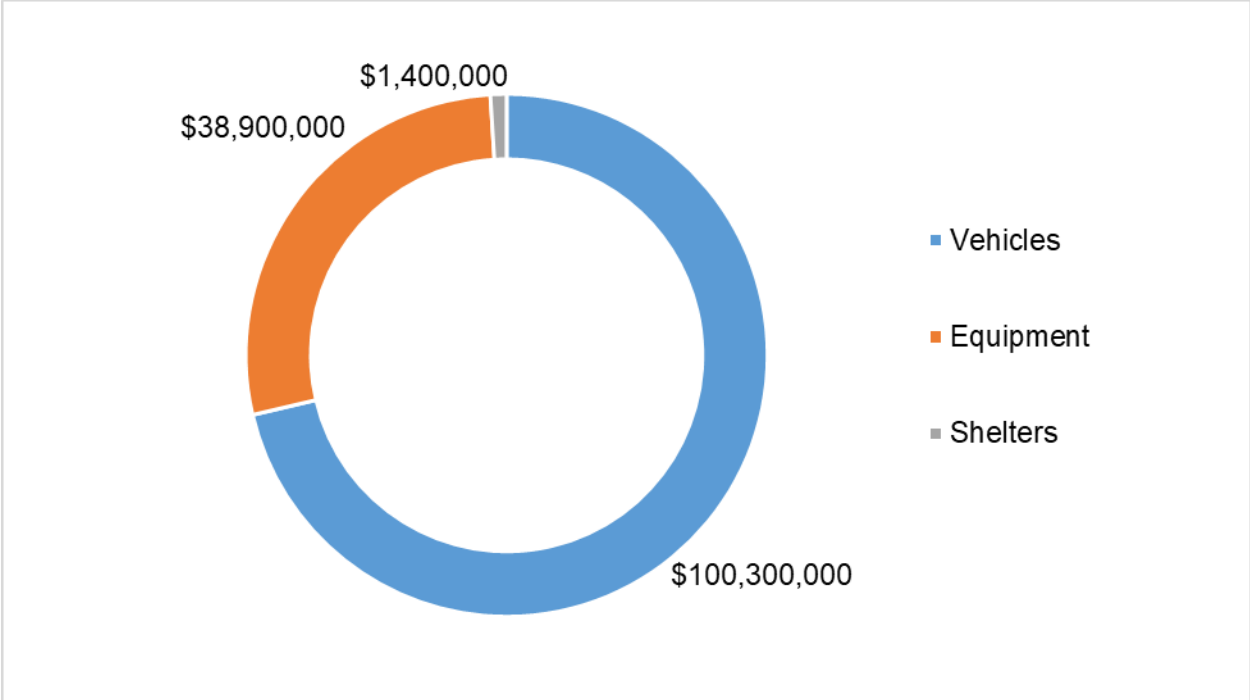
Asset management is the systematic and coordinated activities and practices of an organization to optimally and sustainably deliver on its service objectives through cost-effective lifecycle management of assets.

This asset management plan details information about fleet and equipment infrastructure assets including the actions required to provide the existing level of service in a cost effective manner while outlining the associated risks of asset ownership. The plan defines the existing services provided, how the services are provided and what funds are required to maintain the services over a 20-year planning period.

1.2. State of the Infrastructure

The scope of the plan encompasses the fleet and equipment owned and operated by the City of Greater Sudbury. The replacement value of fleet and equipment assets that are included in the plan are summarized in Figure E1.

Figure E1: Replacement Value Distribution of Fleet and Equipment Assets



The fleet and equipment assets have a replacement value of \$140,600,000.

The data analyzed to develop the plan is integrated from a work order management system, the City’s Tangible Capital Asset Database and data spreadsheets. The details behind the development of condition and inspection frameworks are attached in Appendix A. Figure E2 outlines the replacement value and condition of the fleet and equipment inventory.

Figure E2: Condition and Valuation of the Fleet and Equipment Inventory in Millions



1.3. Level of Service

A service level is a direction or requirement for a particular service area against which performance may be measured. For assets, technical data like performance specifications inform service levels.

Service levels have been defined within 3 the categories below.

- **Community:** Qualitative descriptions that define the community, stakeholder and individual expectations.
- **Strategic:** Qualitative and Quantitative measures that describe what is being provided to the community. Examples of how this can be defined can include reliability, legislative compliance, quantity, quality and safety.
- **Asset (Technical):** An asset level of service is a quantitative measure that defines the performance expectations for a given asset in order to produce the desired levels of service. These services are measures and can include asset conditions, responsiveness, expenditure, and asset value.

1.4. Asset Management Strategy

The lifecycle intervention strategies for fleet and equipment discussed within this report include best practice activities. Best practices for the management of fleet and equipment assets are

applied with intervention decisions to strive for the lowest lifecycle cost. These best practices include:

- The fleet and equipment inspection program protocols discussed in Section 3.4 Asset Useful Life;
- Document issues identified from asset users;
- Adhere to the manufacturer's scheduled maintenance;
- Retain certified asset users when applicable and provide additional training to address proper use and maintenance for each asset;
- Monitor the condition of assets annually.

1.5. Failure Prediction and Risk Management

A risk framework was developed and each individual asset is assigned a risk score based on a calculated probability and consequence of failure.

The probability of failure is an estimate of the likelihood of an asset is to not meeting its service expectations. The consequence of failure is an estimate of the effect on outcomes if an asset actually fails.

1.6. Long-Term Need

Table E1 details the 20-year average annual reinvestment requirement (AAR_{20}) by asset class. The AAR_{20} represents the estimated annual amount of capital the City requires to reinvest in the fleet and equipment inventory. Investment was analyzed on a 20 year period to capture the theoretical useful life of fleet and equipment. The 20-year annual average reinvestment requirement for all fleet and equipment assets is \$12M.

Table E1: 20-Year Average Annual Reinvestment Requirement	
Asset Class	AAR₂₀
Heavy Duty Vehicles	1,920,000
Medium Duty Vehicles	680,000
Light Duty Vehicles	520,000
M&E General	1,110,000
M&E Heavy	350,000
M&E MTs and Light Diesel	530,000
Paramedic Vehicles	900,000
Paramedic Equipment	500,000
Fire Vehicles	1,260,000
Fire Equipment	380,000
Transit	3,580,000
Parks and Recreation	300,000
AAR₂₀ =	12,000,000

1.7. Future Demand

The City’s fleet and equipment is monitored for future demand requirements. The most significant future demand driver for fleet and equipment is population health, growth and aging population. The City has implemented preventative measures in anticipation of the demand drivers.

1.8. Climate Change

In September 2020, Council approved the Community Energy Emissions Plan (CEEP) that is the long-term plan to reduce carbon emissions and pollution in Greater Sudbury. The CEEP is a response the City of Greater Sudbury Council’s Climate Emergency declaration in May 2019. The CEEP outlines 18 goals that need to be met to attain the City’s target of becoming a net-zero GHG emission community by 2050. For further information with respect to the Community Energy Emissions Plan, please visit: <https://www.greatersudbury.ca/live/environment-and-sustainability1/net-zero-2050/>.

The City is beginning to monitor the effects of climate change on its infrastructure assets. Global Climate Models for the Greater Sudbury geographic area are reviewed and discussed.

1.9. Next Steps

Table E2 identifies the next steps that emerged during the development of the asset management plan.

Table E2: Next Steps		
Section	Category	Action Item
State of the Infrastructure	Inventory	<ul style="list-style-type: none"> • Monitor and refine the Parks Services asset inventory to reduce the quantity of data assumptions • Implement a digital solution to track, monitor and analyze fleet and equipment data • Expand the use of the current asset identification standard that will encompass all fleet and equipment
Level of Service	Asset Level of Service	<ul style="list-style-type: none"> • Develop target service levels for Council review
Asset Management Strategy	Lifecycle Management Plan	<ul style="list-style-type: none"> • Review and refine strategies as necessary
Failure Prediction Risk Management	Risk Assessment and Exposure	<ul style="list-style-type: none"> • Monitor and refine the deterioration model for fleet and equipment assets as necessary
Long-Term Needs	Funding Sources	<ul style="list-style-type: none"> • Develop a sustainability strategy to achieve target levels of service for Council review, discussion and approval. • Determine funding source for infrastructure need.

2. Introduction

The City of Greater Sudbury is responsible for managing a fleet of 570 vehicles and 4738 pieces of equipment. Fleet Services purchases, manages and maintains vehicles, equipment and fuel. In addition to performing repair and maintenance to City owned vehicles, the City's Fleet facility is licensed to conduct repairs, maintenance and inspections on Ambulances from neighbouring municipalities to assist in the delivery of emergency services.

Ultimately Fleet Services supports service delivery for all departments across the City. For example:

- Transportation of community members with Greater Sudbury Transit;
- Transportation of City employees that provide municipal services;
- Achieving winter maintenance standards for municipal roads;
- Achieving response time standards for Emergency Services;
- Maintaining Fleet in a suitable operating condition;
- Vehicle specification development and procurement;
- Fuel and oil supply and management including fill station oversight;
- Hazardous material handling and disposal;
- Parts procurement and inventory control.

The City owned fleet is managed across four areas: Corporate Fleet (Roads and Transportation, Engineering, Water/Wastewater, Environmental, Leisure and Parks, Cemetery, Buildings Controls and Facilities, By-Law, Long-Term Care and Housing Operations), Transit, Fire and Paramedic Services.

The corporate fleet consists of 75 heavy duty vehicles, 136 medium duty vehicles, 181 light duty vehicles and 614 pieces of fleet related equipment. A wide variety of services are delivered by the corporate fleet including: snow removal, waste disposal, excavation, arena ice resurfacing, cemetery maintenance and internments, and supporting operating departments for example social housing.

The City's Parks and Arena Services manage a parks and recreation fleet of 533 pieces of off-road equipment to perform various levels of maintenance for arenas, over 300 outdoor and indoor sport playing surfaces, 1,400 hectares of parkland and 177 km of trails. Outdoor sports playing surfaces include playgrounds, soccer and baseball fields, basketball courts, tennis and pickleball courts, skating paths and outdoor rinks, ski hills, BMX and skate parks and splash pads.

The City of Greater Sudbury Paramedic Services is responsible for safely and efficiently delivering emergency medical and paramedic care to the community. The service is provided through land ambulance and emergency response.

The City owned assets that are managed by Paramedic Services include but are not limited to: ambulances, paramedic response units (PRUs), command units, special response units and various machinery and equipment such as off-road vehicles, trailers, stretchers, defibrillators, etc.

Emergency Medical Services are provided to the municipal geographic area of 3,625 km²; the largest municipality in Ontario by land area. The scope of the City’s Paramedics offers service to a population of 161,531 community members.

Extensive service requirements have a significant impact on paramedic assets. For example, the paramedic weighted vehicle in-service hours per 1,000 population is 596 hours per 1,000k. This is the second largest value from the 2019 Data Call of participating municipalities that reported to Municipal Benchmarking Network Canada (MBNCan).

The Ontario Ministry of Health and Long-Term Care (MOHLTC) requires the City’s Paramedic Services to develop response time performance plans as described in the *O.Reg. 257/00: General under the Ambulance Act, R. S. O. 1990*. In response, the City of Greater Sudbury Paramedic Services has developed the System Status Plan which outlines the City Council approved global response time targets that are included in Table 1.

Table 1: Paramedic Services Global Response Time Targets		
Level of Acuity	Time	Percentile %
Sudden Cardiac Arrest	6 minutes (set by MOHLTC)	70%
CTAS* 1 (Resuscitation)	8 minutes (set by MOHLTC)	80%
CTAS 2 (Emergent)	10 minutes	85%
CTAS 3 (Urgent)	15 minutes	85%
CTAS 4 (Less Urgent)	15 minutes	85%
CTAS 5 (Non-Urgent)	15 minutes	85%

*CTAS is the Canadian Triage and Acuity Scale that has been developed to define a patient’s need for care.

To consistently achieve the global response time targets paramedic infrastructure assets must be in a state-of-good-repair (SoGR) to support the efforts of Paramedic Services staff. SoGR is the condition that an asset is able to operate at a full level of performance. Other staff operational performance measures that support the global response time targets are available in the following Table 2.

Table 2: Paramedic Services Supporting Performance Measures		
Measure	Type	Target
Paramedic Mobilization Times	Emergency Calls	Two Minutes (00:02:00)
	Non-Urgent Calls	Five Minutes (00:05:00)
Paramedic Return to Readiness Times	Advance Life Support (ALS) Calls	Thirty Minutes (00:30:00)
	Basic Life Support (BLS) Calls	Twenty Minutes (00:20:00)

The City of Greater Sudbury Fire Services provides fire protection services and is responsible for public education with respect to fire safety and prevention.

Similar to Paramedics, Fire Services are provided to the municipal geographic area of 3,625 km²; the largest municipality in Ontario by land area.

The City owned assets that are managed by Fire include but are not limited to: Fire Trucks, support vehicles and various equipment such as auto-extrication, bunker gear, SCBA breathing apparatus, HAZMAT tent and trailer, boats, hoses, gas detectors, etc.

The City of Greater Sudbury Transit Services (GOVA) is responsible for safely and efficiently delivering public transportation to the community.

The GOVA fleet consists of 59 buses that provide conventional transportation. The fleet consists of accessible forty foot buses that operate on 23 defined public transportation routes. The GOVA route system covers an area of 225.4 km² for a total of 4,463,961 vehicle kms and 189,887 vehicle operating hours as per the Canadian Urban Transit Association (CUTA) Factbook 2019. The reach of the City’s transit system offers service to a population of 149,667 community members.

3. State of the Infrastructure

3.1. Asset Data Inventory

Fleet and equipment inventories are stored within a work order management system and the tangible capital asset database. The City's fleet inventory is summarized in Table 3.

Table 3: Fleet and Equipment Asset Inventory		
Service Area	Asset Type	Quantity
Corporate Fleet	Vehicles - Heavy Duty	75
	Vehicles - Medium Duty	136
	Vehicles - Light Duty	181
	Machinery and Equipment General	544
	Machinery and Equipment Heavy	24
	Machinery and Equipment MTs and Light Diesel	46
	Parks and Recreation Equipment	533
Paramedic Services	Ambulance	23
	Licensed Vehicles - Light and Medium Duty	16
	Conveyance Equipment	51
	Defibrillators	37
	Kit Bags	168
	Operating Equipment	168
Fire Services	Fire Trucks	30
	Fire Trucks - Bush/Support/Spare and Training	29
	Licensed Vehicles - Light and Medium Duty	21
	Auto Extrication	50
	Hoses	1469
	SCBA and PPE Bunker Gear	1057
	Operating Equipment	591
Transit	Transit Bus	59
	Bus Stop Shelters	115
Subtotal Vehicles		570
Subtotal Equipment		4738
Subtotal Shelters		115
Grand Total		5423

The asset inventory of fleet and equipment is updated annually.

3.2. Asset Valuation

Asset valuation is determined in either one of two ways; historical cost inflated to current year dollars or where vehicles have attributes that evolve, costs are reviewed to incorporate legislation, recent purchases and current market demand. For example, evolving legislation, emission testing, potential life-saving technology, or a significant funding program from a senior

level of government can lead to a sharp increase in purchase price over a short duration and an increase in market demand to meet legislation.

3.3. Estimated Asset Value

A summary of the City’s fleet and equipment value is provided in Table 4.

Table 4: Fleet and Equipment Value		
Service Area	Asset Type	Replacement Cost
Corporate Fleet	Vehicles - Heavy Duty	\$19,910,000
	Vehicles - Medium Duty	\$6,840,000
	Vehicles - Light Duty	\$5,250,000
	Machinery and Equipment General	\$13,560,000
	Machinery and Equipment Heavy	\$4,970,000
	Machinery and Equipment MTs and Light Diesel	\$5,940,000
	Parks and Recreation Equipment	\$4,690,000
Paramedic Services	Ambulance	\$4,520,000
	Licensed Vehicles	\$1,810,000
	Conveyance Equipment	\$1,170,000
	Defibrillators	\$1,390,000
	Kit Bags	\$140,000
	Operating Equipment	\$940,000
Fire Services	Fire Trucks	\$14,930,000
	Fire Trucks – Bush/Support/Spare and Training	\$8,150,000
	Vehicles – Fire Licensed Light and Medium	\$1,030,000
	Auto Extrication	\$900,000
	Hoses	\$530,000
	SCBA and PPE Bunker Gear	\$2,220,000
	Operating Equipment	\$2,420,000
Transit	Transit Bus	\$37,870,000
	Bus Stop Shelters	\$1,420,000
Subtotal Vehicles		\$100,310,000
Subtotal Equipment		\$38,870,000
Subtotal Shelters		\$1,420,000
Grand Total		\$140,600,000

The estimated replacement value of the City’s Fleet is \$140,600,000. This value represents 1.34% of the replacement value of the City’s total asset inventory.

3.4. Asset Useful Life

As part of an inspection program as specified by fleet vehicle and equipment manufacturers, fleet assets are inspected at regular intervals. By adhering to the inspection program, fleet and equipment is monitored for regulatory compliance and identification of changes in condition that will impact remaining useful life.

In general, the fleet and equipment inspection program follows the following protocol:

- Regular scheduled preventative maintenance as per manufacturer recommendations and best practices;
- Visual inspections prior to use;
- Legislated and safety inspections and certifications;
- Conformance with fire underwriters survey frequency of fire apparatus acceptance and service tests;
- Discussions with the asset users, operators and stakeholders regarding the performance of an asset.

Additional inspections are carried out on vehicles and equipment as the in-service life of an asset extends beyond its estimated useful life. Once an asset has reached actual end of useful life, it is removed from service and disposed of.

3.5. Asset Condition Assessment

All licensed vehicles have mileage collected. Mileage is collected during servicing, at City owned and operated fill stations and with the AVL (Automatic Vehicle Locator) system. The mileage collected is used to expand upon the age-based condition deterioration that the City has adopted.

A bus has a significantly longer estimated useful life than other fleet vehicles and the average annual mileage for a transit bus is 71,263 km. The City strives to intervene to extend the longevity of a bus every 7 years or 600,000 km when funding levels permit. Bus renewal includes the engine, rear axle and transmission. The renewal allows a bus to carry out a longer useful life duration and accumulate extensive mileage. However due to scarce capital dollars, bus renewal is often triggered by a failed component.

Engine run time hours are collected for Machinery and Equipment Heavy, MTs and Light Diesel. Machinery and Equipment Heavy includes Loaders and Graders while the MTs and Light Diesel includes Sidewalk Plows, various MT Tractors and lighter duty diesel equipment such as a Bobcat or Kubota.

Each year, existing bus stops and shelters are evaluated using a point based system to create a list of potential areas of merit and improvement. Locations identified on the list that are affected by future road construction projects will be prioritized.

For further details on methodology behind the assigned conditions to fleet and equipment assets, please refer to Appendix A.

3.6. Current Asset Condition

The average condition of the City's fleet and equipment is provided in Table 5.

Service Area	Asset Type	Average Condition
Corporate Fleet	Vehicles - Heavy Duty	62 - Good
	Vehicles - Medium Duty	51 - Fair
	Vehicles - Light Duty	53 - Fair
	Machinery and Equipment General*	31 - Poor
	Machinery and Equipment Heavy	58 - Fair
	Machinery and Equipment MTs and Light Diesel	51 - Fair
	Parks and Recreation Equipment*	46 - Fair
Paramedic Services	Ambulance	71 - Good
	Licensed Vehicles	67 - Good
	Conveyance Equipment*	59 - Good
	Defibrillators*	26 - Poor
	Kit Bags*	55 - Fair
	Operating Equipment*	63 - Good
Fire Services	Fire Trucks	72 - Good
	Fire Trucks – Bush/Support/Spare and Training	55 - Fair
	Vehicles – Fire Licensed Light and Medium	66 - Good
	Auto Extrication*	59 - Fair
	Hoses*	59 - Fair
	SCBA and PPE Bunker Gear*	66 - Good
	Operating Equipment*	61 - Good
Transit	Transit Bus	45 - Fair
	Bus Stop Shelters*	78 - Good

*Does not have mileage or engine runtime collected

The following Table 6 provides a condition breakdown for fleet and equipment.

Condition	Corporate Fleet		Paramedic		Fire		Transit		Parks	Total	%
	Veh	Equip	Veh	Equip	Veh	Equip	Veh	Shelter	Equip		
Very Good	122	36	14	110	27	911	19	42	32	1313	24%
Good	61	59	15	2	24	1242	7	35	47	1492	28%
Fair	54	128	6	227	15	337	0	24	370	1161	21%
Poor	95	244	4	71	12	636	11	11	34	1118	21%
Very Poor	60	147	0	14	2	41	22	3	50	339	6%
Totals	392	614	39	424	80	3167	59	115	533	5423	100%

The data analyzed to develop conditions are from the City's Tangible Capital Asset Database, the City's Fleet maintenance management software, the Paramedic Services AVL System and Excel spreadsheets.

4. Levels of Service

4.1. Community and Strategic Level of Service

Community and strategic levels of service are provided in Table 7.

Table 7: Community and Strategic Level of Service	
Service	Level of Service
Fleet Services	<p>Community:</p> <ul style="list-style-type: none"> • Fleet is safe and well maintained • Fleet quality and availability meet program service requirements • Fleet vehicles and equipment are efficient and cost effective
	<p>Strategic:</p> <ul style="list-style-type: none"> • Fleet is prepared, maintained and available to avoid service interruptions • Timely intervention and processing of fleet procurement • Ensure 100% fuel availability at owned stations or alternative locations • Ensure all regulatory requirements are met 100% of the time
Paramedic Services	<p>Community:</p> <ul style="list-style-type: none"> • Rapid response times • Service excellence in medical care • Comply with legislation • 24/7 emergency ambulatory care • Properly staffed, trained and certified personnel • Fleet and equipment are safe, available and in a state of good repair
	<p>Strategic:</p> <ul style="list-style-type: none"> • Maintain compliance with Global Response Time Targets • Provide emergency response to calls for service on a 24/7 basis; Primary Care Paramedics (PCPs) respond to all calls; Advanced Care Paramedics (ACPs) for more urgent call types. • In 2019 Paramedics responded to 27,729 calls for service involving 32,708 unit responses with 19,424 patients being transported.
Fire Services	<p>Community:</p> <ul style="list-style-type: none"> • Rapid response times • Service excellence in firefighting • Comply with legislation • 24/7 emergency fire response • Properly staffed, trained and certified personnel • Fleet and equipment are safe, available and in a state of good repair
	<p>Strategic:</p> <ul style="list-style-type: none"> • Provide emergency response on a 24/7 basis in accordance with Bylaw 2020-58 to Establish and Regulate the City of Greater Sudbury Fire Services. • In 2019 Fire Services responded to 4725 incidents including: 288 Fires, 1141 Fire Alarms, 689 Vehicle Collisions, 207 Open Air Burning Response, 955 Medical Assistance, and 1445 other incidents. • Maintain the requirements of the Fire Underwriters Survey discussed in Section 4.2.

Table 7: Community and Strategic Level of Service	
Service	Level of Service
Transit Services	<p>Community:</p> <ul style="list-style-type: none"> • Properly staffed, trained and certified personnel • Public transportation fleet and equipment are safe, available and in a state of good repair • Bus stop shelters are clean and in a state of good repair • GOVA routes are executed on time with defined stops made within the scheduled stop window • Transportation to a safe place if delivery to original destination is not possible • Service compliance with legislation such as the Accessibility for Ontarians with Disabilities Act (AODA)
	<p>Strategic:</p> <ul style="list-style-type: none"> • Provide transit services 7 days/week, 364 days/year based on a schedule developed through public consultation • Provide Shelters per the Bus Shelter Request Policy and capital availability. Currently, 115 of the 1250 GOVA bus stops have shelters or 9.2% of stops have shelters.

4.2. Fire Underwriters Survey

The City of Greater Sudbury Fire Services follows the Fire Underwriters Survey (FUS) requirements. FUS provides data to program subscribers regarding public fire protection for fire insurance evaluation. The Public Fire Protection Classification (PFPC) is a numerical grading system to evaluate the ability of a community’s fire protection programs to prevent and control fires within various facility classifications or construction developments. The following is from the FUS:

“The public fire service is unique compared to other emergency services in that fire apparatus vehicles are not continuously in use. However, when in use, the apparatus is subject to considerable mechanical stress due to the nature of its function. This stress does not normally manifest itself on the exterior of the equipment. It is effectively masked in most departments by a higher standard of aesthetic care and maintenance. Lack of replacement parts further complicate long term use of the apparatus. Truck and pump manufacturers maintain a parts inventory for each model year for a finite time. After that period, obtaining necessary parts may be difficult. This parts shortage is particularly acute with fire apparatus due to the narrow market for these devices.”

“Fire apparatus should respond to first alarms for the first fifteen years of service. During this period it has reasonably been shown that apparatus effectively responds and performs as designed without failure at least 95% of the time. For the next five years, it should be held in reserve status for use at major fires or used as a temporary replacement for out-of-service first line apparatus. Apparatus should be retired from service at twenty years of age. Present practice indicates the recommended service periods and protocols are usually followed by the first purchaser. However, at the end of that period, the apparatus is either traded in for new

apparatus or sold to another fire department. At this juncture, the unit may have one or more faults which preclude effective use for emergency service. These deficiencies include:

- Inadequate braking system;
- Slow pick-up and acceleration;
- Structurally weakened chassis due to constant load bearing and/or overloading;
- Pump wear.”

The service schedule for fire apparatus for fire insurance grading purposes are discussed in Section 6.5 Risk Response.

4.3. Asset Level of Service

Asset (technical) levels of service are provided in the following Table 8.

Table 8: Asset Level of Service				
	Asset Class	Existing	Implication	Target
Fleet Services	Heavy Duty Vehicles	Licensed heavy vehicle fleet is at a condition rating = B (Good)	Replace heavy fleet between 12 - 15 years and prior to 300,000 km	Maintain licensed heavy vehicle fleet at a condition rating = TBD
	Medium Duty Vehicles	Licensed medium vehicle fleet is at a condition rating = C (Fair)	Replace medium fleet by 10 years and prior to 250,000 km	Maintain licensed medium vehicle fleet at a condition rating = TBD
	Light Duty Vehicles	Licensed light vehicle fleet is at a condition rating = C (Fair)	Replace light fleet by 10 years and prior to 250,000 km	Maintain licensed light vehicle fleet at a condition rating = TBD
	Machinery and Equipment General	Machinery and equipment is at a condition rating = D (Poor)	Replace machinery and equipment at end of life	Maintain machinery and equipment at a condition rating = TBD
	Machinery and Equipment Heavy	Machinery and equipment heavy is at a condition rating = C (Fair)	Replace M&E heavy by 15 years and prior to 20,000 engine hours	Maintain machinery and equipment heavy at a condition rating = TBD
	Machinery and Equipment MTs and Light Diesel	Machinery and equipment MTs and light diesel is at a condition rating = C (Fair)	Replace M&E MTs and light diesel by 12 years and prior to 15,000 engine hours	Maintain machinery and equipment MTs and light diesel at a condition rating = TBD
	Parks and Recreation Equipment	Parks equipment is at a condition rating = C (Fair)	Replace machinery and equipment at end of life	Parks equipment is at a condition rating = TBD
	All Fleet	Schedule maintenance work order hours = 52% Non-planned repair work order hours = 48%	Maintain specified maintenance schedules to allow asset to perform for duration of service life	Scheduled maintenance work orders = TBD% Non-planned repair work order hours = TBD%

Table 8: Asset Level of Service

Table 8: Asset Level of Service				
Asset Class	Existing	Implication	Target	
Paramedic Services	Ambulance	Ambulance fleet is at a condition rating = B (Good)	Replace ambulances by 7 years	Maintain ambulance fleet at a condition rating = TBD
	Paramedic Licensed Vehicles (Primary Response Units and Mobile Command Unit)	Paramedic licensed vehicle fleet is at a condition rating = B (Good)	Replace paramedic vehicles by 7 years	Maintain paramedic licensed vehicle fleet at a condition rating = TBD
	Conveyance Equipment	Conveyance equipment is at a condition rating = B (Good)	Replace conveyance equipment between 7 - 12 years	Maintain conveyance equipment at a condition rating = TBD
	Defibrillators	Defibrillators are at a condition rating = D (Poor) *Defibrillators are scheduled for replacement	Replace aging defibrillators	Maintain defibrillators at a condition rating = TBD
	Kit Bags	Kit Bags are at a condition rating of = C (Fair)	Replace contents as needed	Kit Bags are at a condition rating of = TBD
	Paramedic Operating Equipment	Paramedic operating equipment is at a condition rating = B (Good)	Replace Paramedic operating equipment at end of life	Maintain Paramedic operating equipment at a condition rating = TBD
Fleet and Paramedic Services	Ambulance and Paramedic Licensed Vehicles	Scheduled maintenance work order hours = 80% Non-planned repair work order hours = 20%	Maintain specified maintenance schedules to allow asset to perform for duration of service life	Scheduled maintenance work orders = TBD% Non-planned repair work order hours = TBD%

Table 8: Asset Level of Service				
Asset Class		Existing	Implication	Target
Fire Services	Fire Truck	Fire truck fleet is at a condition rating = B (Good)	Rotate fire truck to reserve status by 15 years to meet Fire Underwriters Survey requirements	Maintain fire truck fleet at a condition rating = TBD
	Fire Truck - Bush/Support/Spare and Training	Fire truck bush/support/spare and training fleet is at a condition rating = C (Fair)	Replace fire truck bush/support/spare and training fleet by 20 years	Maintain fire truck bush/support/spare and training fleet at a condition rating = TBD
	Fire Licensed Vehicles	Fire licensed vehicle fleet is at a condition rating = B (Good)	Replace vehicles by 10 years	Maintain Fire licensed vehicle fleet at a condition rating = TBD
	Auto Extrication	Auto Extrication equipment is at a condition rating = C (Fair)	Replace auto extrication equipment by 15 years	Maintain extinguishing equipment at a condition rating = TBD
	Hoses/Extinguishing Equipment	Extinguishing equipment is at a condition rating = C (Fair)	Replace extinguishing equipment	Maintain extinguishing equipment at a condition rating = TBD
	SCBA and Bunker Gear	SCBA and bunker gear is at a condition rating = B (Good)	Replace SCBA and bunker gear	Maintain SCBA and bunker gear at a condition rating = TBD
	Fire Operating Equipment	Fire operating equipment is at a condition rating = B (Good)	Replace Fire operating equipment at end of life	Maintain Fire operating equipment at a condition rating = TBD
Fleet and Fire Services	Fire Truck and Fire Licensed Vehicles	Scheduled maintenance work order hours = 67% Non-planned repair work order hours = 33%	Maintain specified maintenance schedules to allow asset to perform for duration of service life	Scheduled maintenance work orders = TBD% Non-planned repair work order hours = TBD%

Table 8: Asset Level of Service				
Asset Class		Existing	Implication	Target
Transit Services	Public Transportation Bus	Bus fleet is at a condition rating = C (Fair)	Replace transit bus by 15 years and prior to 1,200,000 km	Maintain bus fleet at a condition rating = TBD
	Public Transportation Demand	Public Need Service Hours = 180,000/year	Provide routes and schedule developed through public consultation	Maintain Public Need Service Hours = 180,000/year
	Bus Stop Shelters	Bus stop shelters are at a condition rating = B (Good)	Inspect shelter for SoGR.	Maintain bus stop shelters at a condition rating = TBD
Fleet and Transit Services	Public Transportation Bus	Scheduled maintenance work order hours = 38% Non-planned repair work order hours = 62%	Maintain specified maintenance schedules to allow asset to perform for duration of service life. Non-planned repair work order hours are elevated due to minor repairs resulting from daily driver reports.	Scheduled maintenance work orders = TBD% Non-planned repair work order hours = TBD%

5. Asset Management Strategy

5.1. Maintain or Adjust Level of Service

Departments manage their fleet to maintain existing levels of service. Fleet and equipment are disposed at end of life.

5.2. Lifecycle Management Plan

Best practices for the management of fleet and equipment assets are applied with intervention decisions to strive for the lowest lifecycle cost. These best practices include:

- The fleet and equipment inspection program protocols discussed in Section 3.4 Asset Useful Life;
- Document issues identified from asset users;
- Adhere to the manufacturer's scheduled maintenance;
- Retain certified asset users when applicable and provide additional training to address proper use and maintenance for each asset;
- Monitor the condition of assets annually.

The majority of fleet and equipment are maintained in-house by certified technicians. The maintenance program performed by the technicians is designed to enable assets to operate to their service potential.

Once an asset has reached the end of useful life, a needs assessments is conducted prior to replacement.

6. Failure Prediction and Risk Management

Risk management is a major component of asset lifecycle management. The City’s risk management goals involve identifying, understanding and managing the potential for infrastructure assets to meet planned service objectives.

Risk assessment is applied to prioritize and optimize capital spending and decision making. The City evaluates both the Probability of Failure (PoF) and the Consequence of Failure (CoF) when prioritizing for the capital budget. This helps clarify and build a shared understanding about the risk associated with a decision to not engage in a project.

6.1. Failure Prediction

Failure prediction is performed to assess the potential for an asset to deliver an expected level of service over time. Current and historical condition and performance data is analyzed to determine the current position of an asset within its lifecycle. This information informs a judgment about how much remaining service life is available. For this asset management plan, the remaining life of fleet and equipment assets have been determined by condition.

6.2. Probability of Failure (PoF)

The probability of failure is an estimate of the likelihood of an asset is to not meeting its service expectations. The PoF for fleet and equipment has been derived from asset condition. Table 9 demonstrates the rationale to determine the PoF of fleet and equipment assets.

Table 9: Probability of Failure (PoF) Fleet and Equipment			
Asset Condition translates to → Likelihood and PoF			
Condition		Likelihood	PoF
F (Very Poor)	Less than 20	Almost Certain: 80% of Greater	P5
D (Poor)	20 - 39	Likely: 60 – 79%	P4
C (Fair)	40 - 59	Possible: 40 – 59%	P3
B (Good)	60 - 79	Unlikely: 20 – 39%	P2
A (Very Good)	80 - 100	Rare: Less than 20%	P1

6.3. Consequence of Failure (CoF)

The consequence of failure is an estimate of the effect on outcomes if an asset actually fails. The consequences of failure could range from a service interruption to a catastrophic result depending on the asset criticality. The fleet and equipment criticality and consequence of failure is detailed in Table 10. The CoF has been developed to adhere to the Corporate Impact and Likelihood Criteria for Enterprise Risk Management recommended by the City’s Auditor General. The City also has planned mitigation already in place to maintain service objectives should an asset fail. The availability and quantity of mitigation or redundancy was considered with the development of the CoF.

Table 10: Fleet and Equipment Criticality and Consequences of Failure

Asset Criticality Criteria translates to → Consequences of Failure					
Critically	Score	Criteria	Impact	CoF	Assets
Critical	5	<ul style="list-style-type: none"> • Life safety or critical to deliver essential service • Legislated • Significant financial loss 	Severe	C5	<ul style="list-style-type: none"> • Ambulance and PRUs • Firetruck • Defibrillators and EMS Kit Bags • Auto Extrication, Bunker Gear and SCBA breathing apparatus
Essential	4	<ul style="list-style-type: none"> • Threatens delivery of public transportation, cemetery or sanitation service level • Serious Injury or legal judgement • Financial loss 	Major	C4	<ul style="list-style-type: none"> • Snowplows • Transit Bus • Sidewalk plows, Loaders, Graders, Solid Waste Packers, Dump Truck, Hydrovac • Paramedic Conveyance Equipment & Controlled Medication Supply Cabinet • Structural Fire Hose, Gas Detection, Marine Rescue • Fuel Dispensing Equip
Strategic	3	<ul style="list-style-type: none"> • Threatens the integrity of defined service level • Injury • Moderate financial loss 	Moderate	C3	<ul style="list-style-type: none"> • Various equipment (ie. Litter Vacuum, Line Paint Truck, Medication Supply Vending Machines, Survey Control) • Supervisory vehicles • Fire support vehicles
Enhancement	2	<ul style="list-style-type: none"> • Simplifies the delivery of defined service level • Reportable injury • Inefficient process leading to financial loss 	Minor	C2	<ul style="list-style-type: none"> • Corporate Fleet transporting personnel and supplies • Various equipment such as trailers
Deferrable	1	<ul style="list-style-type: none"> • Service target can be 90% achieved without a particular asset 	Insignificant	C1	<ul style="list-style-type: none"> • Various light duty vehicles and equipment

Fleet and equipment assets are assessed for risk annually when they are prioritized as part of the capital budget. Items that are reviewed are discussed in Table 11.

Table 11: Failure Prediction and Risk Prioritization			
Service or Asset at Risk	What Can Happen	Risk Prioritization	Failure Mode
Emergency Services	<ul style="list-style-type: none"> • Vehicle or equipment failure • Non-conformance • Failure to deliver emergency or life safety service 	Very High	Condition
Winter Maintenance	<ul style="list-style-type: none"> • Plow or equipment failure • Non-conformance of legislated Emergency Service Delivery • Economic impact on public and private industry 	Very High	Condition
Sanitation or Environmental	<ul style="list-style-type: none"> • Vehicle or equipment failure • Non-conformance • Minor environmental damage • Economic impact on public and private industry 	High	Condition
Public Transit	<ul style="list-style-type: none"> • Reduction in available buses • Route cancellation • Economic impact on public and private industry 	High	Condition
Vehicles and Equipment	<ul style="list-style-type: none"> • Collision or accident due to premature failure 	High	Condition
Heavy, Medium, Light Duty Vehicles and Machinery and Equipment	<ul style="list-style-type: none"> • Failure to deliver a defined Level of Service • Potential for problems preparing for cemetery internments • Vehicle or equipment failure • Potential for non-conformance 	Medium	Condition

6.4. Risk Assessment and Exposure

The probability and consequences of failure allow the corporation to focus on assets that have the greatest impact on service delivery. The following formula demonstrates the PoF and CoF are multiplied to determine risk exposure.

$$\text{Risk Exposure} = \text{Probability of Failure} \times \text{Consequence of Failure}$$

The risk exposure for all of the City’s fleet and equipment assets has been mapped in the risk matrix provided in Figure 1. For additional details such as the specific fleet and equipment assets and where they fit in the risk map, please refer to Appendix B and Appendix C.

Consequence	C5	337 Assets \$10,689,301	764 Assets \$11,154,167	296 Assets \$5,989,525	28 Assets \$2,285,512	26 Assets \$553,560	Where:	
	C4	604 Assets \$24,305,173	193 Assets \$11,364,633	126 Assets \$6,181,751	395 Assets \$12,899,201	69 Assets \$17,411,165		Critical
	C3	223 Assets \$3,051,158	404 Assets \$3,992,783	303 Assets \$3,133,653	566 Assets \$3,863,995	94 Assets \$4,210,580		Significant
	C2	136 Assets \$3,648,866	105 Assets \$2,596,962	293 Assets \$4,305,884	102 Assets \$3,546,633	105 Assets \$4,203,965		Medium
	C1	13 Assets \$33,697	26 Assets \$55,786	143 Assets \$259,835	27 Assets \$176,508	45 Assets \$677,749		Low
		P1	P2	P3	P4	P5		
		Probability						

Figure 1: Fleet and Equipment Risk Exposure

6.5. Risk Response

The City’s operating departments have risk response built-in to daily operations. Risk response includes contingency plans and mitigation strategies that have been developed with the experience of delivering levels of service to the community.

The steps to eliminate or avoid risk by reducing the probability and consequences of failure vary by department. Typical mitigation includes additional back-up internal fleet vehicles and contracted external vehicles from vendors. Examples of risk response planning to reduce the disruption of service delivery includes:

- Fleet Services works with the operating departments to plan and schedule maintenance. For example the annual and/or semi-annual fitness of vehicles and equipment.
- Transit Services operates 59 buses, 58 of which provide public transportation on 23 GOVA routes. Typically, 46 buses are on route with 3 spares on standby, 2 to 3 buses down for annual inspection, 2 to 4 down for major repairs and 4 to 6 that require reactive maintenance.
- Paramedic Services operates 23 Ambulances; 3 of which are spares. One ambulance is typically undergoing repairs and maintenance, while a second unit may be under repair. Another ambulance is on standby should it be required to replace an ambulance that is in-service. Paramedic vehicles are replaced at the 7 year mark of their service life.

Paramedic Services operates 10 Paramedic Response Units (PRU’s): 8 are assigned to frontline operations, Platoon Superintendents and the Community Paramedic (CP) Program, 1 is a spare and 1 is to cover routine maintenance and repairs. Paramedic Services has 4 administrative and command vehicles required to support operations, logistics and Community Paramedicine.

A City of Greater Sudbury Paramedic Services Fleet Rationalization was prepared in 2019. The recommendation of the report included the purchase of one new ambulance and no changes in to the PRU fleet at this time. The increase in ambulance fleet to 24 ambulances is recommended to accommodate daily deployment needs. For the purposes of this asset management plan, the existing fleet of 23 ambulances are considered until such a time that Council approves a revised service level.

- Very few corporate fleet vehicles have spares as short term replacements are readily available through a rental, lease, purchase, or coordination of vehicle sharing with departments.
- The City is responsible for winter maintenance on a total of 67 sand and/or salt beats. Of the 67 beats, 55 are maintained by heavy duty multi's (snowplows). The City owns 41 snowplows that operate on 28 beats; this allows for 13 spare snowplows. Spares are required to account for planned maintenance and the higher percentage of reactive maintenance required for snowplows. To support the City maintained winter maintenance beats, the corporate fleet includes various heavy equipment such as graders and loaders.

The City also has a contractor fleet of snowplows prepared for service as required. The approximate proportion of contractor maintained to city maintained road beats is 58:42. However, the amount of plows on the road is dependent on the severity of an event and winter events may overlap.

In addition to the City maintained beats, the City provides bus-stop snow removal at various bus-stop locations.

- Fire Services follows the direction set out in Table 12 from the Fire Underwriters Survey.

Table 12: Service Schedule for Fire Apparatus for Fire Insurance Grading Purposes

Apparatus Age	Major Cities ³	Medium Sized Cities ⁴	Small Communities ⁵ and Rural Centres
0 – 15 Years	First Line Duty	First Line Duty	First Line Duty
16 – 20 Years	Reserve	2 nd Line Duty	First Line Duty
20 – 25 Years ¹	No Credit in Grading	No Credit in Grading or Reserve ²	No Credit in Grading or 2 nd Line Duty ²
26 – 29 Years ¹	No Credit in Grading	No Credit in Grading or Reserve ²	No Credit in Grading or Reserve ²
30 Years +	No Credit in Grading	No Credit in Grading	No Credit in Grading

¹ All listed fire apparatus 20 years of age and older are required to be service tested by recognized testing agency on an annual basis to be eligible for grading recognition. (NFPA 1071)

² Exceptions to age status may be considered in a small to medium sized communities and rural centres conditionally, when apparatus condition is acceptable and apparatus successfully passes required testing.

³ Major Cities are defined as an incorporated or unincorporated community that has:
 • a populated area (or multiple areas) with a density of at least 400 people per square kilometre; AND
 • a total population of 100,000 or greater.

⁴ Medium Communities are defined as an incorporated or unincorporated community that has:
 • a populated area (or multiple areas) with a density of at least 200 people per square kilometre; AND/OR
 • a total population of 1,000 or greater.

⁵ Small Communities are defined as an incorporated or unincorporated community that has:
 • no populated areas with densities that exceed 200 people per square kilometre; AND
 • does not have a total population in excess of 1,000.

7. Long-Term Needs

The capital need detailed in the 20-Year Capital Need analysis is based on lifecycle management strategies for various fleet and equipment asset types and condition assessment data. For this asset management plan, the lifecycle analysis represents the capital investment needed to rehabilitate and replace assets; the cost of operational maintenance is not included. Operational maintenance costs will be included in future updates to the asset management plan as part of full lifecycle cost analysis.

A period of 20-years was selected for analysis because the 20-year period will capture the entire service life of the majority of fleet and equipment assets that the City owns.

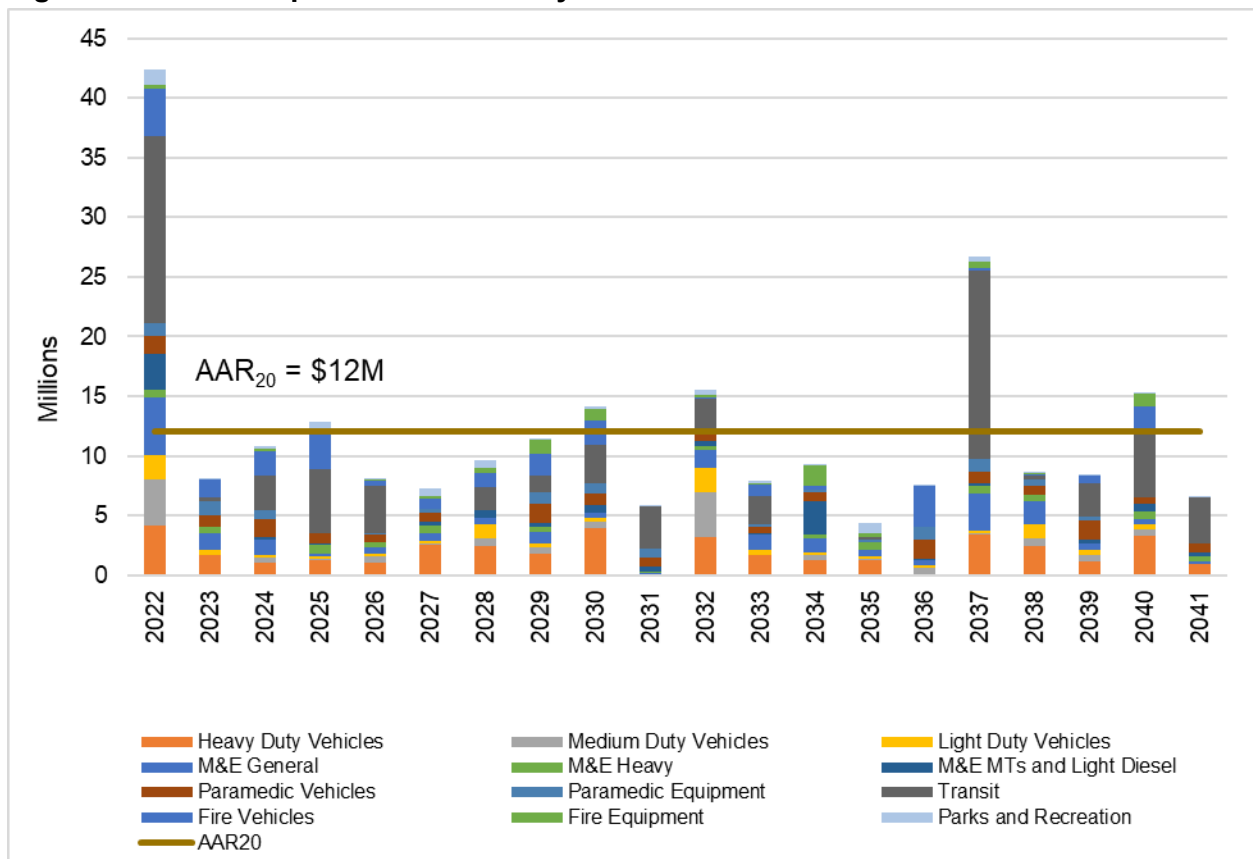
The 20-year average annual reinvestment requirement (AAR_{20}) is the mean annual capital investment required over a 20-year period. The AAR_{20} is useful for defining the required rate of funding based on the investment profile. It is recognized that spending will vary from year to year, however this value provides a benchmark upon which to measure whether the fleet and equipment is being renewed at a rate that is financially sustainable. With the average annual reinvestment requirement value, the City may either benchmark infrastructure investment against the metric while monitoring the variability year to year, or contribute to reserves in years where the annual investment is short of the average annual reinvestment requirement value.

It is anticipated that a significant quantity of assets will represent an expenditure backlog for replacement or significant capital expenditure. The risk based assessment discussed in Section 6 along with a 20-year average annual reinvestment requirement will prioritize investment to address the highest priority of backlog expenditure.

Note that the 20-year average annual reinvestment requirement does not reflect improvements to current asset management practices such as those outlined in the fleet services business process review.

Figure 2 provides the 20-year average capital reinvestment need for fleet and equipment assets. This represents the estimated amount of capital the City requires to reinvest in the fleet and equipment inventory. The 20-year annual average reinvestment requirement (AAR_{20}) for all fleet and equipment assets is \$12M.

Figure 2: 20-Year Capital Need Summary



20-Year Capital Need Assumptions

The long-term needs for fleet and equipment is based on the following assumptions:

- Vehicles and equipment are being replaced with a similar function and utility;
- 20-year average annual reinvestment requirement does not consider service expansion or reduction;
- Risk exposure equivalency of 20 or higher as discussed in Section 6 Failure Prediction and Risk Management and Figure 1 Fleet and Equipment Risk Exposure is considered to be immediate need in the year 2022;
- Fleet and equipment is scheduled for replacement at end of life;
- Calculated in 2020 Canadian Dollars where actual costs vary with currency fluctuations.

7.1. Infrastructure Reinvestment Financing Strategy

In order to address the 20-Year Capital Need, the City has recently been approved for the Investing in Canada Infrastructure Program (ICIP) that is being applied to the City's accelerated bus replacement project. The ICIP is a federal program designed to create long-term economic

growth, build inclusive, sustainable and resilient communities and support a low-carbon economy. The Province of Ontario is a cost sharing partner in the ICIP program. The accelerated bus replacement project is funded through: 40% Federal, 33.33% Provincial and 26.67% Municipal and is committed for a period of 8 years beginning in 2021. Buses purchased under this program will come into service beginning in 2022.

Figure 3 provides the 20-year average capital reinvestment need for fleet and equipment assets including the approved funding for the accelerated bus replacement project. The 20-year annual average reinvestment requirement (AAR₂₀) for all fleet and equipment assets is reduced to \$10.6M. The funding surplus visible for transit through the years 2027 to 2030 represent funding committed from the ICIP program reaching an equilibrium with transit infrastructure capital need.

Figure 3: 20-Year Capital Need Summary including Grant Funding Outlook

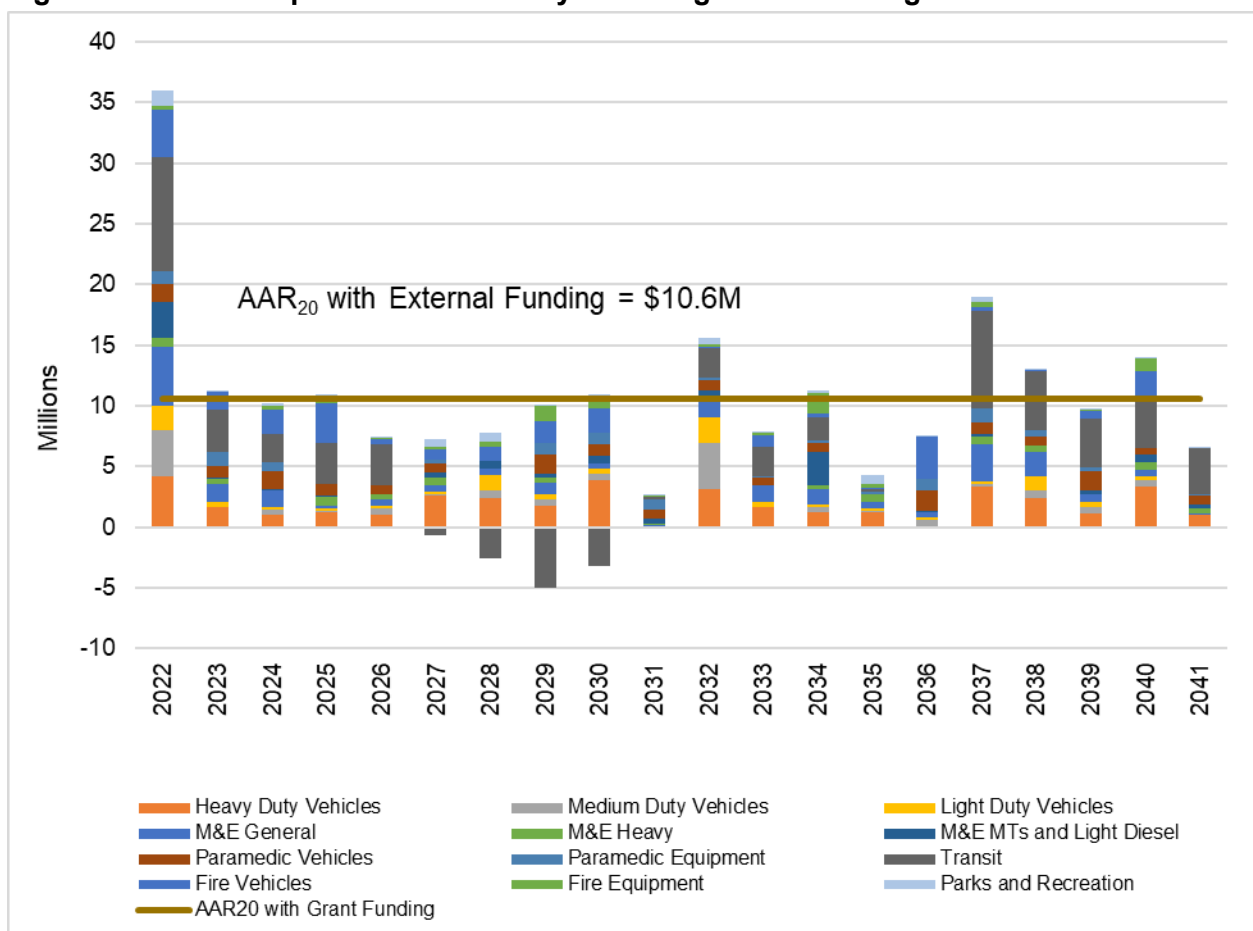
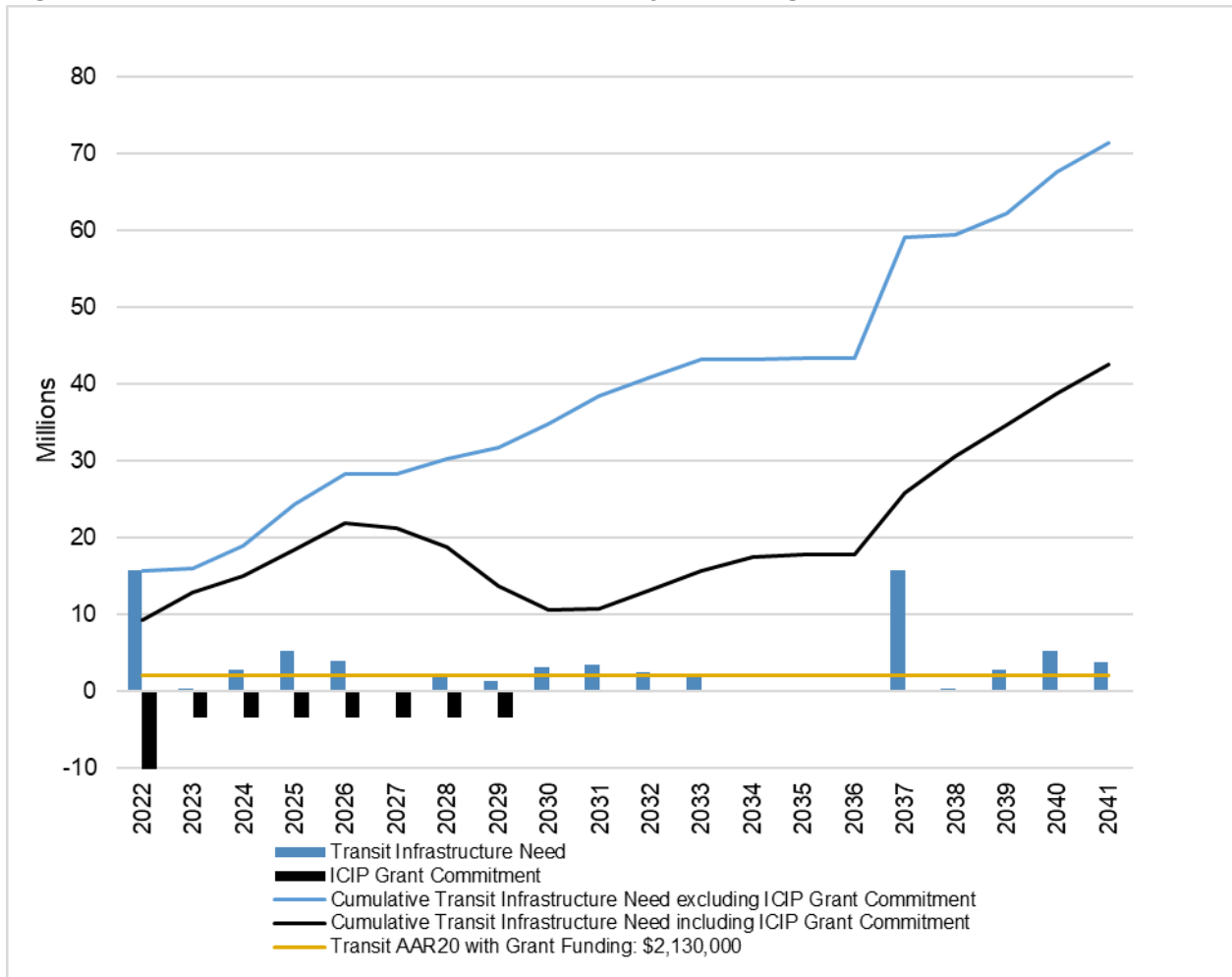


Figure 4 has been prepared in order to demonstrate the financial impact of the ICIP grant on transit infrastructure capital need.

Figure 4: 20-Year Transit Capital Need Summary including ICIP Grant Outlook



For details on the 20-year average annual reinvestment requirement by asset class, please refer to Table 13. The table is prepared to include the ICIP funding treatment discussed above.

Table 13: AAR₂₀ including Approved Grant Outlook		
Asset Class	AAR₂₀	AAR₂₀ with Grant Funding
Heavy Duty Vehicles	1,920,000	1,920,000
Medium Duty Vehicles	680,000	680,000
Light Duty Vehicles	520,000	520,000
M&E General	1,110,000	1,110,000
M&E Heavy	350,000	350,000
M&E MTs and Light Diesel	530,000	530,000
Paramedic Vehicles	900,000	900,000
Paramedic Equipment	500,000	500,000
Fire Vehicles	1,260,000	1,260,000
Fire Equipment	380,000	380,000
Transit	3,580,000	2,130,000
Parks and Recreation	300,000	300,000
AAR₂₀ =	12,000,000	10,600,000

State of good repair (SoGR) is the condition that an asset is able to operate at a full level of performance. To maintain the City's infrastructure assets in a state of good repair, capital work is financed through tax supported capital reserve and utility rate supported capital reserve. The Fleet and Equipment Asset Management Plan in conjunction with the annual capital budget proposes and prioritizes the City's infrastructure investment requirements according to their respective financing sources.

The 20-year average annual reinvestment requirement is compared to historical expenditure from a period of 5 years to demonstrate the financial risk associated with asset ownership known as a funding gap. The funding gap is the unfunded capital value of infrastructure renewal needs that require attention as of the current year. It is important to note that additional expenditure from the operating budget helps to further reduce the funding gap. Maintenance expenditure can contribute to extending the actual service life of infrastructure. Table 14 demonstrates the fleet and equipment funding gap.

Asset Class	5 Yr Expenditure (Mean)	AAR₂₀ with Grant Funding	Funding Gap
Fleet Heavy Duty	\$1,850,000	\$1,920,000	\$70,000
Fleet Medium Duty	\$450,000	\$680,000	\$230,000
Fleet Light Duty	\$400,000	\$520,000	\$120,000
M&E Fleet General	\$680,000	\$1,110,000	\$430,000
M&E Fleet Heavy	\$320,000	\$350,000	\$30,000
M&E Fleet MTs and Light Diesel	\$390,000	\$530,000	\$140,000
Paramedic Vehicles	\$750,000	\$900,000	\$150,000
Paramedic Equipment	\$350,000	\$500,000	\$150,000
Fire Vehicles	\$1,210,000	\$1,260,000	\$50,000
Fire Equipment	\$310,000	\$380,000	\$70,000
Transit	\$1,210,000	\$2,130,000	\$920,000
Parks and Recreation	\$90,000	\$300,000	\$210,000
Total	\$8,000,000	\$10,600,000	\$2,600,000

7.2. Sustainability Strategy

The existing level of service for fleet and equipment detailed in Section 4 Levels of Service drive the reinvestment forecasts in the asset management plan. Levels of service are based on regulation, standards, and Council approved service levels. Following the asset management roadmap, Council will be provided with the opportunity to determine level of service targets to manage infrastructure within the City’s capacity to renew and maintain assets, and accept the associated risk.

7.3. Next Steps

Ensuing Council approval of the Fleet and Equipment Asset Management Plan, target level of service options will be prepared for Council review, discussion and approval. The target level of service framework may require additional key performance indicators and will be the main driver of the sustainability strategy. When target level of service is reviewed, Council will have the option to select service levels that lead to either a reduction or an increase of assets that are in-service and require financing.

Table 15 identifies the next steps that emerged during the development of the asset management plan.

Table 15: Next Steps		
Section	Category	Action Item
State of the Infrastructure	Inventory	<ul style="list-style-type: none"> • Monitor and refine the Parks Services asset inventory to reduce the quantity of data assumptions • Implement a digital solution to track, monitor and analyze fleet and equipment data • Expand the use of the current asset identification standard that will encompass all fleet and equipment
Level of Service	Asset Level of Service	<ul style="list-style-type: none"> • Develop target service levels for Council review
Asset Management Strategy	Lifecycle Management Plan	<ul style="list-style-type: none"> • Review and refine strategies as necessary
Failure Prediction Risk Management	Risk Assessment and Exposure	<ul style="list-style-type: none"> • Monitor and refine the deterioration model for fleet and equipment assets as necessary
Long-Term Needs	Funding Sources	<ul style="list-style-type: none"> • Develop a sustainability strategy to achieve target levels of service for Council review, discussion and approval. • Determine funding source for infrastructure need.

8. Future Demand

8.1. Demand Drivers

Drivers affecting demand include parameters such as population, legislation, demographics, seasonal factors, technological advancement, economic, environmental awareness and Council directed service revisions.

8.2. Demand Forecasts and Impact on Assets

The present position and projections for demand drivers that may impact future service delivery and use of assets were identified and documented in Table 16. The present position and projection statistics are from the City of Greater Sudbury Outlook for Growth to 2046 that was developed in March 2018.

8.3. Demand Management Plan

The City will regulate the demand on assets through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand. Opportunities identified for demand management are provided in Table 16. Further opportunities will be developed in future versions of the asset management plan.

Table 16: Demand Drivers, Projections, Impact on Services and Management Plan

Demand Driver	Present Position	Projection	Impact on Services	Demand Management Plan
Population	City of Greater Sudbury Population: 166,130	Population (2046): • Low: 165,090 • Mid-Range: 172,990 (Reference Scenario) • High: 181,290	The City's population is anticipated to remain relatively constant. This will minimize the impact on fleet and equipment assets.	The City will continue to monitor population. Should the population deviate from the expected constant, the data will be analyzed to formulate an appropriate plan.
Legislation	Vehicles are being purchased to meet legislative requirements.	Additional legislative requirements are anticipated. For example implementation and enforcement for an accessible Ontario by 2025.	Replacement cost of fleet and equipment assets are expected to increase with evolving legislation.	The replacement value of fleet and equipment is monitored annually to reflect market demand resulting from legislation, latest technology and limited number of suppliers.
Demographic	Households: 69,152	Households (2046): • Low: 72,890 • Mid-Range: 75,250 (Reference Scenario) • High: 77,590	The anticipated increase in housing will be monitored against the services provided by fleet and equipment assets.	The City has an expansive geographic area of 3,228 km ² that is serviced by fleet and equipment assets. With an increase in housing, the City will monitor the services provided to the area. For example the adequacy of planned transit or plow routes.
Population Health	Paramedic Services Community Paramedicine section is evolving the delivery of health promotions and other clinical services, collaborating with health care stakeholders in the NE.	This is a new service designed as a preventative measure to optimally distribute resources around the City.	The Health Promotion Services will monitor repeat callers, deliver clinical services in patient homes and develop predictive modeling for service needs.	Three (3) new staff members were added in 2019 to work on this program, specifically mental health and addiction. The predictive modeling suggests that there will be an increased need in PRUs, and the need for ambulances may potentially decrease. Paramedic Services is also exploring the possibility of utilizing hybrid light duty vehicles as a substitute for PRUs to undertake the duties of the Health Promotions Service. However this is not approved in the Ambulance Act at this time.

Table 16: Demand Drivers, Projections, Impact on Services and Management Plan

Demand Driver	Present Position	Projection	Impact on Services	Demand Management Plan
Aging Population	Median Age from 2016 Canada Census: 43.2	There is an anticipated increase in median age of population. By 2037 the population of seniors (75+) in Ontario is expected to increase to 2.1 times its current size.	The inevitable increase in median age of population is expected to have an impact on Paramedic fleet and equipment assets.	The City will monitor aging population trends and the impact on Paramedic assets. With the implementation of the Health Promotions Service discussed above, one of the goals will be to minimize the impact on Paramedic assets. The increase in median age population is expected to increase the need for the GOVA Plus system (formerly Handi-Transit). The City will anticipate an increase in program applications, subsidies and also must consider additional GOVA Plus Fleet by contracting out additional services to vendors.
Seasonal Factors	Drastic shifts in temperature and precipitation from summer to winter months	Per climate change models, drastic shifts in temperature and precipitation from summer to winter months are expected to continue for the foreseeable future.	The shifts in temperature and precipitation will be monitored against the services provided by fleet and equipment assets.	Fleet and equipment will be monitored for its durability to withstand the shifts in temperature and precipitation. Departments maintain 'spare' fleet vehicles for assets that are identified as critical, in preparation for additional requirements due to a significant event or asset failure.
Technological Advancement	The City monitors available technology to improve the level of service provided by fleet and equipment assets.	The need for additional investment in technology is anticipated.	Replacement cost of fleet and equipment assets are expected to increase with technological advancement.	The replacement value of fleet and equipment is monitored annually to reflect market demand resulting from legislation, latest technology and limited number of suppliers.
Economic	Jobs: 79,440	Jobs (2046): • Modest: 81,230 • Mid-Range: 85,750 (Reference Scenario) • High: 90,460	The City's employment is expected to grow with the minor projected increase in population. Impact on fleet and equipment assets is anticipated to be minimal.	The City will continue to monitor employment. Should the employment deviate from the expected constant, the data will be analyzed to formulate an appropriate plan.

Table 16: Demand Drivers, Projections, Impact on Services and Management Plan

Demand Driver	Present Position	Projection	Impact on Services	Demand Management Plan
Environmental Awareness	Through legislation and the City's own actions, the City has demonstrated that it recognizes the need for environmental and climate protection. The City is considering the development of a Green Fleet Policy.	In recent years, environmental awareness has received considerably more attention. This is expected to continue. Environmental awareness is anticipated to result in additional legislative requirements and stricter best practices.	New fleet and equipment assets are being developed to produce lower emission outputs. Replacement cost of assets are expected to increase as environmental awareness increases.	The replacement value of fleet and equipment is monitored annually to reflect market demand resulting from legislation, latest technology and limited number of suppliers. A policy that will cover the procurement of electric vehicles or vehicles that operate with alternative fuels will be generated.

9. Climate Change

In September 2020, Council approved the Community Energy Emissions Plan (CEEP) that is the long-term plan to reduce carbon emissions and pollution in Greater Sudbury. The CEEP is a response to the City of Greater Sudbury Council's Climate Emergency declaration in May 2019. The CEEP outlines 18 goals that need to be met to attain the City's target of becoming a net-zero GHG emission community by 2050. For further information with respect to the Community Energy Emissions Plan, please visit:

<https://www.greatersudbury.ca/live/environment-and-sustainability1/net-zero-2050/>.

Global climate models for the Greater Sudbury geographic area are available through various online resources, namely:

- [Climatedata.ca](https://climatedata.ca/), undertaken with the support of Environment and Climate Change Canada;
- [Climateatlas.ca](https://climateatlas.ca/), undertaken with the support of Environment and Climate Change Canada, Public Health Agency of Canada, and Health Canada.

The City is beginning to monitor the effects of climate change on its infrastructure assets. The data provided in the aforementioned websites suggest that it is a possibility that there will be an increase in precipitation and an overall increase in mean temperature for the municipality. The climate projection scenarios from climateatlas.ca suggest that the increase in mean temperature within the Greater Sudbury area may result in the possibility a decrease of freeze-thaw days, additional summer days, more very hot days and additional tropical nights.

For context, when reading the data and analytics from either of the information sources, RCP means Representative Concentration Pathway which is a greenhouse gas concentration trajectory. The greenhouse gas concentration trajectory is not to be confused with current emissions, although emissions impact the atmospheric concentrations.

[Climatedata.ca](https://climatedata.ca/) analyzes the RCP2.6, RCP4.5 and RCP8.5, while climateatlas.ca analyzes RCP4.5 and RCP8.5. RCP scenario definitions are provided below:

RCP 2.6: This pathway is very stringent because it would require that carbon dioxide (CO₂) emissions were significantly declining in 2020 and achieve zero emissions by 2100. The pathway also requires methane gas (CH₄) emissions be halved by 2020 and sulphur dioxide (SO₂) emissions to decline to approximately 10% of the SO₂ emission level from 1980. This scenario requires negative CO₂ emissions equivalent to a minimum of 2 Gigatons/year every year from natural sources such as trees to keep the global temperature rise below 2°C by the year 2100.

RCP 4.5: This pathway is intermediate because global emissions would peak by 2040. CO₂ emissions must reduce to half of the 2050 levels by 2100, CH₄ emissions must decline by 75% in the decade leading to the year 2050, and SO₂ emissions must decline by 80% of the SO₂ emission level from 1980. Similar to RCP 2.6, this scenario requires negative CO₂ emissions

equivalent to a minimum of 2 Gigatons/year every year from natural sources to keep the global temperature rise between 2°C and 3°C by the year 2100. Many plant and animal species will not be able to adapt to the effects of RCP 4.5 or higher.

RCP 8.5: This pathway is business as usual. Emission will continue to rise on the current global pace throughout the 21st century.

Global Climate Models depict how the climate is likely to change in the future. As no single climate model is correct, the asset management plan consider the effect of Low Carbon (RCP 4.5) and High Carbon (RCP 8.5) on the fleet and equipment assets. The two scenarios are appropriate as RCP 4.5 assumes a drastic and sustained reduction of emissions in the coming decades, while RCP 8.5 represents the current global pace; emission of very large amounts of carbon dioxide from the burning of fossil fuels.

The following Table 17 provides the results of several Global Climate Models for the City of Greater Sudbury geographic area with high and low carbon emission scenarios and the anticipated impact on fleet and equipment assets. It is important to note that the anticipated impact is of climate change on infrastructure, not the potential impact of infrastructure contribution to climate change. Also, the climate projections suggest the variable outcomes are possibilities and not absolute certainty.

Variable	Current Mean	RCP	2021 - 2050	2051 - 2080	Anticipated Impact
			Mean	Mean	
Precipitation (mm)	848	High 8.5 Low 4.5	904 890	938 924	The increase in precipitation may require additional winter maintenance activities.
Mean Temperature	4.3°C	High 8.5 Low 4.5	6.5°C 6.3°C	8.8°C 7.3°C	No specific impact.
Tropical Nights (+20°C)	1	High 8.5 Low 4.5	5 4	17 7	No specific impact.
Very Cold Days (-30°C)	5	High 8.5 Low 4.5	1 2	0 1	A transit bus may be used as a warming station, demand for warming stations will increase.
Very Hot Days (+30°C)	6	High 8.5 Low 4.5	18 16	39 24	A transit bus may be used as a cooling station, demand for cooling stations will increase.
Frost-Free Season (days)	137	High 8.5 Low 4.5	163 157	184 168	The decrease in frost days will shorten the winter maintenance season.
Freeze Thaw Cycles	68	High 8.5 Low 4.5	64.2 65.4	61.5 64.3	The decrease in freeze-thaw cycles may ease pressure on the plow fleet.
Mild Winter Days (-5°C)	120.1	High 8.5 Low 4.5	103.6 104.5	84.2 96.6	The decrease in mild winter days will reduce winter maintenance activity.
Summer Days (+25°C)	42.9	High 8.5 Low 4.5	68.9 65.2	93.8 77.4	Potential for an increase in risk of brush fires.
Winter Days (-15°C)	58.4	High 8.5 Low 4.5	42 43.9	24.8 35.3	The decrease in winter days will reduce winter maintenance activity.

10. Improvement Opportunity

The City will take the following steps towards sustainability:

- Develop and implement a Fleet Services business process review with the goal of optimizing level of service delivery;
- Maintain full compliance with legislation;
- Increase the emphasis on consistent proactive maintenance and lower the volume of reactive maintenance;
- Environmentally sustainable initiatives;
- Monitor asset lifecycles for scheduled replacements;
- Monitor scheduling of equipment as it relates to operating department service level needs (ie. Truck and plow conversion, bus service seven days a week);
- Monitor vehicle usage and optimize assets via utilization;
- Advance technologies and maintain in house expertise;
- Look for opportunity to improve training and departmental manpower depth.
- Council will be provided with the opportunity to adjust the level of service provided to the community.
 - Fire Services intends to investigate the requirements of adopting the National Fire Protection Association (NFPA) 1710 *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments* and NFPA 1720 *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments*. The NFPA standards are not currently provided and therefore, not considered in the current asset management plan.
 - Transit Services intend to investigate and pursue decreasing the age of the GOVA bus fleet from a theoretical useful life of 15 years down to 12 years. A bus is subject to an extensive quantity of kilometers that results in an increase in maintenance cost due to a significantly higher volume of reactive maintenance. The current average condition of the bus fleet is on the line of fair and poor, with 11 buses in poor condition, and 22 buses in very poor condition.

The City will aim to ensure that the right vehicle or equipment is available for the right job at the right time.

Appendix A – Fleet and Equipment Condition Range

Fleet and equipment have been assigned conditions as detailed in following Table A1 through Table A8.

Condition	Service Life Consumption	Mileage (kms)	Condition Score
Very Good	0% to 40%	0 to 50,000	80 to 100
Good	41% to 60%	50,001 to 100,000	60 to 79
Fair	61% to 75%	100,001 to 150,000	40 to 59
Poor	71% to 90%	150,001 to 225,000	20 to 39
Very Poor	>90%	>225,000	0 to 19

Condition	Service Life Consumption	Mileage (kms)	Condition Score
Very Good	0% to 40%	0 to 50,000	80 to 100
Good	41% to 60%	50,001 to 100,000	60 to 79
Fair	61% to 75%	100,001 to 150,000	40 to 59
Poor	76% to 90%	150,001 to 200,000	20 to 39
Very Poor	>90%	>200,000	0 to 19

Condition	Service Life Consumption	Mileage (kms)	Condition Score
Very Good	0% to 40%	0 to 75,000	80 to 100
Good	41% to 60%	75,001 to 150,000	60 to 79
Fair	61% to 75%	150,001 to 200,000	40 to 59
Poor	76% to 90%	200,001 to 250,000	20 to 39
Very Poor	>90%	>250,000	0 to 19

Condition	Service Life Consumption	Mileage (kms)	Condition Score
Very Good	0% to 40%	0 to 75,000	80 to 100
Good	41% to 60%	75,001 to 150,000	60 to 79
Fair	61% to 75%	150,001 to 200,000	40 to 59
Poor	76% to 90%	200,001 to 250,000	20 to 39
Very Poor	>90%	>250,000	0 to 19

Table A5: Bus Fleet Condition Range

Condition	Service Life Consumption	Mileage (kms)	Condition Score
Very Good	0% to 40%	0 to 240,000	80 to 100
Good	41% to 60%	240,001 to 480,000	60 to 79
Fair	61% to 75%	480,001 to 720,000	40 to 59
Poor	76% to 90%	720,001 to 960,000	20 to 39
Very Poor	>90%	>960,000	0 to 19

Table A6: Machinery and Equipment Heavy Condition Range

Condition	Service Life Consumption	Engine Runtime Hours	Condition Score
Very Good	0% to 20%	0 to 5,000	80 to 100
Good	21% to 40%	5,001 to 9,000	60 to 79
Fair	41% to 60%	9,001 to 13,000	40 to 59
Poor	61% to 80%	13,001 to 16,000	20 to 39
Very Poor	>80%	>16,000	0 to 19

Table A7: Machinery and Equipment MTs and Light Diesel Condition Range

Condition	Service Life Consumption	Engine Runtime Hours	Condition Score
Very Good	0% to 20%	0 to 3,000	80 to 100
Good	21% to 40%	3,001 to 6,000	60 to 79
Fair	41% to 60%	6,001 to 9,000	40 to 59
Poor	61% to 80%	9,001 to 12,000	20 to 39
Very Poor	>80%	>12,000	0 to 19

Table A8: Machinery and Equipment without Engine Run Time Hours Collected

Condition	Service Life Consumption	Age-Based Condition Score
Very Good	0% to 20%	80 to 100
Good	21% to 40%	60 to 79
Fair	41% to 60%	40 to 59
Poor	61% to 80%	20 to 39
Very Poor	>80%	0 to 19

Appendix B – Fleet and Equipment Risk Exposure

Fleet and equipment risk exposure is detailed in following Figure B1 through Figure B12.

Figure B1: Vehicles - Heavy Duty Risk Exposure

Consequence	C5	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	Where: Critical Significant Medium Low
	C4	23 Assets \$7,164,492	14 Assets \$3,797,899	12 Assets \$2,947,942	6 Assets \$1,101,678	6 Assets \$1,871,267	
	C3	2 Assets \$570,035	4 Assets \$1,290,550	0 Assets \$0	0 Assets \$0	2 Assets \$244,231	
	C2	1 Assets \$65,421	0 Assets \$0	3 Assets \$566,920	0 Assets \$0	2 Assets \$285,770	
	C1	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	
		P1	P2	P3	P4	P5	
		Probability					

Figure B2: Vehicles - Medium Duty Risk Exposure

Consequence	C5	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	Where: Critical Significant Medium Low
	C4	5 Assets \$344,375	0 Assets \$0	2 Assets \$142,380	0 Assets \$0	2 Assets \$162,833	
	C3	3 Assets \$187,323	0 Assets \$0	0 Assets \$0	2 Assets \$118,376	1 Assets \$50,466	
	C2	37 Assets \$1,569,482	16 Assets \$667,411	11 Assets \$685,881	30 Assets \$1,552,101	27 Assets \$1,358,645	
	C1	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	
		P1	P2	P3	P4	P5	
		Probability					

Figure B3: Vehicles - Light Duty Risk Exposure

Consequence	C5	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	Where: Critical Significant Medium Low
	C4	2 Assets \$80,000	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	
	C3	14 Assets \$450,159	3 Assets \$111,099	2 Assets \$45,501	11 Assets \$358,476	2 Assets \$87,590	
	C2	35 Assets \$998,095	24 Assets \$612,276	24 Assets \$617,499	46 Assets \$1,381,523	18 Assets \$505,064	
	C1	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	
		P1	P2	P3	P4	P5	Probability

Figure B4: Machinery and Equipment General Risk Exposure

Consequence	C5	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	Where: Critical Significant Medium Low
	C4	1 Assets \$365,818	3 Assets \$125,488	6 Assets \$365,939	3 Assets \$765,883	8 Assets \$476,680	
	C3	12 Assets \$1,272,805	35 Assets \$790,036	91 Assets \$1,284,037	200 Assets \$2,050,020	82 Assets \$3,526,888	
	C2	4 Assets \$80,698	11 Assets \$474,407	13 Assets \$285,333	8 Assets \$324,329	22 Assets \$795,635	
	C1	1 Assets \$13,997	0 Assets \$0	3 Assets \$32,091	11 Assets \$70,002	30 Assets \$463,046	
		P1	P2	P3	P4	P5	Probability

Figure B5: Machinery and Equipment Heavy Risk Exposure

Consequence	C5	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	Where: Critical Significant Medium Low
	C4	8 Assets \$1,598,572	4 Assets \$1,045,567	6 Assets \$1,266,171	4 Assets \$694,706	2 Assets \$365,026	
	C3	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	
	C2	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	
	C1	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	
		P1	P2	P3	P4	P5	
		Probability					

Figure B6: Machinery and Equipment MT and Light Diesel Risk Exposure

Consequence	C5	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	Where: Critical Significant Medium Low
	C4	10 Assets \$1,579,488	6 Assets \$832,077	8 Assets \$1,094,708	17 Assets \$2,096,253	3 Assets \$314,802	
	C3	0 Assets \$0	0 Assets \$0	1 Assets \$10,894	1 Assets \$14,238	0 Assets \$0	
	C2	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	
	C1	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	
		P1	P2	P3	P4	P5	
		Probability					

Figure B7: Paramedic Vehicles Risk Exposure

Consequence	C5	13 Assets \$2,111,300	12 Assets \$1,867,152	5 Assets \$703,186	4 Assets \$662,828	0 Assets \$0	Where: Critical Significant Medium Low
	C4	1 Assets \$90,639	3 Assets \$834,175	1 Assets \$55,755	0 Assets \$0	0 Assets \$0	
	C3	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	
	C2	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	
	C1	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	
		P1	P2	P3	P4	P5	
		Probability					

Figure B8: Paramedic Equipment Risk Exposure

Consequence	C5	55 Assets \$93,171	0 Assets \$0	184 Assets \$724,249	11 Assets \$404,306	10 Assets \$397,560	Where: Critical Significant Medium Low
	C4	51 Assets \$428,768	1 Assets \$25,364	43 Assets \$281,786	23 Assets \$921,679	2 Assets \$65,277	
	C3	4 Assets \$34,444	0 Assets \$0	0 Assets \$0	37 Assets \$180,242	1 Assets \$21,245	
	C2	0 Assets \$0	1 Assets \$23,932	0 Assets \$0	0 Assets \$0	0 Assets \$0	
	C1	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	1 Assets \$40,998	
		P1	P2	P3	P4	P5	
		Probability					

Figure B9: Fire Vehicles Risk Exposure

Consequence	C5	17 Assets \$7,475,003	19 Assets \$7,858,925	10 Assets \$4,051,007	4 Assets \$1,204,878	0 Assets \$0	Where: Critical Significant Medium Low
	C4	1 Assets \$36,847	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	
	C3	6 Assets \$350,442	4 Assets \$194,465	3 Assets \$1,584,443	8 Assets \$988,355	2 Assets \$190,862	
	C2	3 Assets \$91,482	1 Assets \$32,984	2 Assets \$43,506	0 Assets \$0	0 Assets \$0	
	C1	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	
		P1	P2	P3	P4	P5	Probability

Figure B10: Fire Equipment Risk Exposure

Consequence	C5	252 Assets \$1,009,827	733 Assets \$1,428,090	97 Assets \$511,083	9 Assets \$13,500	16 Assets \$156,000	Where: Critical Significant Medium Low
	C4	483 Assets \$420,696	155 Assets \$210,992	48 Assets \$27,070	331 Assets \$258,462	24 Assets \$34,200	
	C3	176 Assets \$153,950	354 Assets \$1,565,548	192 Assets \$126,632	296 Assets \$104,288	1 Assets \$48,058	
	C2	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	
	C1	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	
		P1	P2	P3	P4	P5	Probability

Figure B11: Transit Bus and Shelters Risk Exposure

Consequence	C5	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	Where: Critical Significant Medium Low
	C4	19 Assets \$12,195,478	7 Assets \$4,493,071	0 Assets \$0	11 Assets \$7,060,540	22 Assets \$14,121,080	
	C3	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	
	C2	42 Assets \$519,624	35 Assets \$433,020	24 Assets \$296,928	11 Assets \$136,092	3 Assets \$37,116	
	C1	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	
		P1	P2	P3	P4	P5	Probability

Figure B12: Parks and Recreation

Consequence	C5	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	Where: Critical Significant Medium Low
	C4	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	
	C3	6 Assets \$32,000	4 Assets \$41,085	14 Assets \$82,146	11 Assets \$50,000	3 Assets \$41,240	
	C2	14 Assets \$324,064	17 Assets \$352,932	216 Assets \$1,809,817	7 Assets \$152,588	33 Assets \$1,221,735	
	C1	12 Assets \$19,700	26 Assets \$55,786	140 Assets \$227,744	16 Assets \$106,506	14 Assets \$173,705	
		P1	P2	P3	P4	P5	Probability

Appendix C – Fleet and Equipment Risk Exposure and Condition Ranking

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Appendix C - Fleet and Equipment Risk Exposure and Condition Ranking

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
	20709	Defibrillator	Paramedic Equipment	1	0	5	25
	20710	Defibrillator	Paramedic Equipment	1	0	5	25
	20711	Defibrillator	Paramedic Equipment	1	0	5	25
	20712	Defibrillator	Paramedic Equipment	1	0	5	25
	20713	Defibrillator	Paramedic Equipment	1	0	5	25
		Auto Ex - Hydraulics / E-droli	Fire Equipment	4	0	5	25
		Auto Ex - Hydraulics / E-droli	Fire Equipment	4	0	5	25
		Water Rescue Suits	Fire Equipment	8	0	5	25
	21010	2014 Defibrillator AR14D007	Paramedic Equipment	1	10	5	25
	21012	2014 Defibrillator AR14D007	Paramedic Equipment	1	10	5	25
	21014	2014 Defibrillator AR14D007	Paramedic Equipment	1	10	5	25
	21016	2014 Defibrillator AR14D007	Paramedic Equipment	1	10	5	25
	21017	2014 Defibrillator AR14D007	Paramedic Equipment	1	10	5	25
R0292A	1822	Trailer with Generator	M&E General	1	0	4	20
R735	18332	Mobile Generator (R-735)	M&E General	1	0	4	20
R730	18333	Mobile Generator (R-730)	M&E General	1	0	4	20
R736	18334	Mobile Generator (R-736)	M&E General	1	0	4	20
R737	18335	Mobile Generator (R-737)	M&E General	1	0	4	20
R705	18336	Mobile Generator (R-705)	M&E General	1	0	4	20
R710	18337	Mobile Generator (R-710)	M&E General	1	0	4	20
Old 5000	152	Argo Avenger	Paramedic Equipment	1	0	4	20
Old 5001	182	Special Ops Unit Trailer	Paramedic Equipment	1	0	4	20
		Portable Generator	Fire Equipment	2	0	4	20
		Portable Generator	Fire Equipment	2	0	4	20
		Portable Generator	Fire Equipment	2	0	4	20
		Gas Detection	Fire Equipment	1	0	4	20
		Gas Detection	Fire Equipment	10	0	4	20
		Gas Detection	Fire Equipment	1	0	4	20
T751	593	BUS L208 - Low Floor	Transit Bus	1	0	4	20
T752	594	BUS L208 - Low Floor	Transit Bus	1	0	4	20
T753	595	BUS L208 - Low Floor	Transit Bus	1	0	4	20
15-01	AK 23088	FORD	Vehicle Medium Duty	1	5	4	20
		Water Rescue Boat	Fire Equipment	1	5	4	20
		Boat Motor	Fire Equipment	1	5	4	20
T761	596	Bus L250 - Low Floor	Transit Bus	1	5	4	20
T762	597	Bus L250 - Low Floor	Transit Bus	1	5	4	20
T763	598	Bus L250 - Low Floor	Transit Bus	1	5	4	20
T764	599	Bus L250 - Low Floor	Transit Bus	1	5	4	20
T765	600	Bus L250 - Low Floor	Transit Bus	1	5	4	20
T766	601	Bus L251 Inter-Urban Coach	Transit Bus	1	5	4	20
T767	602	Bus L251 Inter-Urban Coach	Transit Bus	1	5	4	20
S182	2091	Loader	M&E Heavy	1	10	4	20
		Gas Detection	Fire Equipment	4	10	4	20
T770	603	Bus L293 - Low Floor	Transit Bus	1	10	4	20
T771	604	Bus L293 - Low Floor	Transit Bus	1	10	4	20
T772	605	Bus L293 - Low Floor	Transit Bus	1	10	4	20
T773	606	Bus L293 - Low Floor	Transit Bus	1	10	4	20
T774	607	Bus L294 Inter-Urban Coach	Transit Bus	1	10	4	20
T775	608	Bus L294 Inter-Urban Coach	Transit Bus	1	10	4	20
S181	2090	Loader	M&E Heavy	1	12.5	4	20
S839	2054	Garbage Packer	Vehicle Heavy Duty	1	15	4	20
S1204	2080	Vactor	Vehicle Heavy Duty	1	15	4	20
S1102	8429	Diesel Tandem Truck	Vehicle Heavy Duty	1	15	4	20
S66910	18292	2010 Freightliner Tandem M	Vehicle Heavy Duty	1	15	4	20
S66810	18293	2010 Freightliner Tandem M	Vehicle Heavy Duty	1	15	4	20
R8152 wa	22604	Dump Truck/Plow	Vehicle Medium Duty	1	15	4	20
	22976	Fuel Storage Dispensing and	M&E General	1	15	4	20

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
S02440	2110	MT5 Tractor	M&E Light Diesel & MTs	1	15	4	20
S02510	2117	MT5T Tractor	M&E Light Diesel & MTs	1	15	4	20
R-8032	2121	MT5T Tractor	M&E Light Diesel & MTs	1	15	4	20
T783	5497	Autobus	Transit Bus	1	15	4	20
T784	5498	Autobus	Transit Bus	1	15	4	20
T781	5499	Autobus	Transit Bus	1	15	4	20
T782	5500	Autobus	Transit Bus	1	15	4	20
T785	5501	Autobus	Transit Bus	1	15	4	20
T786	5502	Charter Bus	Transit Bus	1	15	4	20
S836	2053	Garbage Packer	Vehicle Heavy Duty	1	17.5	4	20
L5348	20292	Primary Response Unit	Vehicle Paramedic	1	20	5	20
		Water Rescue Suits	Fire Equipment	9	20	5	20
	21312	2015 Defibrillator AR15F013	Paramedic Equipment	1	25	5	20
	21343	2015 Defibrillator AR15F013	Paramedic Equipment	1	25	5	20
	21344	2015 Defibrillator AR15F013	Paramedic Equipment	1	25	5	20
	21345	2015 Defibrillator AR15F013	Paramedic Equipment	1	25	5	20
	21346	2015 Defibrillator AR15F013	Paramedic Equipment	1	25	5	20
	21347	2015 Defibrillator AR15F013	Paramedic Equipment	1	25	5	20
	21348	2015 Defibrillator AR15F013	Paramedic Equipment	1	25	5	20
	21349	2015 Defibrillator AR15F013	Paramedic Equipment	1	25	5	20
	21350	2015 Defibrillator AR15F013	Paramedic Equipment	1	25	5	20
	21351	2015 Defibrillator AR15F013	Paramedic Equipment	1	25	5	20
	21352	2015 Defibrillator AR15F013	Paramedic Equipment	1	25	5	20
L5127	20705	Ambulance	Vehicle Paramedic	1	27.5	5	20
F153 F015	78	Pumper 15	Vehicle Fire	1	30	5	20
F029 F002	26	Tank 4	Vehicle Fire	1	30	5	20
F037 F003	33	Pump 5	Vehicle Fire	1	35	5	20
F061 F006	43	Bush 20	Vehicle Fire	1	35	5	20
L5136	21005	Ambulance Type III #5136	Vehicle Paramedic	1	37.5	5	20
L5135	21008	Ambulance Type III #5135	Vehicle Paramedic	1	37.5	5	20
S1205	2081	Vactor	Vehicle Heavy Duty	1	20	4	16
S1108	8428	Diesel Tandem Truck	Vehicle Heavy Duty	1	20	4	16
S1413	8459	Loader	M&E Heavy	1	20	4	16
S17611	19542	2011 John Deere Loader	M&E Heavy	1	20	4	16
		Hoses 100mm (Structural Ho	Fire Equipment	8	20	4	16
		Hoses 100mm (Structural Ho	Fire Equipment	3	20	4	16
T793	18048	Bus low floor	Transit Bus	1	20	4	16
T794	18049	Bus Low Floor	Transit Bus	1	20	4	16
T791	18050	Bus Low Floor	Transit Bus	1	20	4	16
T792	18051	Bus low floor	Transit Bus	1	20	4	16
S1240	2082	MT5T Tractor	M&E Light Diesel & MTs	1	22.5	4	16
S1418	8460	Loader	M&E Heavy	1	25	4	16
S248	2114	MT5T Tractor	M&E Light Diesel & MTs	1	25	4	16
S1246	8454	MT5T Tractor	M&E Light Diesel & MTs	1	25	4	16
	21313	Power Load Stretcher 15014	Paramedic Equipment	1	25	4	16
	21314	Power Load Stretcher 15014	Paramedic Equipment	1	25	4	16
	21315	Power Load Stretcher 15014	Paramedic Equipment	1	25	4	16
	21316	Power Load Stretcher 15014	Paramedic Equipment	1	25	4	16
	21317	Power Load Stretcher 15014	Paramedic Equipment	1	25	4	16
	21318	Power Load Stretcher 15014	Paramedic Equipment	1	25	4	16
	21319	Power Load Stretcher 15014	Paramedic Equipment	1	25	4	16
	21320	Power Load Stretcher 15014	Paramedic Equipment	1	25	4	16
	21321	Power Load Stretcher 15014	Paramedic Equipment	1	25	4	16
	21322	Power Load Stretcher 15014	Paramedic Equipment	1	25	4	16
	21323	Power Load Stretcher 15014	Paramedic Equipment	1	25	4	16
	21324	Power Load Stretcher 15014	Paramedic Equipment	1	25	4	16
	21325	Power Load Stretcher 15014	Paramedic Equipment	1	25	4	16
	21326	Power Load Stretcher 15014	Paramedic Equipment	1	25	4	16

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
	21328	Power Load Stretcher 15014	Paramedic Equipment	1	25	4	16
	21329	Power Load Stretcher 15014	Paramedic Equipment	1	25	4	16
	21331	Power Load Stretcher 15014	Paramedic Equipment	1	25	4	16
	21332	Power Load Stretcher 15014	Paramedic Equipment	1	25	4	16
	21333	Power Load Stretcher 15014	Paramedic Equipment	1	25	4	16
	21334	Power Load Stretcher 15014	Paramedic Equipment	1	25	4	16
	21335	Power Load Stretcher 15014	Paramedic Equipment	1	25	4	16
	21336	Power Load Stretcher 15014	Paramedic Equipment	1	25	4	16
	21338	Power Load Stretcher 15014	Paramedic Equipment	1	25	4	16
		Hoses 100mm (Structural Ho	Fire Equipment	5	25	4	16
		Hoses 100mm (Structural Ho	Fire Equipment	10	25	4	16
		Hoses 100mm (Structural Ho	Fire Equipment	7	25	4	16
		Hoses 100mm (Structural Ho	Fire Equipment	8	25	4	16
		Hoses 100mm (Structural Ho	Fire Equipment	16	25	4	16
F0020	92	Evinrude 25HP	Fire Equipment	1	25	4	16
		Boat Trailer	Fire Equipment	1	25	4	16
		Boat Trailer	Fire Equipment	1	25	4	16
		Portable Generator	Fire Equipment	2	25	4	16
		Gas Detection	Fire Equipment	7	25	4	16
T801	18911	Bus - Low Floor	Transit Bus	1	25	4	16
T802	18912	Bus-Low Floor	Transit Bus	1	25	4	16
T803	18913	Bus-Low Floor	Transit Bus	1	25	4	16
T804	18914	Bus-Low Floor	Transit Bus	1	25	4	16
T806	18917	Bus-Low Floor	Transit Bus	1	25	4	16
T807	18919	Bus-Low Floor	Transit Bus	1	25	4	16
T808	18922	Bus-Low Floor	Transit Bus	1	25	4	16
S1104	8752	Dump Truck	Vehicle Heavy Duty	1	27.5	4	16
S1110	8753	Dump Truck	Vehicle Heavy Duty	1	27.5	4	16
S417	2141	Loader	M&E Heavy	1	27.5	4	16
S10310	18320	Dump Truck	Vehicle Heavy Duty	1	30	4	16
S11710	18321	Dump Truck	Vehicle Heavy Duty	1	30	4	16
S01243	2084	MT5T Tractor	M&E Light Diesel & MTs	1	30	4	16
S232	2099	MT5T Tractor	M&E Light Diesel & MTs	1	30	4	16
S234	2101	MT5T Tractor	M&E Light Diesel & MTs	1	30	4	16
S1250	8452	MT5T Tractor	M&E Light Diesel & MTs	1	30	4	16
S1260	8453	MT5T Tractor	M&E Light Diesel & MTs	1	30	4	16
		Hoses 100mm (Structural Ho	Fire Equipment	8	30	4	16
		Hoses 100mm (Structural Ho	Fire Equipment	5	30	4	16
		Hoses 100mm (Structural Ho	Fire Equipment	17	30	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	11	30	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	10	30	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	13	30	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	8	30	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	16	30	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	12	30	4	16
		Hoses 100mm (Structural Ho	Fire Equipment	7	30	4	16
		PPV Fans	Fire Equipment	10	30	4	16
S231	2097	MT5T Tractor	M&E Light Diesel & MTs	1	32.5	4	16
S1252	18267	MT6 Off-road vehicle	M&E Light Diesel & MTs	1	32.5	4	16
	22977	Fuel Storage Dispensing and	M&E General	1	35	4	16
	22993	Fuel Storage Dispensing and	M&E General	1	35	4	16
	22995	Fuel Storage Dispensing and	M&E General	1	35	4	16
S1242	2083	MT5T Tractor	M&E Light Diesel & MTs	1	35	4	16
S1249	18268	MT6 Off-road vehicle	M&E Light Diesel & MTs	1	35	4	16
		Hoses 100mm (Structural Ho	Fire Equipment	6	35	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	51	35	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	14	35	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	4	35	4	16

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
		Hoses 100mm (Structural Ho	Fire Equipment	1	35	4	16
		Hoses 100mm (Structural Ho	Fire Equipment	1	35	4	16
		Hoses 100mm (Structural Ho	Fire Equipment	1	35	4	16
		Hoses 100mm (Structural Ho	Fire Equipment	1	35	4	16
		Hoses 100mm (Structural Ho	Fire Equipment	1	35	4	16
		Hoses 100mm (Structural Ho	Fire Equipment	1	35	4	16
		Hoses 100mm (Structural Ho	Fire Equipment	1	35	4	16
		Hoses 100mm (Structural Ho	Fire Equipment	1	35	4	16
		Hoses 100mm (Structural Ho	Fire Equipment	1	35	4	16
		Hoses 100mm (Structural Ho	Fire Equipment	1	35	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	1	35	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	1	35	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	1	35	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	1	35	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	1	35	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	1	35	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	1	35	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	1	35	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	1	35	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	1	35	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	1	35	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	1	35	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	1	35	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	1	35	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	1	35	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	1	35	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	1	35	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	1	35	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	1	35	4	16
		Hoses 100mm (Structural Ho	Fire Equipment	1	35	4	16
		Hoses 65mm (Structural Hos	Fire Equipment	38	35	4	16
		Hoses 100mm (Structural Ho	Fire Equipment	6	35	4	16
C105	17228	Utility Vehicle w/ Cab Kubota	M&E Light Diesel & MTs	1	37.5	4	16
C106	17229	Utility Vehicle w/ Cab Kubota	M&E Light Diesel & MTs	1	37.5	4	16
C102	17230	Mini Excavator w/Cab Caterp	M&E Light Diesel & MTs	1	37.5	4	16
C101	17887	Mini Excavator w/Cab Caterp	M&E Light Diesel & MTs	1	37.5	4	16
S1251	18266	MT6 Off-road vehicle	M&E Light Diesel & MTs	1	37.5	4	16
R00760	1811	Cold Planer	M&E General	1	0	3	15
R00770	1812	Cold Planer	M&E General	1	0	3	15
R01620	1813	Forklift	M&E General	1	0	3	15
R02700	2056	Ashphalt Recycler	M&E General	1	0	3	15
S08090	2145	Litter Collector	M&E General	1	0	3	15
Hoist #3	2159	Forward Hoist #3	M&E General	1	0	3	15
	17915	Trimble DiNi Precise Digital L	M&E General	1	0	3	15
	17921	Coherent Water Resonator	M&E General	1	0	3	15
	18995	AMMCO 12,000LB 4 post lift	M&E General	1	0	3	15
	19387	2011 Yamaha ATV	M&E General	1	0	3	15
	19687	GIS-Survey Equipment with C	M&E General	1	0	3	15
	19688	GIS Survey Equipment with C	M&E General	1	0	3	15
	19689	GIS-Survey Equipment with C	M&E General	1	0	3	15
R02670	22971	Boiler	M&E General	1	0	3	15
	21353	Respirator Fit Tester	Paramedic Equipment	1	0	3	15
F126 F012	22180	2010 GMC 3500 F0126	Vehicle Fire	1	0	3	15
	104	Hazmat Tent	Fire Equipment	1	0	3	15
	P1510	Bombardier	M&E Parks & Recreation	1	0	3	15
	P315	Bombardier	M&E Parks & Recreation	1	0	3	15
R09750	2076	Zamboni	M&E General	1	5	3	15
S0237-3	2106	60" Angling Sweeper	M&E General	1	5	3	15
R09740	23334	Zamboni	M&E General	1	5	3	15
	P1510	Bombardier	M&E Parks & Recreation	1	5	3	15
S09911	18943	Truck - Single Axle Cab & C	Vehicle Heavy Duty	1	7.5	3	15
	681	Farebox - OD019920	M&E General	1	10	3	15

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
	682	Farebox - OD019903	M&E General	1	10	3	15
	683	Farebox - OD019871	M&E General	1	10	3	15
	684	Farebox - OD019907	M&E General	1	10	3	15
	685	Farebox - OD019881	M&E General	1	10	3	15
	686	Farebox - OD019896	M&E General	1	10	3	15
	687	Farebox - OD019912	M&E General	1	10	3	15
	688	Farebox - OD019870	M&E General	1	10	3	15
	689	Farebox - OD019908	M&E General	1	10	3	15
	690	Farebox - OD019902	M&E General	1	10	3	15
	691	Farebox - OD019894	M&E General	1	10	3	15
	692	Farebox - OD019879	M&E General	1	10	3	15
	693	Farebox - OD019872	M&E General	1	10	3	15
	694	Farebox - OD019914	M&E General	1	10	3	15
	695	Farebox - OD019910	M&E General	1	10	3	15
	696	Farebox - OD019901	M&E General	1	10	3	15
	697	Farebox - OD019880	M&E General	1	10	3	15
	698	Farebox - OD019863	M&E General	1	10	3	15
	699	Farebox - OD019890	M&E General	1	10	3	15
	700	Farebox - OD019883	M&E General	1	10	3	15
	701	Farebox - OD019868	M&E General	1	10	3	15
	702	Farebox - OD019884	M&E General	1	10	3	15
	703	Farebox - OD019897	M&E General	1	10	3	15
	705	Farebox - OD019923	M&E General	1	10	3	15
	706	Farebox - OD019909	M&E General	1	10	3	15
	707	Farebox - OD019875	M&E General	1	10	3	15
	708	Farebox - OD019895	M&E General	1	10	3	15
	709	Farebox - OD019886	M&E General	1	10	3	15
	710	Farebox - OD019893	M&E General	1	10	3	15
	711	Farebox - OD019866	M&E General	1	10	3	15
	712	Farebox - OD019891	M&E General	1	10	3	15
	713	Farebox - OD019916	M&E General	1	10	3	15
	714	Farebox - OD019905	M&E General	1	10	3	15
	715	Farebox - OD019917	M&E General	1	10	3	15
	716	Farebox - OD019922	M&E General	1	10	3	15
	717	Farebox - OD019898	M&E General	1	10	3	15
	718	Farebox - OD019888	M&E General	1	10	3	15
	719	Farebox - OD019918	M&E General	1	10	3	15
	720	Farebox - OD019874	M&E General	1	10	3	15
	722	Farebox - OD019899	M&E General	1	10	3	15
	723	Farebox - OD019904	M&E General	1	10	3	15
	724	Farebox - OD019919	M&E General	1	10	3	15
	725	Farebox - OD019864	M&E General	1	10	3	15
	726	Farebox - OD019911	M&E General	1	10	3	15
	727	Farebox - OD019889	M&E General	1	10	3	15
	728	Farebox - OD019900	M&E General	1	10	3	15
	729	Farebox - OD019915	M&E General	1	10	3	15
	730	Farebox - OD019906	M&E General	1	10	3	15
	731	Farebox - OD019892	M&E General	1	10	3	15
	732	Farebox - OD019921	M&E General	1	10	3	15
	733	Farebox - OD019926	M&E General	1	10	3	15
	734	Farebox - OD019869	M&E General	1	10	3	15
	735	Farebox - OD019882	M&E General	1	10	3	15
	736	Farebox - OD019873	M&E General	1	10	3	15
	737	Farebox - OD019877	M&E General	1	10	3	15
	738	Farebox - OD019924	M&E General	1	10	3	15
	739	Farebox - OD019925	M&E General	1	10	3	15
	740	Farebox - OD019887	M&E General	1	10	3	15
	741	Farebox - OD019855	M&E General	1	10	3	15

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
	742	Farebox - OD019913	M&E General	1	10	3	15
	743	Farebox - OD019867	M&E General	1	10	3	15
R09620	2063	Zamboni	M&E General	1	10	3	15
R09630	2064	Zamboni	M&E General	1	10	3	15
	22982	Rotary 18,000 Portable Vehic	M&E General	1	10	3	15
S08310	18948	2010 TE Diesel ATLV 4300 L	Vehicle Heavy Duty	1	12.5	3	15
S48909	18280	2009 Ford Escape 4x4	Vehicle Light Duty	1	15	3	15
R09730	2074	Zamboni	M&E General	1	15	3	15
S56010	18932	2010 Ford F 450 Dually w/Du	Vehicle Medium Duty	1	17.5	3	15
08-1	BA50252	FORD	Vehicle Light Duty	1	17.5	3	15
F062 F006	18926	Deputy 1	Vehicle Fire	1	17.5	3	15
L5350	20714	ERV Command Ford Explore	Vehicle Paramedic	1	40	5	15
	21916	2016 Defibrillator AR16D018	Paramedic Equipment	1	40	5	15
	21917	2016 Defibrillator AR16D018	Paramedic Equipment	1	40	5	15
	21918	2016 Defibrillator AR16D018	Paramedic Equipment	1	40	5	15
	21919	2016 Defibrillator AR16D018	Paramedic Equipment	1	40	5	15
	21920	2016 Defibrillator AR16D018	Paramedic Equipment	1	40	5	15
	21921	2016 Defibrillator AR16D018	Paramedic Equipment	1	40	5	15
	21922	2016 Defibrillator AR16D018	Paramedic Equipment	1	40	5	15
	21923	2016 Defibrillator AR16D018	Paramedic Equipment	1	40	5	15
	21924	2016 Defibrillator AR16D018	Paramedic Equipment	1	40	5	15
	21925	2016 Defibrillator AR16D018	Paramedic Equipment	1	40	5	15
	21926	2016 Defibrillator AR16D018	Paramedic Equipment	1	40	5	15
	21927	2016 Defibrillator AR16D018	Paramedic Equipment	1	40	5	15
	21928	2016 Defibrillator AR16D018	Paramedic Equipment	1	40	5	15
	21929	2016 Defibrillator AR16D018	Paramedic Equipment	1	40	5	15
	21930	2016 Defibrillator AR16D018	Paramedic Equipment	1	40	5	15
		Bunker Gear	Fire Equipment	12	40	5	15
		Bunker Gear	Fire Equipment	12	40	5	15
		Bunker Gear	Fire Equipment	19	40	5	15
		Bunker Gear	Fire Equipment	6	40	5	15
		Bunker Gear	Fire Equipment	2	40	5	15
		Bunker Gear	Fire Equipment	16	40	5	15
		Bunker Gear	Fire Equipment	15	40	5	15
was L5008	20293	ERV Command (PRU)	Vehicle Paramedic	1	42.5	5	15
F060 F006	42	Pump 21	Vehicle Fire	1	42.5	5	15
F127 F012	70	Pumper 7	Vehicle Fire	1	42.5	5	15
F034 F003	30	Pump 15	Vehicle Fire	1	45	5	15
F066 F006	47	Pump 23	Vehicle Fire	1	45	5	15
F110 F011	62	Bush 11	Vehicle Fire	1	45	5	15
F151 F015	76	Bush 3	Vehicle Fire	1	47.5	5	15
L5130	21341	Ambulance Type III #5130	Vehicle Paramedic	1	50	5	15
		Auto Ex - Hydraulics / E-droli	Fire Equipment	1	50	5	15
		Auto Ex - Hydraulics / E-droli	Fire Equipment	3	50	5	15
		Auto Ex - Hydraulics / E-droli	Fire Equipment	3	50	5	15
		Auto Ex - Hydraulics / E-droli	Fire Equipment	3	50	5	15
		Auto Ex - Hydraulics / E-droli	Fire Equipment	1	50	5	15
		Auto Ex - Hydraulics / E-droli	Fire Equipment	1	50	5	15
		Auto Ex - Hydraulics / E-droli	Fire Equipment	3	50	5	15
L5184	21339	Ambulance Type III #5184	Vehicle Paramedic	1	52.5	5	15
F067 F006	48	Pumper 13	Vehicle Fire	1	52.5	5	15
	22173	2017 Defibrillator AR17G025	Paramedic Equipment	1	55	5	15
		Circulation Bag	Paramedic Equipment	42	55	5	15
		Airway Breathing Bag	Paramedic Equipment	42	55	5	15
		Trauma Bag	Paramedic Equipment	42	55	5	15
		Pediatric Bag	Paramedic Equipment	42	55	5	15
F063 F006	44	Engine 24	Vehicle Fire	1	55	5	15
F065 F006	46	Engine 8	Vehicle Fire	1	55	5	15

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
F026 F002	23	Engine 11 (aerial)	Vehicle Fire	1	55	5	15
L5131	21342	Ambulance Type III #5131	Vehicle Paramedic	1	57.5	5	15
S54809	18275	2009 Ford Escape 4x4	Vehicle Light Duty	1	20	3	12
R09600	2062	Zamboni	M&E General	1	20	3	12
R09760	2077	Zamboni	M&E General	1	20	3	12
S1808	8463	Sidewalk Sweeper	M&E General	1	20	3	12
	22964	Sokkia Total Station - 2012	M&E General	1	20	3	12
F030 F003	27	Support 10	Vehicle Fire	1	20	3	12
		Ladder	Fire Equipment	6	20	3	12
		Ladder	Fire Equipment	9	20	3	12
		Ladder	Fire Equipment	7	20	3	12
		Ladder	Fire Equipment	2	20	3	12
S04510	18933	2010 Ford F 450 Dually w/du	Vehicle Medium Duty	1	22.5	3	12
S49813	20665	2013 F-150 Pickup	Vehicle Light Duty	1	22.5	3	12
08-2	346 2XA	FORD	Vehicle Light Duty	1	22.5	3	12
10-01	190 4ZA	FORD	Vehicle Light Duty	1	22.5	3	12
S43913	20668	2013 F-150 Pickup	Vehicle Light Duty	1	25	3	12
07-1	327 1VX	FORD	Vehicle Light Duty	1	25	3	12
07-2	AV34376	FORD	Vehicle Light Duty	1	25	3	12
10-02	AH 57592	FORD	Vehicle Light Duty	1	25	3	12
R09690	2070	Zamboni	M&E General	1	25	3	12
R78	18317	Cold Planer MTCP Grinder	M&E General	1	25	3	12
R74	18318	Cold Planer MTCP Grinder	M&E General	1	25	3	12
R75	18319	Cold Planer MTCP Grinder	M&E General	1	25	3	12
	21546	Brine Makers	M&E General	2	25	3	12
F042 F004	37	Support 16	Vehicle Fire	1	25	3	12
F079 F007	18927	Car 12	Vehicle Fire	1	25	3	12
		Zamboni Propane Edger	M&E Parks & Recreation	1	25	3	12
		Zamboni Propane Edger	M&E Parks & Recreation	1	25	3	12
		Zamboni Propane Edger	M&E Parks & Recreation	1	25	3	12
		Zamboni Propane Edger	M&E Parks & Recreation	1	25	3	12
		Propane Edger	M&E Parks & Recreation	1	25	3	12
		Propane Edger	M&E Parks & Recreation	2	25	3	12
		Propane Edger	M&E Parks & Recreation	1	25	3	12
		Propane Edger	M&E Parks & Recreation	1	25	3	12
		Propane Edger	M&E Parks & Recreation	1	25	3	12
		Propane Edger	M&E Parks & Recreation	1	25	3	12
F005 F006	18925	Fleet 3	Vehicle Medium Duty	1	27.5	3	12
S44512	20195	2012 Dodge Ram 1500	Vehicle Light Duty	1	27.5	3	12
F075 F007	21235	Support 5 E350	Vehicle Fire	1	27.5	3	12
F048 F004	5537	Car 15 Ford Escape	Vehicle Fire	1	27.5	3	12
S48413	20674	2013 F-150 Pickup	Vehicle Light Duty	1	30	3	12
	8455	Ice Resurfacing Machine Zar	M&E General	1	30	3	12
	8456	Ice Resurfacing Machine Zar	M&E General	1	30	3	12
	20561	AVL / GPS - Roads	M&E General	170	30	3	12
	20994	Automatic Vehicle Location S	M&E General	7	30	3	12
	21247	Automatic Vehicle Location S	M&E General	11	30	3	12
C103	17226	Hydraulic Rock Breaker w/M	M&E Light Diesel & MTs	1	30	3	12
	20708	Automatic Vehicle Location S	Paramedic Equipment	37	30	3	12
F051 F005	41	Support 6	Vehicle Fire	1	30	3	12
		Wajax Pump	Fire Equipment	6	30	3	12
F0157	105	Hazmat trailer	Fire Equipment	1	30	3	12
F074 F007	21238	Support 9 E350	Vehicle Fire	1	32.5	3	12
S54713	20675	2013 F-150 Pickup	Vehicle Light Duty	1	35	3	12
F154 F015	79	Support 1	Vehicle Fire	1	35	3	12
		Hoses 38mm (Forestry Hose	Fire Equipment	27	35	3	12
		Hoses 38mm (Forestry Hose	Fire Equipment	25	35	3	12
		Hoses 38mm (Forestry Hose	Fire Equipment	18	35	3	12

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
		Hoses 38mm (Forestry Hose)	Fire Equipment	20	35	3	12
		Hoses 38mm (Forestry Hose)	Fire Equipment	8	35	3	12
		Hoses 38mm (Forestry Hose)	Fire Equipment	16	35	3	12
		Hoses 38mm (Forestry Hose)	Fire Equipment	20	35	3	12
		Hoses 38mm (Forestry Hose)	Fire Equipment	23	35	3	12
		Hoses 38mm (Forestry Hose)	Fire Equipment	64	35	3	12
		Hoses 38mm (Forestry Hose)	Fire Equipment	20	35	3	12
		Hoses 38mm (Forestry Hose)	Fire Equipment	24	35	3	12
S67012	20214	2013 Tandem Multi-Function	Vehicle Heavy Duty	1	40	4	12
R673	18338	8" Diesel Trash Pump	M&E General	1	40	4	12
R704	21108	Generator Thawing Machine	M&E General	1	40	4	12
S24510	18938	MT6 Off-road vehicle with sn	M&E Light Diesel & MTs	1	40	4	12
S25610	18939	MT6 Off-road vehicle with sn	M&E Light Diesel & MTs	1	40	4	12
17-01		Trackless MT6	M&E Light Diesel & MTs	1	40	4	12
	21911	Power Load Stretcher 16013	Paramedic Equipment	1	40	4	12
		Gas Detection	Fire Equipment	7	40	4	12
S67512	20213	2013 Tandem Multi-Function	Vehicle Heavy Duty	1	42.5	4	12
S1393	8457	Backhoe Loader	M&E Heavy	1	42.5	4	12
S05412	20204	2012 Ford F450	Vehicle Medium Duty	1	45	4	12
S60109	18167	Valve Operating Machine	M&E General	1	45	4	12
R625	18492	Diesel Pump 6"	M&E General	1	45	4	12
R626	18795	Diesel Pump 6"	M&E General	1	45	4	12
S414	2139	Loader	M&E Heavy	1	45	4	12
C109	19390	Kubota Wheel Loader (R32C	M&E Light Diesel & MTs	1	45	4	12
L5012	20291	2012 Ford Explorer with Upfit	Vehicle Paramedic	1	45	4	12
		Hoses 65mm (Structural Hos	Fire Equipment	20	45	4	12
		Hoses 65mm (Structural Hos	Fire Equipment	14	45	4	12
		Portable Generator	Fire Equipment	2	45	4	12
S63414	20682	Tandem Multi-Function Dum	Vehicle Heavy Duty	1	47.5	4	12
S64815	21097	2015 Tandem Diesel multi-fu	Vehicle Heavy Duty	1	47.5	4	12
S39710	18945	2010 John Deere 310SJ Bac	M&E Heavy	1	47.5	4	12
S35411	18983	G960 Motor Grader	M&E Heavy	1	47.5	4	12
S25713	21704	MT6 - Winter Control Portion	M&E Light Diesel & MTs	1	47.5	4	12
S12012	20211	2013 Freightliner Single Axle	Vehicle Heavy Duty	1	50	4	12
S13415	21084	2015 Tandem Diesel Multi-Fu	Vehicle Heavy Duty	1	50	4	12
S57211	19517	2011 Ford F450 (White) with	Vehicle Medium Duty	1	50	4	12
	18949	Fuel Dispenser and Pump	M&E General	1	50	4	12
	22612	Panasonic Toughbook Comp	Paramedic Equipment	41	50	4	12
		Hoses 100mm (Structural Ho	Fire Equipment	1	50	4	12
		Hoses 100mm (Structural Ho	Fire Equipment	1	50	4	12
		Portable Generator	Fire Equipment	1	50	4	12
S62214	20679	Tandem Multi-Function Dum	Vehicle Heavy Duty	1	52.5	4	12
S62114	20680	Tandem Multi-Function Dum	Vehicle Heavy Duty	1	52.5	4	12
S66714	20683	Tandem Multi-Function Dum	Vehicle Heavy Duty	1	52.5	4	12
S67915	21098	2015 Tandem diesel multi-fu	Vehicle Heavy Duty	1	52.5	4	12
S25912	20186	Series MT6 Off-road Vehicle	M&E Light Diesel & MTs	1	52.5	4	12
C107	20781	Bobcat 5600 Toolcat 2013	M&E Light Diesel & MTs	1	52.5	4	12
S63514	20681	Tandem Multi-Function Dum	Vehicle Heavy Duty	1	55	4	12
S61915	21096	2015 Tandem Diesel multi-fu	Vehicle Heavy Duty	1	55	4	12
S35311	18985	G960 Motor Grader	M&E Heavy	1	55	4	12
S25313	21703	MT6 - Winter Control Portion	M&E Light Diesel & MTs	1	55	4	12
	22365	Power Load Stretcher 17094	Paramedic Equipment	1	55	4	12
		Boat Trailer	Fire Equipment	1	55	4	12
		Gas Detection	Fire Equipment	1	55	4	12
S19012	20184	2012 Road Grader with Elimi	M&E Heavy	1	57.5	4	12
S532	1974	F350	Vehicle Medium Duty	1	0	2	10
S01709	18285	2009 Ford E350	Vehicle Medium Duty	1	0	2	10
S01809	18286	2009 Ford E350	Vehicle Medium Duty	1	0	2	10

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
S02509	18295	2009 Ford E350	Vehicle Medium Duty	1	0	2	10
S1541	1660	Silverado	Vehicle Light Duty	1	0	2	10
	657	Air compressors: T30	M&E General	1	0	2	10
	658	Air compressors: EBERDC	M&E General	1	0	2	10
	668	Coin Sorter	M&E General	1	0	2	10
	669	Coin Wrapper	M&E General	1	0	2	10
	673	Shredder	M&E General	1	0	2	10
	679	Security System	M&E General	1	0	2	10
R630	1835	Trailer Mounted Auto. Valve	M&E General	1	0	2	10
R07210	1837	Heated Asphalt Transporter	M&E General	1	0	2	10
R07220	1838	Heated Asphalt Transporter	M&E General	1	0	2	10
R07280	1840	Woodchipper	M&E General	1	0	2	10
R07550	1845	Chipper	M&E General	1	0	2	10
R09670	2068	Snow Blower - back up unit	M&E General	1	0	2	10
	8443	8'x20' office drag trailer	M&E General	1	0	2	10
	18976	2 Ton Hot Box Reclaimer	M&E General	1	0	2	10
	22962	GPS Unit	M&E General	1	0	2	10
	22963	GPS Unit	M&E General	1	0	2	10
	22978	Computrol - Gate Controller	M&E General	1	0	2	10
	P17270	John Deere	M&E Parks & Recreation	1	0	2	10
	P301	John Deere	M&E Parks & Recreation	1	0	2	10
	P304	Kubota	M&E Parks & Recreation	1	0	2	10
	P305	John Deere	M&E Parks & Recreation	1	0	2	10
	P306	John Deere	M&E Parks & Recreation	1	0	2	10
	P307	Cushman	M&E Parks & Recreation	1	0	2	10
	P310	Ford / New Holland	M&E Parks & Recreation	1	0	2	10
	P311	Ford / New Holland	M&E Parks & Recreation	1	0	2	10
	P312	Kubota	M&E Parks & Recreation	1	0	2	10
	P317	John Deere	M&E Parks & Recreation	1	0	2	10
	P321	Kubota	M&E Parks & Recreation	1	0	2	10
	P373	Ford	M&E Parks & Recreation	1	0	2	10
	P376	Ford	M&E Parks & Recreation	1	0	2	10
	P378	Ford	M&E Parks & Recreation	1	0	2	10
	P379	Ford	M&E Parks & Recreation	1	0	2	10
	P380	John Deere	M&E Parks & Recreation	1	0	2	10
	P381	Ford	M&E Parks & Recreation	1	0	2	10
	P382	Toro	M&E Parks & Recreation	1	0	2	10
	P383	John Deere	M&E Parks & Recreation	1	0	2	10
	P389	John Deere	M&E Parks & Recreation	1	0	2	10
	P698	Bobcat	M&E Parks & Recreation	1	0	2	10
	P7270	John Deere	M&E Parks & Recreation	1	0	2	10
	P7470-2	John Deere	M&E Parks & Recreation	1	0	2	10
	P7480-2	John Deere	M&E Parks & Recreation	1	0	2	10
	P7490	John Deere	M&E Parks & Recreation	1	0	2	10
	P7500	Bolens	M&E Parks & Recreation	1	0	2	10
	P7600	Bannerman	M&E Parks & Recreation	1	0	2	10
	P7790	Bannerman	M&E Parks & Recreation	1	0	2	10
S1065	1954	F350	Vehicle Medium Duty	1	2.5	2	10
T627	23337	Flat Deck	Vehicle Heavy Duty	1	5	2	10
S1569	1966	F450	Vehicle Medium Duty	1	5	2	10
	666	Tire Changer	M&E General	1	5	2	10
S60311	18990	2011 International	Vehicle Heavy Duty	1	7.5	2	10
S1570	1967	F450	Vehicle Medium Duty	1	7.5	2	10
S578	8424	2008 Ford F350	Vehicle Medium Duty	1	7.5	2	10
S55311	18968	2011 Ford E350	Vehicle Medium Duty	1	7.5	2	10
R8130	23003	F250	Vehicle Medium Duty	1	7.5	2	10
S529 R81	1721	F150	Vehicle Medium Duty	1	10	2	10
S1062	8422	2008 Ford F350	Vehicle Medium Duty	1	10	2	10

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
S02111	18967	2011 Ford E350	Vehicle Medium Duty	1	10	2	10
S09211	18988	2011 Ford F250	Vehicle Medium Duty	1	10	2	10
R8108	1654	F150	Vehicle Light Duty	1	10	2	10
R8045	1751	Crown Vic	Vehicle Light Duty	1	10	2	10
S09860	1799	Crown Vic	Vehicle Light Duty	1	10	2	10
S09509	18279	2009 Ford Escape 4x4	Vehicle Light Duty	1	10	2	10
R8151 wa	22600	Silverado	Vehicle Light Duty	1	10	2	10
R849	22967	Impala - retired vehicle pool	Vehicle Light Duty	1	10	2	10
R08420	22968	Transport Van	Vehicle Light Duty	1	10	2	10
S09400	22970	Crown Vic	Vehicle Light Duty	1	10	2	10
R8115	22999	Crown Vic	Vehicle Light Duty	1	10	2	10
S09510	23001	Crown Vic	Vehicle Light Duty	1	10	2	10
R01743-B	1814	Stump Grinder	M&E General	1	10	2	10
R05290	1833	Compressor	M&E General	1	10	2	10
	P371	Jacobsen	M&E Parks & Recreation	1	10	2	10
	P7820	Land Pride	M&E Parks & Recreation	1	10	2	10
S1048	1951	F450	Vehicle Medium Duty	1	12.5	2	10
S1051	1952	F350	Vehicle Medium Duty	1	12.5	2	10
S00209	18288	2009 Ford E350	Vehicle Medium Duty	1	12.5	2	10
S1951	1670	Prius Hybrid	Vehicle Light Duty	1	12.5	2	10
S523	8432	2008 Ford F150	Vehicle Light Duty	1	12.5	2	10
S1579	1969	F450	Vehicle Medium Duty	1	15	2	10
S588	1994	F450	Vehicle Medium Duty	1	15	2	10
S1564	8441	2009 Dodge RAM	Vehicle Medium Duty	1	15	2	10
S1580	18271	2009 Ford F450 White truck	Vehicle Medium Duty	1	15	2	10
S05710	18936	2010 Ford F 450	Vehicle Medium Duty	1	15	2	10
S98809	18278	2009 Ford Escape 4x4	Vehicle Light Duty	1	15	2	10
S06109	18300	2009 Grand Caravan, white	Vehicle Light Duty	1	15	2	10
S91610	18963	2010 Dodge Grand Caravan	Vehicle Light Duty	1	15	2	10
S44412	20194	2012 Dodge Ram 1500	Vehicle Light Duty	1	15	2	10
R682	1836	Load Bank Trailer	M&E General	1	15	2	10
	2161	Gantry adjustable legs	M&E General	1	15	2	10
	P153	Ford	M&E Parks & Recreation	1	15	2	10
	P7890	Toro	M&E Parks & Recreation	1	15	2	10
	P7980	Toro	M&E Parks & Recreation	1	15	2	10
R8075	1899	F250 Crew Cab	Vehicle Medium Duty	1	17.5	2	10
S589	1995	F450	Vehicle Medium Duty	1	17.5	2	10
S1028	8425	2008 Ford F450	Vehicle Medium Duty	1	17.5	2	10
S57111	18973	2011 Ford F450	Vehicle Medium Duty	1	17.5	2	10
S56211	18986	2011 Ford F450 4x2	Vehicle Medium Duty	1	17.5	2	10
S90409	18272	2009 Ford Escape Hybrid 4x4	Vehicle Light Duty	1	17.5	2	10
		1730	Transit Shelter	1	18	2	10
		4120	Transit Shelter	1	18	2	10
		6195	Transit Shelter	1	18	2	10
F024 F002	21	Ladder 1	Vehicle Fire	1	60	5	10
F102 F010	57	Tank 24	Vehicle Fire	1	60	5	10
F131 F013	73	Tanker 8	Vehicle Fire	1	60	5	10
		Auto Ex - Hydraulics / E-droli	Fire Equipment	5	60	5	10
		SCBA Cylinders	Fire Equipment	701	60	5	10
L5352	21932	2016 Chevrolet Tahoe ERU	Vehicle Paramedic	1	62.5	5	10
F004 F004	4	Aerial 6 (FA06)	Vehicle Fire	1	62.5	5	10
F104 F010	58	Tanker 11	Vehicle Fire	1	62.5	5	10
F155 F015	80	Tanker 12	Vehicle Fire	1	62.5	5	10
L5187	21912	Ambulance #5187	Vehicle Paramedic	1	65	5	10
L5353	22171	2017 Chevrolet Tahoe Comm	Vehicle Paramedic	1	65	5	10
F039 F003	5532	Reserve 1 (pumper)	Vehicle Fire	1	65	5	10
		Auto Ex - Hydraulics / E-droli	Fire Equipment	1	65	5	10
		Auto Ex - Hydraulics / E-droli	Fire Equipment	2	65	5	10

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
		Auto Ex - Hydraulics / E-drol	Fire Equipment	3	65	5	10
		SCBA Fill Stations	Fire Equipment	1	65	5	10
L5183	21908	Ambulance #5183	Vehicle Paramedic	1	67.5	5	10
L5181	21913	Ambulance #5181	Vehicle Paramedic	1	67.5	5	10
L5185	21914	Ambulance #5185	Vehicle Paramedic	1	67.5	5	10
L5011	21337	Primary Response Unit #501	Vehicle Paramedic	1	67.5	5	10
F041 F004	19127	Engine 3	Vehicle Fire	1	67.5	5	10
F040 F004	19128	Engine 2	Vehicle Fire	1	67.5	5	10
F015 F007	13	Bush 23	Vehicle Fire	1	67.5	5	10
F016 F007	14	Bush 7	Vehicle Fire	1	67.5	5	10
F017 F007	15	Bush 22	Vehicle Fire	1	67.5	5	10
F071 F007	50	Pumper 14	Vehicle Fire	1	70	5	10
F059 F004	19129	Engine 8	Vehicle Fire	1	70	5	10
		SCBA Fill Stations	Fire Equipment	2	70	5	10
		SCBA Fill Stations	Fire Equipment	1	70	5	10
		SCBA Fill Stations	Fire Equipment	1	70	5	10
		Water Rescue Suits	Fire Equipment	16	70	5	10
L5188	22177	Ambulance #5188	Vehicle Paramedic	1	72.5	5	10
L5182	22178	Ambulance #5182	Vehicle Paramedic	1	72.5	5	10
L5189	22176	Ambulance #5189	Vehicle Paramedic	1	75	5	10
L5342	22172	2017 Chevrolet Tahoe Comm	Vehicle Paramedic	1	75	5	10
F057 F004	18034	Engine 10	Vehicle Fire	1	75	5	10
F052 F004	5534	Tanker 17	Vehicle Fire	1	75	5	10
L5137	22611	Ambulance Type III #5137	Vehicle Paramedic	1	77.5	5	10
F055 F004	18033	Engine 16	Vehicle Fire	1	77.5	5	10
F047 F004	5533	Fire Tanker 21	Vehicle Fire	1	77.5	5	10
F053 F004	5535	Bush 18	Vehicle Fire	1	77.5	5	10
	19690	Furniture 2011-Planning & D	M&E General	1	40	3	9
	20985	AVL - Water	M&E General	3	40	3	9
	20986	AVL - Water	M&E General	5	40	3	9
	20987	AVL - WasteWater	M&E General	62	40	3	9
	20988	AVL - WasteWater	M&E General	9	40	3	9
	22314	Survey Equipment S/N 37048	M&E General	1	40	3	9
F031 R81:	28	Car 4 FPO - FISHER	Vehicle Light Duty	1	42.5	3	9
R632-09	18168	Trailer hose reel system (with	M&E General	1	45	3	9
	20182	Rotary 4 Post Lift	M&E General	1	45	3	9
	20402	Portable Electronic Truck Sc	M&E General	1	45	3	9
S80412	20427	Litter Collector	M&E General	1	45	3	9
	20273	Mobile Crane	M&E Light Diesel & MTs	1	45	3	9
		Hoses 38mm (Forestry Hose	Fire Equipment	24	45	3	9
		Saws - Gas Powered	Fire Equipment	1	45	3	9
		Ladder	Fire Equipment	6	45	3	9
		Ladder	Fire Equipment	9	45	3	9
		Ladder	Fire Equipment	8	45	3	9
		Ladder	Fire Equipment	3	45	3	9
F050 F004	40	Support 18	Vehicle Fire	1	47.5	3	9
S50614	21089	2014 F-150 Pick up	Vehicle Light Duty	1	50	3	9
	19652	Zamboni-Countryside	M&E General	1	50	3	9
Hoist #27	22986	Hoist #27	M&E General	1	50	3	9
F019 F007	17	Reserve 5 (aerial Platform) S	Vehicle Fire	1	50	3	9
F111 F017	21893	2016 Ford F150	Vehicle Fire	1	50	3	9
		Pagers	Fire Equipment	140	50	3	9
		Saws - Gas Powered	Fire Equipment	1	50	3	9
		Olympia Ice Edger	M&E Parks & Recreation	1	50	3	9
		CAT 1,800 lb Forklift	M&E Parks & Recreation	1	50	3	9
		Glass Lifters	M&E Parks & Recreation	2	50	3	9
		Ice Edger	M&E Parks & Recreation	1	50	3	9
		Honda	M&E Parks & Recreation	1	50	3	9

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
		Honda	M&E Parks & Recreation	1	50	3	9
		Honda	M&E Parks & Recreation	1	50	3	9
		Honda	M&E Parks & Recreation	1	50	3	9
		Honda	M&E Parks & Recreation	1	50	3	9
		Honda	M&E Parks & Recreation	1	50	3	9
		Honda	M&E Parks & Recreation	1	50	3	9
		Honda	M&E Parks & Recreation	1	50	3	9
R968-12	20187	2012 Zamboni 525	M&E General	1	55	3	9
R975-12	20188	2012 Zamboni 525	M&E General	1	55	3	9
S486-15	21523	Truck Mounted Valve Turner	M&E General	1	55	3	9
S485-15	21524	Truck Mounted Valve Turner	M&E General	1	55	3	9
		Zamboni Edger Electric	M&E Parks & Recreation	1	55	3	9
S1058	1953	F350	Vehicle Medium Duty	1	20	2	8
S55509	18283	2009 Ford E350	Vehicle Medium Duty	1	20	2	8
S05309	18287	2009 Ford E350	Vehicle Medium Duty	1	20	2	8
S01009	18291	2008 Ford E250	Vehicle Medium Duty	1	20	2	8
S57310	18934	2010 Ford F 450	Vehicle Medium Duty	1	20	2	8
S98609	18315	2009 toyota Prius Hybrid	Vehicle Light Duty	1	20	2	8
S50811	18955	2011 Ford Escape Hybrid	Vehicle Light Duty	1	20	2	8
	656	Air compressors: MAWP200	M&E General	1	20	2	8
	663	Paint Booth - moved to Lorne	M&E General	1	20	2	8
R02610	1817	Pressure Washer	M&E General	1	20	2	8
	18166	Quick View Sewer Camera	M&E General	1	20	2	8
	P386	National	M&E Parks & Recreation	1	20	2	8
	P388	Toro	M&E Parks & Recreation	1	20	2	8
	P7460	National	M&E Parks & Recreation	1	20	2	8
	P7940	Rittenhouse	M&E Parks & Recreation	1	20	2	8
S1035	8426	2008 Ford F450	Vehicle Medium Duty	1	22.5	2	8
S03709	18282	2009 Ford E350	Vehicle Medium Duty	1	22.5	2	8
S45211	18966	2011 Ford E350	Vehicle Medium Duty	1	22.5	2	8
S57511	18972	2011 Ford F450	Vehicle Medium Duty	1	22.5	2	8
S1949	1669	Prius Hybrid	Vehicle Light Duty	1	22.5	2	8
S1020	8438	2008 Ford F150	Vehicle Light Duty	1	22.5	2	8
S54111	19706	2011 Chevrolet Silverado 1500	Vehicle Light Duty	1	22.5	2	8
S1551	8440	2009 Dodge RAM	Vehicle Medium Duty	1	25	2	8
S03309	18284	2009 Ford E350	Vehicle Medium Duty	1	25	2	8
S46011	18987	2011 Ford F450 4x2	Vehicle Medium Duty	1	25	2	8
S09111	18989	2011 Ford F250	Vehicle Medium Duty	1	25	2	8
S1924	1668	Prius Hybrid	Vehicle Light Duty	1	25	2	8
S1011	8439	2008 Ford F150	Vehicle Light Duty	1	25	2	8
S98909	18313	2009 toyota Prius Hybrid	Vehicle Light Duty	1	25	2	8
S49211	19536	2011 Chev Silverado 1500	Vehicle Light Duty	1	25	2	8
S48011	19537	2011 Chev Silverado 1500	Vehicle Light Duty	1	25	2	8
S49513	20671	2013 F-150 Pickup	Vehicle Light Duty	1	25	2	8
S49013	20672	2013 F-150 Pickup	Vehicle Light Duty	1	25	2	8
S50911	22996	2011 Dodge Grand Caravan	Vehicle Light Duty	1	25	2	8
S92509	23088	2009 toyota Prius Hybrid	Vehicle Light Duty	1	25	2	8
	20984	Aquascan 610 Leak Detector	M&E General	1	25	2	8
	P308	Honda	M&E Parks & Recreation	1	25	2	8
	P309	Honda	M&E Parks & Recreation	1	25	2	8
	P387	Toro	M&E Parks & Recreation	1	25	2	8
S11910	18937	High capacity trailer tow pack	Vehicle Medium Duty	1	27.5	2	8
S48811	19525	2011 Dodge Ram 2500	Vehicle Medium Duty	1	27.5	2	8
S49411	19526	2011 Dodge Ram 250	Vehicle Medium Duty	1	27.5	2	8
S49311	19539	2011 Dodge Ram 2500	Vehicle Medium Duty	1	27.5	2	8
S06711	22992	2011 Ford F250	Vehicle Medium Duty	1	27.5	2	8
S1920	1667	Prius Hybrid	Vehicle Light Duty	1	27.5	2	8
S99409	18273	2009 Ford Escape Hybrid 4x4	Vehicle Light Duty	1	27.5	2	8

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
S96709	18301	2009 Grand Caravan, white	Vehicle Light Duty	1	27.5	2	8
S43412	20189	2012 Dodge Ram 1500	Vehicle Light Duty	1	27.5	2	8
S46409	18289	2009 Ford Econoline	Vehicle Medium Duty	1	30	2	8
S57610	18935	2010 Ford F 450	Vehicle Medium Duty	1	30	2	8
S1901	1664	Prius Hybrid	Vehicle Light Duty	1	30	2	8
S1916	1666	Prius Hybrid	Vehicle Light Duty	1	30	2	8
S1078	18269	2008 GMC Savana Passeng	Vehicle Light Duty	1	30	2	8
S95509	18306	2009 toyota Prius Hybrid	Vehicle Light Duty	1	30	2	8
S43614	21087	2014 F-150 pick up	Vehicle Light Duty	1	30	2	8
T52611 w	22601	2011 Ford Escape Hybrid	Vehicle Light Duty	1	30	2	8
S59012	22983	2012 Chevrolet Silverado	Vehicle Light Duty	1	30	2	8
	18964	Brush Chipper	M&E General	1	30	2	8
	19388	Change Machine	M&E General	1	30	2	8
R747-12	20183	Asphalt Heater	M&E General	1	30	2	8
S51411	19540	2011 Dodge Ram 250	Vehicle Medium Duty	1	32.5	2	8
S56712	20202	2012 GMC Sierra Crew Cab	Vehicle Medium Duty	1	32.5	2	8
S48515	21111	2014 F-450	Vehicle Medium Duty	1	32.5	2	8
S96509	18314	2009 toyota Prius Hybrid	Vehicle Light Duty	1	32.5	2	8
S94810	18951	2010 Dodge Grand Caravan	Vehicle Light Duty	1	32.5	2	8
S91512	20193	2012 Chrystler 200 LX	Vehicle Light Duty	1	32.5	2	8
S53312	20196	2012 Dodge Ram 1500	Vehicle Light Duty	1	32.5	2	8
S52809	22974	2009 Ford Escape 4x4	Vehicle Light Duty	1	32.5	2	8
S46609	23006	2009 Grand Caravan, white	Vehicle Light Duty	1	32.5	2	8
S45811	18969	2011 Ford E350	Vehicle Medium Duty	1	35	2	8
S00612	20206	2012 Ford F450	Vehicle Medium Duty	1	35	2	8
S05212	20207	2012 Ford F450	Vehicle Medium Duty	1	35	2	8
S48615	21104	2014 F-450	Vehicle Medium Duty	1	35	2	8
S96809	18297	2009 Grand Caravan, white	Vehicle Light Duty	1	35	2	8
S91309	18305	2009 toyota Prius Hybrid	Vehicle Light Duty	1	35	2	8
S94411	19527	2011 Dodge Caliber SXT	Vehicle Light Duty	1	35	2	8
F02111 F	19533	Car 5	Vehicle Light Duty	1	35	2	8
S43012	20190	2012 Dodge Ram 1500	Vehicle Light Duty	1	35	2	8
S90909	22980	2009 Ford Focus	Vehicle Light Duty	1	35	2	8
S98110	22991	2010 Dodge Grand Caravan	Vehicle Light Duty	1	35	2	8
S1465	22997	Caravan SE	Vehicle Light Duty	1	35	2	8
		1785	Transit Shelter	1	36	2	8
		1875	Transit Shelter	1	36	2	8
		3315	Transit Shelter	1	36	2	8
		5105	Transit Shelter	1	36	2	8
		5485	Transit Shelter	1	36	2	8
		5575	Transit Shelter	1	36	2	8
		5745	Transit Shelter	1	36	2	8
		5755	Transit Shelter	1	36	2	8
		6300	Transit Shelter	1	36	2	8
		6350	Transit Shelter	1	36	2	8
		7300	Transit Shelter	1	36	2	8
S04611	19515	2011 Freightliner Cab & Cha	Vehicle Medium Duty	1	37.5	2	8
S55712	20203	2012 GMC Sierra Crew Cab	Vehicle Medium Duty	1	37.5	2	8
S08212	20205	2012 Ford F450	Vehicle Medium Duty	1	37.5	2	8
F069 S54	18299	Car 11	Vehicle Light Duty	1	37.5	2	8
S93609	18303	2009 toyota Prius Hybrid	Vehicle Light Duty	1	37.5	2	8
S90009	18310	2009 toyota Prius Hybrid	Vehicle Light Duty	1	37.5	2	8
S97609	18311	2009 toyota Prius Hybrid	Vehicle Light Duty	1	37.5	2	8
S49613	20664	2013 F-150 Pickup	Vehicle Light Duty	1	37.5	2	8
S98409	22975	2009 toyota Prius Hybrid	Vehicle Light Duty	1	37.5	2	8
S96609	22979	2010 Ford Focus	Vehicle Light Duty	1	37.5	2	8
S60516	21387	2016 Tandem Multi-Function	Vehicle Heavy Duty	1	60	4	8
S35111	19535	Volvo Motor Grader G960	M&E Heavy	1	60	4	8

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
13-01		Trackless MT6	M&E Light Diesel & MTs	1	60	4	8
5001	21931	2017 Stealth 20' V Nose Trail	Paramedic Equipment	1	60	4	8
		Hoses 65mm (Structural Hos	Fire Equipment	16	60	4	8
		Portable Generator	Fire Equipment	2	60	4	8
S13116	21369	2016 Tandem Multi-Function	Vehicle Heavy Duty	1	62.5	4	8
S13316	21372	2016 Tandem Multi-Function	Vehicle Heavy Duty	1	62.5	4	8
S35012	20185	2012 Road Grader with Elimi	M&E Heavy	1	62.5	4	8
S18014	21085	John Deere 624K wheel load	M&E Heavy	1	62.5	4	8
S60416	21370	2016 Tandem Multi-Function	Vehicle Heavy Duty	1	65	4	8
S60616	21371	2016 Tandem Multi-Function	Vehicle Heavy Duty	1	65	4	8
R5900	20800	4" Trailer Mounted Diesel Tra	M&E General	1	65	4	8
R5901	20801	4" Trailer Mounted Diesel Tra	M&E General	1	65	4	8
L5009	18650	Tow vehicle for mobile comm	Vehicle Paramedic	1	65	4	8
		Hoses 65mm (Structural Hos	Fire Equipment	10	65	4	8
		Hoses 100mm (Structural Ho	Fire Equipment	14	65	4	8
		Hoses 100mm (Structural Ho	Fire Equipment	15	65	4	8
		Hoses 65mm (Structural Hos	Fire Equipment	16	65	4	8
		Hoses 38mm (Structural Hos	Fire Equipment	13	65	4	8
		PPV Fans	Fire Equipment	7	65	4	8
S23516	21373	MT6	M&E Light Diesel & MTs	1	67.5	4	8
16-03		Bobcat	M&E Light Diesel & MTs	1	67.5	4	8
	18649	Mobile Command Unit	Vehicle Paramedic	1	67.5	4	8
	22453	Quench Buggy Trailer - Refu	M&E General	1	70	4	8
S23616	21374	MT6	M&E Light Diesel & MTs	1	70	4	8
L5359	21915	2016 Chevrolet Tahoe Comn	Vehicle Paramedic	1	70	4	8
		Hoses 100mm (Structural Ho	Fire Equipment	1	70	4	8
		Hoses 100mm (Structural Ho	Fire Equipment	6	70	4	8
		Hoses 65mm (Structural Hos	Fire Equipment	14	70	4	8
		Hoses 65mm (Structural Hos	Fire Equipment	8	70	4	8
		Hoses 100mm (Structural Ho	Fire Equipment	12	70	4	8
		Water Rescue Boat	Fire Equipment	1	70	4	8
		Water Rescue Boat	Fire Equipment	1	70	4	8
		Boat Motor	Fire Equipment	1	70	4	8
		Gas Detection	Fire Equipment	2	70	4	8
		Blowhard Fans - Battery	Fire Equipment	10	70	4	8
S61519	22661	2018 Multi-Purpose Plow Tru	Vehicle Heavy Duty	1	72.5	4	8
14-01		John Deere	M&E Heavy	1	72.5	4	8
T805	18916	Bus-Low Floor	Transit Bus	1	72.5	4	8
S60718	22200	S60718 - 2018 Multi-Purpose	Vehicle Heavy Duty	1	75	4	8
S61018	22201	S61018 - 2018 Multi-Purpose	Vehicle Heavy Duty	1	75	4	8
S60918	22202	S60918 - 2018 Multi-Purpose	Vehicle Heavy Duty	1	75	4	8
S61118	22203	S61118 - 2018 Multi-Purpose	Vehicle Heavy Duty	1	75	4	8
		Hoses 65mm (Structural Hos	Fire Equipment	6	75	4	8
S61618	22204	S61618 - 2018 Multi-Purpose	Vehicle Heavy Duty	1	77.5	4	8
S61218	22205	S61218 - 2018 Multi-Purpose	Vehicle Heavy Duty	1	77.5	4	8
S60818	22207	S60818 - 2018 Multi-Purpose	Vehicle Heavy Duty	1	77.5	4	8
S63918	22208	S63918 - 2018 Multi-Purpose	Vehicle Heavy Duty	1	77.5	4	8
S23716	21850	MT6-2044	M&E Light Diesel & MTs	1	77.5	4	8
S25816	21851	MT6-2045	M&E Light Diesel & MTs	1	77.5	4	8
T811	19581	LFS Transit Bus	Transit Bus	1	77.5	4	8
T812	19582	LFS Transit Bus	Transit Bus	1	77.5	4	8
T813	19583	LFS Transit Bus	Transit Bus	1	77.5	4	8
T814	19584	LFS Transit Bus	Transit Bus	1	77.5	4	8
T815	19585	LFS Transit Bus	Transit Bus	1	77.5	4	8
T816	19586	LFS Transit Bus	Transit Bus	1	77.5	4	8
S60109	18281	2009 Hino Truck	Vehicle Heavy Duty	1	40	2	6
S97509	18307	2009 toyota Prius Hybrid	Vehicle Light Duty	1	40	2	6
S97709	18312	2009 toyota Prius Hybrid	Vehicle Light Duty	1	40	2	6

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
S48111	18959	2011 Ford Escape Hybrid	Vehicle Light Duty	1	40	2	6
S97011	19531	2011 Dodge Caliber SXT	Vehicle Light Duty	1	40	2	6
S91411	19532	2011 Dodge Caliber SXT	Vehicle Light Duty	1	40	2	6
S96111	22990	2011 Ford Escape Hybrid	Vehicle Light Duty	1	40	2	6
	672	Coin Wrapper (new)	M&E General	1	40	2	6
	8446	120 Ton Ironworker - refurbis	M&E General	1	40	2	6
R205-11	19521	Haulmark Cargo Trailer	M&E General	1	40	2	6
	20901	Aggregate Screens	M&E General	3	40	2	6
R26015	21386	Trailer Mounted Pressure Wa	M&E General	1	40	2	6
	22478	Sokkia Satelite Receivers - D	M&E General	2	40	2	6
S116W	23005	Welding Machine	M&E General	1	40	2	6
	P401-14	Kubota	M&E Parks & Recreation	1	40	2	6
	P406-13	Bobcat	M&E Parks & Recreation	1	40	2	6
S56812	20208	2012 Ford F450	Vehicle Medium Duty	1	42.5	2	6
S58312	20209	2012 Ford F450	Vehicle Medium Duty	1	42.5	2	6
S97409	18308	2009 toyota Prius Hybrid	Vehicle Light Duty	1	42.5	2	6
S47711	19538	2011 Chev Silverado 1500	Vehicle Light Duty	1	42.5	2	6
S95312	20192	2012 Chryster 200 LX	Vehicle Light Duty	1	42.5	2	6
S55912	20201	2012 GMC Sierra Crew Cab	Vehicle Medium Duty	1	45	2	6
S09314	21083	2014 Ford cargo van	Vehicle Medium Duty	1	45	2	6
F02811 F	19524	Car 8	Vehicle Light Duty	1	45	2	6
S99713	20687	2013 Chevrolet Equinox	Vehicle Light Duty	1	45	2	6
	P314-12	Toro	M&E Parks & Recreation	1	45	2	6
	P318-12	Toro	M&E Parks & Recreation	1	45	2	6
	P7710	Jacobsen	M&E Parks & Recreation	1	45	2	6
	P7750	Jacobsen	M&E Parks & Recreation	1	45	2	6
	P7810	Jacobsen	M&E Parks & Recreation	1	45	2	6
S07111	19516	2011 Ford F450 Intersection	Vehicle Medium Duty	1	47.5	2	6
S58512	19541	2012 Ford F450	Vehicle Medium Duty	1	47.5	2	6
S58412	20210	2012 Ford F450	Vehicle Medium Duty	1	47.5	2	6
S99913	20686	2013 Chevrolet Equinox	Vehicle Light Duty	1	47.5	2	6
F00212 F	20191	Fleet 1	Vehicle Fire	1	47.5	2	6
S74113	20659	2013 International 4300 (4x2)	Vehicle Heavy Duty	1	50	2	6
S62712	20212	2012 Ford F450	Vehicle Medium Duty	1	50	2	6
S03412	20215	2012 Ford F450	Vehicle Medium Duty	1	50	2	6
S99311	19530	2011 Dodge Caliber SXT	Vehicle Light Duty	1	50	2	6
S99812	20197	2012 Chryster 200 LX	Vehicle Light Duty	1	50	2	6
S51213	20669	2013 F-150 Pickup	Vehicle Light Duty	1	50	2	6
S45413	22984	Dodge Grand Caravan 2013	Vehicle Light Duty	1	50	2	6
R1528	8448	Air Compressor	M&E General	1	50	2	6
R1253	8449	Air Compressor	M&E General	1	50	2	6
	P1520-1	Husquvarna	M&E Parks & Recreation	1	50	2	6
	P1520-10	Husquvarna	M&E Parks & Recreation	1	50	2	6
	P1520-10	Husquvarna	M&E Parks & Recreation	1	50	2	6
	P1520-10	Husquvarna	M&E Parks & Recreation	1	50	2	6
	P1520-10	Husquvarna	M&E Parks & Recreation	1	50	2	6
	P1520-10	Husquvarna	M&E Parks & Recreation	1	50	2	6
	P1520-10	Husquvarna	M&E Parks & Recreation	1	50	2	6
	P1520-10	Husquvarna	M&E Parks & Recreation	1	50	2	6
	P1520-10	Husquvarna	M&E Parks & Recreation	1	50	2	6
	P1520-11	Husquvarna	M&E Parks & Recreation	1	50	2	6
	P1520-12	Husquvarna	M&E Parks & Recreation	1	50	2	6
	P1520-13	Husquvarna	M&E Parks & Recreation	1	50	2	6
	P1520-14	Husquvarna	M&E Parks & Recreation	1	50	2	6
	P1520-15	Husquvarna	M&E Parks & Recreation	1	50	2	6
	P1520-16	Husquvarna	M&E Parks & Recreation	1	50	2	6
	P1520-17	Husquvarna	M&E Parks & Recreation	1	50	2	6
	P1520-18	Husquvarna	M&E Parks & Recreation	1	50	2	6
	P1520-19	Husquvarna	M&E Parks & Recreation	1	50	2	6

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
	P210-39	Toro	M&E Parks & Recreation	1	50	2	6
	P210-4	Toro	M&E Parks & Recreation	1	50	2	6
	P210-40	Toro	M&E Parks & Recreation	1	50	2	6
	P210-41	Toro	M&E Parks & Recreation	1	50	2	6
	P210-42	Toro	M&E Parks & Recreation	1	50	2	6
	P210-43	Toro	M&E Parks & Recreation	1	50	2	6
	P210-44	Toro	M&E Parks & Recreation	1	50	2	6
	P210-45	Toro	M&E Parks & Recreation	1	50	2	6
	P210-46	Toro	M&E Parks & Recreation	1	50	2	6
	P210-47	Toro	M&E Parks & Recreation	1	50	2	6
	P210-48	Toro	M&E Parks & Recreation	1	50	2	6
	P210-49	Toro	M&E Parks & Recreation	1	50	2	6
	P210-5	Toro	M&E Parks & Recreation	1	50	2	6
	P210-50	Toro	M&E Parks & Recreation	1	50	2	6
	P210-6	Toro	M&E Parks & Recreation	1	50	2	6
	P210-7	Toro	M&E Parks & Recreation	1	50	2	6
	P210-8	Toro	M&E Parks & Recreation	1	50	2	6
	P210-9	Toro	M&E Parks & Recreation	1	50	2	6
	P230-1	Toro	M&E Parks & Recreation	1	50	2	6
	P230-2	Toro	M&E Parks & Recreation	1	50	2	6
	P230-3	Toro	M&E Parks & Recreation	1	50	2	6
	P270-1	Stihl	M&E Parks & Recreation	1	50	2	6
	P270-10	Stihl	M&E Parks & Recreation	1	50	2	6
	P270-11	Stihl	M&E Parks & Recreation	1	50	2	6
	P270-12	Stihl	M&E Parks & Recreation	1	50	2	6
	P270-2	Stihl	M&E Parks & Recreation	1	50	2	6
	P270-3	Stihl	M&E Parks & Recreation	1	50	2	6
	P270-4	Stihl	M&E Parks & Recreation	1	50	2	6
	P270-5	Stihl	M&E Parks & Recreation	1	50	2	6
	P270-6	Stihl	M&E Parks & Recreation	1	50	2	6
	P270-7	Husquvarna	M&E Parks & Recreation	1	50	2	6
	P270-8	Husquvarna	M&E Parks & Recreation	1	50	2	6
	P270-9	Husquvarna	M&E Parks & Recreation	1	50	2	6
	P300	Bobcat	M&E Parks & Recreation	1	50	2	6
	P302-1	Toro	M&E Parks & Recreation	1	50	2	6
	P302-10	Toro	M&E Parks & Recreation	1	50	2	6
	P302-11	Toro	M&E Parks & Recreation	1	50	2	6
	P302-12	Toro	M&E Parks & Recreation	1	50	2	6
	P302-13	Toro	M&E Parks & Recreation	1	50	2	6
	P302-14	Toro	M&E Parks & Recreation	1	50	2	6
	P302-15	Toro	M&E Parks & Recreation	1	50	2	6
	P302-2	Toro	M&E Parks & Recreation	1	50	2	6
	P302-3	Toro	M&E Parks & Recreation	1	50	2	6
	P302-4	Toro	M&E Parks & Recreation	1	50	2	6
	P302-5	Toro	M&E Parks & Recreation	1	50	2	6
	P302-6	Toro	M&E Parks & Recreation	1	50	2	6
	P302-7	Toro	M&E Parks & Recreation	1	50	2	6
	P302-8	Toro	M&E Parks & Recreation	1	50	2	6
	P302-9	Toro	M&E Parks & Recreation	1	50	2	6
	P303	Toro	M&E Parks & Recreation	1	50	2	6
	P313	Case	M&E Parks & Recreation	1	50	2	6
	P372-10	Swisher	M&E Parks & Recreation	1	50	2	6
	P372-10	Swisher	M&E Parks & Recreation	1	50	2	6
	P408	Kubota	M&E Parks & Recreation	1	50	2	6
	P408-15	Kubota	M&E Parks & Recreation	1	50	2	6
	P410-14	Kawasaki	M&E Parks & Recreation	1	50	2	6
	P697	Toro	M&E Parks & Recreation	1	50	2	6
	P7650-1	York Rake	M&E Parks & Recreation	1	50	2	6

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
	P7650-2	York Rake	M&E Parks & Recreation	1	50	2	6
	P7650-3	York Rake	M&E Parks & Recreation	1	50	2	6
	P7650-4	York Rake	M&E Parks & Recreation	1	50	2	6
	P7650-5	York Rake	M&E Parks & Recreation	1	50	2	6
	P7950	Naden	M&E Parks & Recreation	1	50	2	6
	P7990	Jacobsen	M&E Parks & Recreation	1	50	2	6
		CAT	M&E Parks & Recreation	1	50	2	6
		CAT	M&E Parks & Recreation	1	50	2	6
		Exmark	M&E Parks & Recreation	1	50	2	6
		Exmark	M&E Parks & Recreation	1	50	2	6
		Husqvarna	M&E Parks & Recreation	1	50	2	6
		Husqvarna	M&E Parks & Recreation	1	50	2	6
		Kubota	M&E Parks & Recreation	1	50	2	6
		Naden 9.9HP Motor	M&E Parks & Recreation	1	50	2	6
		Stihl	M&E Parks & Recreation	1	50	2	6
		Western	M&E Parks & Recreation	1	50	2	6
		Western	M&E Parks & Recreation	1	50	2	6
			M&E Parks & Recreation	1	50	2	6
S95713	20662	2013 Chrysler 200 LX	Vehicle Light Duty	1	52.5	2	6
S45513	20677	Dodge Grand Caravan 2013	Vehicle Light Duty	1	52.5	2	6
		1145 Transit Shelter		1	54	2	6
		1680 Transit Shelter		1	54	2	6
		2305 Transit Shelter		1	54	2	6
		2925 Transit Shelter		1	54	2	6
		3030 Transit Shelter		1	54	2	6
		3145 Transit Shelter		1	54	2	6
		3265 Transit Shelter		1	54	2	6
		3295 Transit Shelter		1	54	2	6
		4040 Transit Shelter		1	54	2	6
		4065 Transit Shelter		1	54	2	6
		4185 Transit Shelter		1	54	2	6
		4845 Transit Shelter		1	54	2	6
		5020 Transit Shelter		1	54	2	6
		5035 Transit Shelter		1	54	2	6
		5555 Transit Shelter		1	54	2	6
		5715 Transit Shelter		1	54	2	6
		5740 Transit Shelter		1	54	2	6
		5775 Transit Shelter		1	54	2	6
		6590 Transit Shelter		1	54	2	6
		6595 Transit Shelter		1	54	2	6
		7375 Transit Shelter		1	54	2	6
		7431.704394 Transit Shelter		1	54	2	6
		7487.702304 Transit Shelter		1	54	2	6
		Lively across from school	Transit Shelter	1	54	2	6
T821	20127	2012 Ford F450	Vehicle Medium Duty	1	55	2	6
S55414	21094	2015 F450	Vehicle Medium Duty	1	55	2	6
S97212	20199	2012 Chrysler 200 LX	Vehicle Light Duty	1	55	2	6
S96412	20200	2012 Chrysler 200 LX	Vehicle Light Duty	1	55	2	6
S53713	20666	2013 F-150 Pickup	Vehicle Light Duty	1	55	2	6
S43813	20667	2013 F-150 Pickup	Vehicle Light Duty	1	55	2	6
S51113	20673	2013 F-150 Pickup	Vehicle Light Duty	1	55	2	6
	19838	Hydrant cutting & grooving ex	M&E General	1	55	2	6
F08313 F	20678	Car 10	Vehicle Fire	1	55	2	6
S62013	20657	2013 Multifunction Truck 4x2	Vehicle Heavy Duty	1	57.5	2	6
S51914	21091	2014 F-150 pick up	Vehicle Light Duty	1	57.5	2	6
R20712	20412	Trailer Mounted Valve Exerci	M&E General	1	60	3	6
	22133	AVL - Waste Collection	M&E General	10	60	3	6
	22496	AVL - WasteWater	M&E General	7	60	3	6

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
	22965	AVL Construction Services	M&E General	11	60	3	6
		Wajax Pump	Fire Equipment	6	60	3	6
		Wajax Pump	Fire Equipment	12	60	3	6
	P1510	Bombardier	M&E Parks & Recreation	1	60	3	6
	Skandic 4	Bombardier	M&E Parks & Recreation	1	60	3	6
	Skandic 5	Bombardier	M&E Parks & Recreation	1	60	3	6
S20611	19520	2011 Road Line Painting Tru	Vehicle Heavy Duty	1	65	3	6
R978-14	21082	Zamboni	M&E General	1	65	3	6
R101	21384	Tennant Ride-on Sweeper	M&E General	1	65	3	6
F045 F004	38	Support 11	Vehicle Fire	1	65	3	6
		Saws - Gas Powered	Fire Equipment	12	65	3	6
S82011	19514	2011 Freightliner Water/Stree	Vehicle Heavy Duty	1	67.5	3	6
F086 F008	21355	Car 18	Vehicle Fire	1	67.5	3	6
S20011	19518	2011 Street Sweeper	Vehicle Heavy Duty	1	70	3	6
R40214	21110	Toyota lift truck	M&E General	1	70	3	6
R40414	21113	Walk behind Forklift Stacker	M&E General	1	70	3	6
R965-16	21389	Zamboni	M&E General	1	70	3	6
F087 F008	21894	2016 Chevrolet Tahoe	Vehicle Fire	1	70	3	6
		Hoses 38mm (Forestry Hose	Fire Equipment	41	70	3	6
		Hoses 38mm (Forestry Hose	Fire Equipment	37	70	3	6
		Hoses 45mm (Forestry Hose	Fire Equipment	8	70	3	6
		Hoses 38mm (Forestry Hose	Fire Equipment	30	70	3	6
		Hoses 45mm (Forestry Hose	Fire Equipment	36	70	3	6
		Hoses 45mm (Forestry Hose	Fire Equipment	19	70	3	6
		Hoses 38mm (Forestry Hose	Fire Equipment	16	70	3	6
		TIC Camera	Fire Equipment	13	70	3	6
		Saws - Gas Powered	Fire Equipment	2	70	3	6
		Ladder	Fire Equipment	6	70	3	6
		Ladder	Fire Equipment	9	70	3	6
		Ladder	Fire Equipment	8	70	3	6
		Ladder	Fire Equipment	3	70	3	6
		Truck Radios	Fire Equipment	60	70	3	6
		Repeater Radios	Fire Equipment	36	70	3	6
16-01	AP 13450	FORD	Vehicle Light Duty	1	75	3	6
16-02	AP 13449	FORD	Vehicle Light Duty	1	75	3	6
R96617	21882	Zamboni	M&E General	1	75	3	6
		Olympia Ice Edger	M&E Parks & Recreation	1	75	3	6
S82114	21103	2013 Flusher	Vehicle Heavy Duty	1	77.5	3	6
S44317	21862	S443-17 2016 Ford F150	Vehicle Light Duty	1	77.5	3	6
F096 F009	22168	2018 F150	Vehicle Fire	1	77.5	3	6
R03000	1823	Utility Vehicle	M&E General	1	0	1	5
R03200	1825	Utility Vehicle	M&E General	1	0	1	5
R749	1847	MT Flail Mower	M&E General	1	0	1	5
R03430	17194	Utility Trailer	M&E General	1	0	1	5
R03450	17196	Utility Trailer	M&E General	1	0	1	5
R03490	17199	Utility Trailer	M&E General	1	0	1	5
R03560	17204	Utility Trailer	M&E General	1	0	1	5
R03570	17205	Utility Trailer	M&E General	1	0	1	5
R04770	17210	Utility Trailer	M&E General	1	0	1	5
R04840	17212	Utility Trailer	M&E General	1	0	1	5
R04850	17213	Utility Trailer	M&E General	1	0	1	5
R04870	17214	Utility Trailer	M&E General	1	0	1	5
R709	17217	Utility Trailer	M&E General	1	0	1	5
R07110	17218	Utility Trailer	M&E General	1	0	1	5
R07160	17219	Utility Trailer	M&E General	1	0	1	5
R723	17220	Utility Trailer	M&E General	1	0	1	5
CL - 12 M	18164	CL Tapping Machine (Specia	M&E General	1	0	1	5
	18329	Coherent EOS-200 Resonat	M&E General	1	0	1	5

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
		2017 Video Laryngoscope (N	Paramedic Equipment	1	80	5	5
		2017 Video Laryngoscope (N	Paramedic Equipment	1	80	5	5
		2017 Video Laryngoscope (N	Paramedic Equipment	1	80	5	5
		2017 Video Laryngoscope (N	Paramedic Equipment	1	80	5	5
		2017 Video Laryngoscope (N	Paramedic Equipment	1	80	5	5
F056 F00	18032	Engine 4	Vehicle Fire	1	80	5	5
		Auto Ex - Hydraulics / E-droli	Fire Equipment	1	80	5	5
L5121	22609	Ambulance Type III #5121	Vehicle Paramedic	1	85	5	5
L5349	22606	2018 Chevrolet Tahoe Comn	Vehicle Paramedic	1	85	5	5
F077 F00	20692	Pumper Tanker 9	Vehicle Fire	1	85	5	5
L5118	22610	Ambulance Type III #5118	Vehicle Paramedic	1	87.5	5	5
F078 F00	20693	Pumper Tanker 22	Vehicle Fire	1	87.5	5	5
F093 F00	21901	Engine 4	Vehicle Fire	1	87.5	5	5
F010 F00	20689	Bush Truck 08	Vehicle Fire	1	87.5	5	5
F013 F00	20690	Bush Truck 12	Vehicle Fire	1	87.5	5	5
F014 F00	20691	Bush Truck 14	Vehicle Fire	1	87.5	5	5
L5120	23096	Ambulance Type III #5120	Vehicle Paramedic	1	90	5	5
L5122	23097	Ambulance Type III #5122	Vehicle Paramedic	1	92.5	5	5
L5124	23098	Ambulance Type III #5124	Vehicle Paramedic	1	92.5	5	5
F090 F00	21898	Engine 18	Vehicle Fire	1	92.5	5	5
F091 F00	21899	Engine 12	Vehicle Fire	1	92.5	5	5
F092 F00	21900	Engine 20	Vehicle Fire	1	92.5	5	5
F094 F00	21902	Engine 1	Vehicle Fire	1	92.5	5	5
F095 F00	21903	Engine 16	Vehicle Fire	1	92.5	5	5
L5126	23390	Ambulance Type III #5126	Vehicle Paramedic	1	95	5	5
L5128	23391	Ambulance Type III #5128	Vehicle Paramedic	1	95	5	5
L5129	23392	Ambulance Type III #5129	Vehicle Paramedic	1	95	5	5
L5354	23388	2020 Chevrolet Tahoe Paran	Vehicle Paramedic	1	95	5	5
L5347	23389	2020 Chevrolet Tahoe Paran	Vehicle Paramedic	1	95	5	5
L5013	23393	2020 Chevrolet Tahoe Paran	Vehicle Paramedic	1	95	5	5
		Power Air Purifier Respirator	Paramedic Equipment	20	95	5	5
F007	23100	F007 International Tanker Fir	Vehicle Fire	1	95	5	5
F009	23101	F009 International Tanker Fir	Vehicle Fire	1	95	5	5
F027	23450	F027 Tanker Fire Truck	Vehicle Fire	1	95	5	5
F022	23451	F022 Tanker Fire Truck	Vehicle Fire	1	95	5	5
F097	23452	F097 E-One Aerial 100' Ladd	Vehicle Fire	1	95	5	5
		Auto Ex - Hydraulics / E-droli	Fire Equipment	15	95	5	5
		Bunker Gear	Fire Equipment	120	95	5	5
		Bunker Gear	Fire Equipment	115	95	5	5
		SCBA Fill Stations	Fire Equipment	1	95	5	5
		Floor Scrubber	M&E Parks & Recreation	1	20	1	4
R02190	17189	Utility Trailer	M&E General	1	25	1	4
		Freezer	M&E Parks & Recreation	1	25	1	4
		Snow Blower	M&E Parks & Recreation	1	25	1	4
		Walk Behind Floor Machine	M&E Parks & Recreation	1	25	1	4
		Commercial Fryer	M&E Parks & Recreation	1	25	1	4
		Walk behind floor machine	M&E Parks & Recreation	1	25	1	4
		Ride on Floor Scrubber	M&E Parks & Recreation	1	25	1	4
		Floor Scrubber	M&E Parks & Recreation	1	25	1	4
		Popcorn Machine	M&E Parks & Recreation	1	25	1	4
		Floor Scrubber	M&E Parks & Recreation	1	25	1	4
		Ride on Floor Scrubber	M&E Parks & Recreation	1	25	1	4
		Commercial Fryer	M&E Parks & Recreation	1	25	1	4
		Barber	M&E Parks & Recreation	1	25	1	4
R02020	17180	Utility Trailer	M&E General	1	30	1	4
R726	17222	Utility Trailer	M&E General	1	30	1	4
	19386	6 ft Sickle bar Mower	M&E General	1	30	1	4
		Snow Blower	M&E Parks & Recreation	1	30	1	4

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
		Snow Blower	M&E Parks & Recreation	1	30	1	4
	P744	Vermeer	M&E Parks & Recreation	1	30	1	4
R01211	17174	Utility Trailer	M&E General	1	35	1	4
R01743-A	17178	Utility Trailer	M&E General	1	35	1	4
R02090	17183	Utility Trailer	M&E General	1	35	1	4
R02140	17185	Utility Trailer	M&E General	1	35	1	4
R02210	17191	Utility Trailer	M&E General	1	35	1	4
R727	17223	Utility Trailer	M&E General	1	35	1	4
R02200	22973	Utility Trailer	M&E General	1	35	1	4
S58715	21107	2014 Ford Truck	Vehicle Medium Duty	1	60	2	4
S02315	21363	2015 Mercedes-Benz Sprinter	Vehicle Medium Duty	1	60	2	4
S99613	20661	2013 Chrysler 200 LX	Vehicle Light Duty	1	60	2	4
S50414	21088	2014 F-150 Ford Pick up	Vehicle Light Duty	1	60	2	4
S52714	21093	2014 F-150 pick up	Vehicle Light Duty	1	60	2	4
S94914	21101	2014 Chevrolet Cruze	Vehicle Light Duty	1	60	2	4
R048-14	21109	Riding Asphalt Vibratory Roller	M&E General	1	60	2	4
	21114	Walk behind vibratory Roller	M&E General	1	60	2	4
	22074	Aggregate Screen	M&E General	1	60	2	4
	22075	Aggregate Screen	M&E General	1	60	2	4
	22966	GPS Units - construction ser	M&E General	2	60	2	4
	22981	Air Compressor	M&E General	1	60	2	4
	22994	Air Compressor	M&E General	1	60	2	4
	21909	Vendnovation Medical Supply	Paramedic Equipment	1	60	2	4
	P403-14	Bobcat	M&E Parks & Recreation	1	60	2	4
	P404-14	Bobcat	M&E Parks & Recreation	1	60	2	4
	P405-14	Bobcat	M&E Parks & Recreation	1	60	2	4
		Kubota	M&E Parks & Recreation	1	60	2	4
S51514	21090	2015 F250	Vehicle Medium Duty	1	62.5	2	4
S56514	21095	2015 F350	Vehicle Medium Duty	1	62.5	2	4
S04716	22987	S047-16 Ford Transit Cargo	Vehicle Medium Duty	1	62.5	2	4
S98213	20663	2013 Chrysler 200 LX	Vehicle Light Duty	1	62.5	2	4
S52414	21092	2014 F-150 pick up	Vehicle Light Duty	1	62.5	2	4
S00116	21383	2016 Dodge Caravan	Vehicle Light Duty	1	62.5	2	4
S91113	22998	2013 Chrysler 200 LX	Vehicle Light Duty	1	62.5	2	4
S08015	21112	2014 F-450	Vehicle Medium Duty	1	65	2	4
S59218	22196	S59218 2018 F150	Vehicle Light Duty	1	65	2	4
	20128	Air Compressor (200 Amp)	M&E General	1	65	2	4
	20990	Mobile Video Surveillance Sy	M&E General	1	65	2	4
	P173	Kubota	M&E Parks & Recreation	1	65	2	4
	P401	Kubota	M&E Parks & Recreation	1	65	2	4
	P401	Kubota	M&E Parks & Recreation	1	65	2	4
	P407-15	CAT	M&E Parks & Recreation	1	65	2	4
	P411-16	Kawasaki	M&E Parks & Recreation	1	65	2	4
		Kubota	M&E Parks & Recreation	1	65	2	4
S07015	21105	2014 F-450	Vehicle Medium Duty	1	67.5	2	4
S09016	23010	S090-16 Ford Transit Cargo	Vehicle Medium Duty	1	67.5	2	4
S06915	21106	2014 F-450	Vehicle Medium Duty	1	70	2	4
S09616	21855	S096-16 - 2016 Ford Transit	Vehicle Medium Duty	1	70	2	4
S04916	23009	S049-16 Ford Transit Cargo	Vehicle Medium Duty	1	70	2	4
S43214	21086	2014 F-150 Ford pick up	Vehicle Light Duty	1	70	2	4
S98714	21102	2014 F-150 pick up	Vehicle Light Duty	1	70	2	4
S51816	21377	2016 Chevrolet Silverado	Vehicle Light Duty	1	70	2	4
S59118	22197	S59118 2018 F150	Vehicle Light Duty	1	70	2	4
R722-16	21881	Hot Mix Transporter	M&E General	1	70	2	4
	P374-11	Avant	M&E Parks & Recreation	1	70	2	4
	P375	John Deere	M&E Parks & Recreation	1	70	2	4
	P412-16	Bobcat	M&E Parks & Recreation	1	70	2	4
	P413-16	Husqvarna	M&E Parks & Recreation	1	70	2	4

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
	P414-14	Bobcat	M&E Parks & Recreation	1	70	2	4
		1330 Transit Shelter		1	72	2	4
		1530 Transit Shelter		1	72	2	4
		1540 Transit Shelter		1	72	2	4
		1585 Transit Shelter		1	72	2	4
		1670 Transit Shelter		1	72	2	4
		1745 Transit Shelter		1	72	2	4
		1750 Transit Shelter		1	72	2	4
		1790 Transit Shelter		1	72	2	4
		1805 Transit Shelter		1	72	2	4
		1820 Transit Shelter		1	72	2	4
		2130 Transit Shelter		1	72	2	4
		2185 Transit Shelter		1	72	2	4
		2695 Transit Shelter		1	72	2	4
		2945 Transit Shelter		1	72	2	4
		2955 Transit Shelter		1	72	2	4
		3035 Transit Shelter		1	72	2	4
		3040 Transit Shelter		1	72	2	4
		3285 Transit Shelter		1	72	2	4
		3860 Transit Shelter		1	72	2	4
		3875 Transit Shelter		1	72	2	4
		3905 Transit Shelter		1	72	2	4
		4240 Transit Shelter		1	72	2	4
		4245 Transit Shelter		1	72	2	4
		4320 Transit Shelter		1	72	2	4
		4740 Transit Shelter		1	72	2	4
		5010 Transit Shelter		1	72	2	4
		5590 Transit Shelter		1	72	2	4
		5655 Transit Shelter		1	72	2	4
		5700 Transit Shelter		1	72	2	4
		6205 Transit Shelter		1	72	2	4
		6315 Transit Shelter		1	72	2	4
		6325 Transit Shelter		1	72	2	4
		7025 Transit Shelter		1	72	2	4
		7355 Transit Shelter		1	72	2	4
		7435 Transit Shelter		1	72	2	4
S90714	21100	2014 Chevrolet Cruze	Vehicle Light Duty	1	72.5	2	4
S91716	21378	2016 Dodge Caravan	Vehicle Light Duty	1	72.5	2	4
S90316	21379	2016 Dodge Caravan	Vehicle Light Duty	1	72.5	2	4
S46716	21380	2016 Dodge Caravan	Vehicle Light Duty	1	72.5	2	4
S00517	21865	S005-17 2016 Ford F150	Vehicle Light Duty	1	72.5	2	4
S59318	22198	S59318 2018 F150	Vehicle Light Duty	1	72.5	2	4
S50515	21364	2015 Mercedes-Benz Sprinter	Vehicle Medium Duty	1	75	2	4
S06616	21854	S066-16 - 2016 Ford Transit	Vehicle Medium Duty	1	75	2	4
S55216	21870	S552-16 Ford F250	Vehicle Medium Duty	1	75	2	4
S44817	21876	S448-17 F250	Vehicle Medium Duty	1	75	2	4
S51617	21861	S516-17 2016 Ford F150	Vehicle Light Duty	1	75	2	4
S52117	21863	S521-17 2016 Ford F150	Vehicle Light Duty	1	75	2	4
S54017	21864	S540-17 2016 Ford F150	Vehicle Light Duty	1	75	2	4
		Gas Powered Ice Painting Ec	M&E Parks & Recreation	1	75	2	4
		Blec	M&E Parks & Recreation	1	75	2	4
S52917	21878	S529-17 F250	Vehicle Medium Duty	1	77.5	2	4
S92416	21381	2016 Dodge Caravan	Vehicle Light Duty	1	77.5	2	4
S92717	22189	S92717 2017 Ford Transit C	Vehicle Light Duty	1	77.5	2	4
F132 F01:	21853	F0132 - 2016 Ford Transit C	Vehicle Fire	1	77.5	2	4
S61318	22206	S61318 - 2018 Multi-Purpose	Vehicle Heavy Duty	1	80	4	4
18-01	AW17700	FORD	Vehicle Medium Duty	1	80	4	4
R95216	21883	Loader Mounted Blower	M&E Heavy	1	80	4	4

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
S24317	22183	S24317 MT7-1105 Off Road	M&E Light Diesel & MTs	1	80	4	4
5002	22174	2018 Stealth Mustang 8.5 x 1	Paramedic Equipment	1	80	4	4
5000	22175	2016 John Deere XUV 8251	Paramedic Equipment	1	80	4	4
		Boat Trailer	Fire Equipment	1	80	4	4
S56116	21871	S561-16 Dodge Ram 5500	Vehicle Medium Duty	1	82.5	4	4
C108	22126	Kubota Tractor	M&E Light Diesel & MTs	1	82.5	4	4
S23817	22184	S23817 MT7-1105 Off Road	M&E Light Diesel & MTs	1	82.5	4	4
T831	20699	LFS Transit Bus	Transit Bus	1	82.5	4	4
T833	20700	LFS Transit Bus	Transit Bus	1	82.5	4	4
T832	20701	LFS Transit Bus	Transit Bus	1	82.5	4	4
S81216	21368	2015 Vactor	Vehicle Heavy Duty	1	85	4	4
S25419	22676	MT7 Off Road Vehicle #S254	M&E Light Diesel & MTs	1	85	4	4
S23919	22677	MT7 Off Road Vehicle #S239	M&E Light Diesel & MTs	1	85	4	4
L5313 was	21910	2016 Ford F350 (not PRU)	Vehicle Paramedic	1	85	4	4
		Hoses 45mm (Structural Hos	Fire Equipment	17	85	4	4
		Hoses 100mm (Structural Ho	Fire Equipment	1	85	4	4
		Hoses 45mm (Structural Hos	Fire Equipment	1	85	4	4
		Hoses 45mm (Structural Hos	Fire Equipment	1	85	4	4
		Hoses 45mm (Structural Hos	Fire Equipment	1	85	4	4
		Hoses 45mm (Structural Hos	Fire Equipment	1	85	4	4
		Hoses 45mm (Structural Hos	Fire Equipment	1	85	4	4
		Hoses 45mm (Structural Hos	Fire Equipment	38	85	4	4
		Hoses 45mm (Structural Hos	Fire Equipment	18	85	4	4
		Hoses 45mm (Structural Hos	Fire Equipment	11	85	4	4
		Hoses 45mm (Structural Hos	Fire Equipment	11	85	4	4
		Hoses 45mm (Structural Hos	Fire Equipment	12	85	4	4
		Hoses 45mm (Structural Hos	Fire Equipment	21	85	4	4
		Hoses 45mm (Structural Hos	Fire Equipment	12	85	4	4
		Hoses 45mm (Structural Hos	Fire Equipment	21	85	4	4
		Hoses 45mm (Structural Hos	Fire Equipment	12	85	4	4
		Hoses 45mm (Structural Hos	Fire Equipment	8	85	4	4
		Hoses 45mm (Structural Hos	Fire Equipment	8	85	4	4
		Hoses 45mm (Structural Hos	Fire Equipment	19	85	4	4
		Hoses 45mm (Structural Hos	Fire Equipment	20	85	4	4
		Hoses 45mm (Structural Hos	Fire Equipment	16	85	4	4
		Hoses 45mm (Structural Hos	Fire Equipment	4	85	4	4
		Hoses 45mm (Structural Hos	Fire Equipment	14	85	4	4
		Boat Motor	Fire Equipment	1	85	4	4
S84018	22655	2018 Garbage Packer #S840	Vehicle Heavy Duty	1	87.5	4	4
S84118	22656	2018 Garbage Packer #S841	Vehicle Heavy Duty	1	87.5	4	4
S61719	22660	2018 Multi-Purpose Plow Tru	Vehicle Heavy Duty	1	87.5	4	4
S61819	22662	2018 Multi-Purpose Plow Tru	Vehicle Heavy Duty	1	87.5	4	4
S62519	22663	2019 Multi-Purpose Plow Tru	Vehicle Heavy Duty	1	87.5	4	4
18-04	CFVV609	FORD	Vehicle Light Duty	1	87.5	4	4
S40917	22195	S40917 John Deere Loader	M&E Heavy	1	87.5	4	4
S26118	22862	S261-18 Wille Sidewalk Plow	M&E Light Diesel & MTs	1	87.5	4	4
S26218	22863	S262-18 Wille Sidewalk Plow	M&E Light Diesel & MTs	1	87.5	4	4
T851	21487	LFS Transit Bus	Transit Bus	1	87.5	4	4
T852	21488	LFS Transit Bus	Transit Bus	1	87.5	4	4
T853	21489	LFS Transit Bus	Transit Bus	1	87.5	4	4
T854	21490	LFS Transit Bus	Transit Bus	1	87.5	4	4
T855	21491	LFS Transit Bus	Transit Bus	1	87.5	4	4
S84219	22678	Garbage Packer #S842-19	Vehicle Heavy Duty	1	90	4	4
S83919	22679	Garbage Packer #S839-19	Vehicle Heavy Duty	1	90	4	4
S56619	22672	2018 F350 #S566-19	Vehicle Medium Duty	1	90	4	4
	22988	Fuel Storage Dispensing and	M&E General	1	90	4	4
		2019 Power Stair Chair (Ferr	Paramedic Equipment	1	90	4	4
		2019 Power Stair Chair (Ferr	Paramedic Equipment	1	90	4	4

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
		Floor Scrubber	M&E Parks & Recreation	1	50	1	3
11147		Benchmark USA Silver Screen	M&E Parks & Recreation	1	50	1	3
VCS2000		Wells Fryer	M&E Parks & Recreation	1	50	1	3
		Benchmark Popcorn Maker	M&E Parks & Recreation	1	50	1	3
		Popcorn Machine	M&E Parks & Recreation	1	50	1	3
		Popcorn Machine	M&E Parks & Recreation	1	50	1	3
		Wells Fryer	M&E Parks & Recreation	1	50	1	3
		Gas Powered Broom	M&E Parks & Recreation	1	50	1	3
	P200-1	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-10	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-11	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-12	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-13	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-14	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-15	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-16	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-17	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-18	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-19	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-2	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-20	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-21	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-22	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-23	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-24	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-25	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-26	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-27	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-28	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-29	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-3	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-30	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-31	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-32	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-33	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-34	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-35	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-36	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-37	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-38	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-39	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-4	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-40	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-41	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-42	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-43	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-44	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-45	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-46	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-47	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-48	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-49	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-5	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-50	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-51	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-52	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-53	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-54	Stihl	M&E Parks & Recreation	1	50	1	3

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
	P200-55	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-56	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-57	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-58	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-59	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-6	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-60	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-61	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-62	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-63	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-64	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-65	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-66	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-67	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-68	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-69	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-7	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-70	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-71	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-72	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-73	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-74	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-75	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-8	Stihl	M&E Parks & Recreation	1	50	1	3
	P200-9	Stihl	M&E Parks & Recreation	1	50	1	3
	P260-1	Honda	M&E Parks & Recreation	1	50	1	3
	P260-10	Honda	M&E Parks & Recreation	1	50	1	3
	P260-11	Cub Cadet	M&E Parks & Recreation	1	50	1	3
	P260-12	Cub Cadet	M&E Parks & Recreation	1	50	1	3
	P260-13	Cub Cadet	M&E Parks & Recreation	1	50	1	3
	P260-14	Cub Cadet	M&E Parks & Recreation	1	50	1	3
	P260-15	Cub Cadet	M&E Parks & Recreation	1	50	1	3
	P260-16	Cub Cadet	M&E Parks & Recreation	1	50	1	3
	P260-17	Echo	M&E Parks & Recreation	1	50	1	3
	P260-18	Echo	M&E Parks & Recreation	1	50	1	3
	P260-2	Honda	M&E Parks & Recreation	1	50	1	3
	P260-3	Honda	M&E Parks & Recreation	1	50	1	3
	P260-4	Honda	M&E Parks & Recreation	1	50	1	3
	P260-5	Honda	M&E Parks & Recreation	1	50	1	3
	P260-6	Honda	M&E Parks & Recreation	1	50	1	3
	P260-7	Honda	M&E Parks & Recreation	1	50	1	3
	P260-8	Honda	M&E Parks & Recreation	1	50	1	3
	P260-9	Honda	M&E Parks & Recreation	1	50	1	3
	P280-1	Stihl	M&E Parks & Recreation	1	50	1	3
	P280-10	Stihl	M&E Parks & Recreation	1	50	1	3
	P280-11	Stihl	M&E Parks & Recreation	1	50	1	3
	P280-12	Stihl	M&E Parks & Recreation	1	50	1	3
	P280-13	Stihl	M&E Parks & Recreation	1	50	1	3
	P280-2	Stihl	M&E Parks & Recreation	1	50	1	3
	P280-3	Stihl	M&E Parks & Recreation	1	50	1	3
	P280-4	Stihl	M&E Parks & Recreation	1	50	1	3
	P280-5	Stihl	M&E Parks & Recreation	1	50	1	3
	P280-6	Stihl	M&E Parks & Recreation	1	50	1	3
	P280-7	Milwaukee	M&E Parks & Recreation	1	50	1	3
	P280-8	Milwaukee	M&E Parks & Recreation	1	50	1	3
	P280-9	Milwaukee	M&E Parks & Recreation	1	50	1	3
	P402-13	Toro	M&E Parks & Recreation	1	50	1	3
	P7590	Ryan	M&E Parks & Recreation	1	50	1	3

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
	P7610	Lely	M&E Parks & Recreation	1	50	1	3
	P7610	Levy	M&E Parks & Recreation	1	50	1	3
	P7680-1	Bannerman	M&E Parks & Recreation	1	50	1	3
	P7680-2	Bannerman	M&E Parks & Recreation	1	50	1	3
	P7700		M&E Parks & Recreation	1	50	1	3
	P902	Land Pride	M&E Parks & Recreation	1	50	1	3
		Ammann	M&E Parks & Recreation	1	50	1	3
		Mikasa	M&E Parks & Recreation	1	50	1	3
		Mikasa	M&E Parks & Recreation	1	50	1	3
		Toro	M&E Parks & Recreation	1	50	1	3
	19705	Utility Trailer	M&E General	1	55	1	3
	19708	Utility Trailer	M&E General	1	55	1	3
	P066	Bluebird	M&E Parks & Recreation	1	55	1	3
	23117	Scheduling Software	M&E General	1	80	3	3
	23137	Sokkia IX-505 Robotic Total	M&E General	1	80	3	3
		2018 Vending Lockers station	Paramedic Equipment	1	80	3	3
		2018 Vending Lockers station	Paramedic Equipment	1	80	3	3
		2018 Vending Lockers station	Paramedic Equipment	1	80	3	3
		2018 Vending Lockers station	Paramedic Equipment	1	80	3	3
F088 F008	21895	2016 Chevrolet Tahoe	Vehicle Fire	1	80	3	3
F089 F008	21896	2016 Chevrolet Tahoe	Vehicle Fire	1	80	3	3
		Saws - Gas Powered	Fire Equipment	2	80	3	3
S81314	21099	2014 Street sweeper	Vehicle Heavy Duty	1	82.5	3	3
L5014	22605	2017 Ford Explorer Interceptor	Vehicle Light Duty	1	85	3	3
S01918	22649	2018 F150 #S019-18	Vehicle Light Duty	1	85	3	3
S52618	22669	2018 F150 #S526-18	Vehicle Light Duty	1	85	3	3
S54918	22670	2018 F150 #S549-19	Vehicle Light Duty	1	85	3	3
R959-18	22648	Zamboni R959-18	M&E General	1	85	3	3
		Pagers	Fire Equipment	50	85	3	3
		Saws - Gas Powered	Fire Equipment	2	85	3	3
Edger		Olympia Electric Edger	M&E Parks & Recreation	1	85	3	3
		Battery Operated Edger	M&E Parks & Recreation	1	85	3	3
		Battery Operated Edger	M&E Parks & Recreation	1	85	3	3
S81115	21385	2015 Street Sweeper	Vehicle Heavy Duty	1	87.5	3	3
S47318	22667	2018 F150 #S473-18	Vehicle Light Duty	1	87.5	3	3
18-05	CFVV627	FORD	Vehicle Light Duty	1	87.5	3	3
	23094	MS60 1" Survey Equipment	M&E General	1	90	3	3
R26819	23273	Allu Transformer Bucket with	M&E General	1	90	3	3
F140 F014	22169	2017 F250	Vehicle Fire	1	90	3	3
		Hoses 45mm (Forestry Hose)	Fire Equipment	8	90	3	3
		Wajax Pump	Fire Equipment	6	90	3	3
		Battery Operated Edger	M&E Parks & Recreation	1	90	3	3
		Battery Operated Edger	M&E Parks & Recreation	1	90	3	3
		Electric Pallet Jack	M&E Parks & Recreation	1	90	3	3
S53519	23148	2019 Nissan Frontier S53519	Vehicle Light Duty	1	92.5	3	3
S42519	23153	2019 Ford F150 #S42519	Vehicle Light Duty	1	92.5	3	3
19-02	BB14250	FORD	Vehicle Light Duty	1	92.5	3	3
F099 F009	22614	2019 Ford F250 #F0099	Vehicle Fire	1	92.5	3	3
S05619	23141	2019 Ford F350 Service Body	Vehicle Medium Duty	1	95	3	3
S06019	23142	2019 Ford F350 Service Body	Vehicle Medium Duty	1	95	3	3
S55019	23155	2019 Ford F250 Service Truck	Vehicle Medium Duty	1	95	3	3
S44719	23145	2019 Nissan Sentra #S44719	Vehicle Light Duty	1	95	3	3
S53419	23149	2019 Nissan Frontier S53419	Vehicle Light Duty	1	95	3	3
S51719	23151	2019 Ford F150 #S51719	Vehicle Light Duty	1	95	3	3
S47919	23152	2019 Ford F150 #S47919	Vehicle Light Duty	1	95	3	3
S01119	23154	2019 Ford F150 #S01119	Vehicle Light Duty	1	95	3	3
R96420	23398	Zamboni R96420	M&E General	1	95	3	3
S80020	23414	S80020 Madvac Litter Collector	M&E General	1	95	3	3

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
S81420	23416	S81420 2020 Schwarze M6S	M&E General	1	95	3	3
R72520	23418	R72520 2020 KM4000T Aspl	M&E General	1	95	3	3
R27321	23419	R27321 2020 Falcon 4 Ton T	M&E General	1	95	3	3
	23430	Rotary Lift SM18EL	M&E General	1	95	3	3
R97821	23431	R97821 2021 Zamboni	M&E General	1	95	3	3
F106	23099	Ford F250 #F106	Vehicle Fire	1	95	3	3
F025	23453	F025 2020 F450 Hazmat Vel	Vehicle Fire	1	95	3	3
		Hoses 38mm (Forestry Hose	Fire Equipment	29	95	3	3
		Pagers	Fire Equipment	50	95	3	3
		Thermal Camera	Fire Equipment	2	95	3	3
		Ladder	Fire Equipment	7	95	3	3
		Ladder	Fire Equipment	9	95	3	3
		Ladder	Fire Equipment	8	95	3	3
		Ladder	Fire Equipment	3	95	3	3
	P1510	Rittenhouse	M&E Parks & Recreation	1	60	1	2
GNP4330		Mad Dawg Hot Dog Maker	M&E Parks & Recreation	1	65	1	2
		Snow Blower	M&E Parks & Recreation	1	65	1	2
		Hot Dog Roller	M&E Parks & Recreation	1	65	1	2
		Snow Blower	M&E Parks & Recreation	1	65	1	2
FP-DS		Integra Floor Scrubber	M&E Parks & Recreation	1	75	1	2
		Floor Scrubber	M&E Parks & Recreation	1	75	1	2
		Polisher/Burnisher	M&E Parks & Recreation	1	75	1	2
PFC5700		Perfect Fri Company Fryer	M&E Parks & Recreation	1	75	1	2
		TX Floor Burnisher	M&E Parks & Recreation	1	75	1	2
		Advance Sc400 Floor Scrubt	M&E Parks & Recreation	1	75	1	2
		20 Plus Floor Scrubber	M&E Parks & Recreation	1	75	1	2
		High Speed Rabbit Scrubber	M&E Parks & Recreation	1	75	1	2
		Advance Floor Stripper Mach	M&E Parks & Recreation	1	75	1	2
WB63369748		Frigidaire Fridge	M&E Parks & Recreation	1	75	1	2
		Frigidaire Stand Up Freezer	M&E Parks & Recreation	1	75	1	2
		GE Fridge	M&E Parks & Recreation	1	75	1	2
		Freezer	M&E Parks & Recreation	1	75	1	2
		Freezer	M&E Parks & Recreation	1	75	1	2
		Floor Cleaner	M&E Parks & Recreation	2	75	1	2
		Floor Polisher	M&E Parks & Recreation	1	75	1	2
		Floor Scrubber	M&E Parks & Recreation	1	75	1	2
		Popcorn Machine	M&E Parks & Recreation	1	75	1	2
		Popcorn Machine	M&E Parks & Recreation	1	75	1	2
		Popcorn Machine	M&E Parks & Recreation	1	75	1	2
S05016	21856	S050-16 - 2016 Ford Transit	Vehicle Medium Duty	1	80	2	2
S57417	21873	S574-17 F350	Vehicle Medium Duty	1	80	2	2
S50717	21874	S507-17 F250	Vehicle Medium Duty	1	80	2	2
S55617	21875	S556-17 F250	Vehicle Medium Duty	1	80	2	2
S53617	21877	S536-17 F250	Vehicle Medium Duty	1	80	2	2
S49917	21880	S499-17 F250	Vehicle Medium Duty	1	80	2	2
S50216	21375	2016 Chevrolet Silverado	Vehicle Light Duty	1	80	2	2
S52216	21376	2016 Chevrolet Silverado	Vehicle Light Duty	1	80	2	2
S46816	21382	2016 Dodge Caravan	Vehicle Light Duty	1	80	2	2
R525-15	22985	Compressor HOP049548	M&E General	1	80	2	2
R530-15	23000	Compressor HOP049546	M&E General	1	80	2	2
R252-15	23002	Compressor HOP049549	M&E General	1	80	2	2
F134 F013	21859	F0134 - 2016 Ford Transit C	Vehicle Fire	1	80	2	2
	P415-17	Husqvarna	M&E Parks & Recreation	1	80	2	2
	P416-17	Husqvarna	M&E Parks & Recreation	1	80	2	2
	P417-17	Husqvarna	M&E Parks & Recreation	1	80	2	2
S55817	21872	S558-17 F350	Vehicle Medium Duty	1	82.5	2	2
S52017	21879	S520-17 F350	Vehicle Medium Duty	1	82.5	2	2
S53817	22191	S53817 2017 Ford F550	Vehicle Medium Duty	1	82.5	2	2

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
S44617	23007	S44617 2017 Ford 250 Trans	Vehicle Medium Duty	1	82.5	2	2
S51318	22671	2018 F150 #S513-18	Vehicle Light Duty	1	82.5	2	2
S50116	21866	S501-16 Ford F250 - EMS P	Vehicle Medium Duty	1	85	2	2
S94517	22193	S94517 2017 Ford 250 Trans	Vehicle Medium Duty	1	85	2	2
S93017	22188	S93017 2017 Ford Transit C	Vehicle Light Duty	1	85	2	2
S45617	22190	S45617 2017 Ford Transit C	Vehicle Light Duty	1	85	2	2
S42718	22651	2018 Ford Escape #S427-18	Vehicle Light Duty	1	85	2	2
S54218	22665	2018 F150 #S442-18	Vehicle Light Duty	1	85	2	2
S96217	22989	S96217 2017 Ford Transit C	Vehicle Light Duty	1	85	2	2
R720-18	22658	Big A 2 Ton Hot Box Reclaim	M&E General	1	85	2	2
F133 F013	21860	F0133 - 2016 Ford Transit C	Vehicle Fire	1	85	2	2
	P172-18	CAT	M&E Parks & Recreation	1	85	2	2
	p418-18	Exmark	M&E Parks & Recreation	1	85	2	2
	P969	Toro	M&E Parks & Recreation	1	85	2	2
T76017	21892	2017 Ford F550 4x4	Vehicle Heavy Duty	1	87.5	2	2
S54317	22192	S54317 2017 Ford F550	Vehicle Medium Duty	1	87.5	2	2
S45318	22652	2018 Ford Transit #S453-18	Vehicle Medium Duty	1	87.5	2	2
S01617	23008	S01617 2017 Ford F550 Wel	Vehicle Medium Duty	1	87.5	2	2
S42618	22650	2018 Ford Escape #S426-18	Vehicle Light Duty	1	87.5	2	2
S50318	22653	2018 Ford F150 #S503-18	Vehicle Light Duty	1	87.5	2	2
S44018	22664	2018 F150 #S440-18	Vehicle Light Duty	1	87.5	2	2
S47118	22668	2018 F150 #S471-18	Vehicle Light Duty	1	87.5	2	2
F128 F012	22185	F0126 2017 Dodge Grand C	Vehicle Fire	1	87.5	2	2
S47618	22659	2018 F350 S476-18	Vehicle Medium Duty	1	90	2	2
S44119	22673	2019 F350 #S441-19	Vehicle Medium Duty	1	90	2	2
S03919	22674	2019 F350 Transit #S039-19	Vehicle Medium Duty	1	90	2	2
S03019	22675	2019 F350 Transit #S030-19	Vehicle Medium Duty	1	90	2	2
S52518	22654	2018 F150 #S525-18	Vehicle Light Duty	1	90	2	2
S95118	22657	2018 Ford Escape #S951-18	Vehicle Light Duty	1	90	2	2
S53018	22666	2018 F150 #S530-18	Vehicle Light Duty	1	90	2	2
		1095 Transit Shelter		1	90	2	2
		1160 Transit Shelter		1	90	2	2
		1791 Transit Shelter		1	90	2	2
		2015 Transit Shelter		1	90	2	2
		2055 Transit Shelter		1	90	2	2
		2230 Transit Shelter		1	90	2	2
		2325 Transit Shelter		1	90	2	2
		2462 Transit Shelter		1	90	2	2
		2620 Transit Shelter		1	90	2	2
		2725 Transit Shelter		1	90	2	2
		2780 Transit Shelter		1	90	2	2
		3165 Transit Shelter		1	90	2	2
		3235 Transit Shelter		1	90	2	2
		3425 Transit Shelter		1	90	2	2
		3455 Transit Shelter		1	90	2	2
		3610 Transit Shelter		1	90	2	2
		3630 Transit Shelter		1	90	2	2
		3640 Transit Shelter		1	90	2	2
		3660 Transit Shelter		1	90	2	2
		3670 Transit Shelter		1	90	2	2
		3940 Transit Shelter		1	90	2	2
		4310 Transit Shelter		1	90	2	2
		4315 Transit Shelter		1	90	2	2
		4635 Transit Shelter		1	90	2	2
		5425 Transit Shelter		1	90	2	2
		5450 Transit Shelter		1	90	2	2
		5495 Transit Shelter		1	90	2	2
		5505 Transit Shelter		1	90	2	2

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
			5520 Transit Shelter	1	90	2	2
			5565 Transit Shelter	1	90	2	2
			5790 Transit Shelter	1	90	2	2
			5830 Transit Shelter	1	90	2	2
			6320 Transit Shelter	1	90	2	2
			6585 Transit Shelter	1	90	2	2
			6605 Transit Shelter	1	90	2	2
			6780 Transit Shelter	1	90	2	2
			6930 Transit Shelter	1	90	2	2
			6995 Transit Shelter	1	90	2	2
			7000 Transit Shelter	1	90	2	2
			7095 Transit Shelter	1	90	2	2
			7475 Transit Shelter	1	90	2	2
			7520 Transit Shelter	1	90	2	2
	P1520	Kubota	M&E Parks & Recreation	1	90	2	2
	P1520-95	Toro	M&E Parks & Recreation	1	90	2	2
	P1520-96	Toro	M&E Parks & Recreation	1	90	2	2
	P1520-97	Toro	M&E Parks & Recreation	1	90	2	2
	P1520-98	Toro	M&E Parks & Recreation	1	90	2	2
	P1520-99	Toro	M&E Parks & Recreation	1	90	2	2
T78718	22616	2018 Ford Escape Bus Drive	Vehicle Light Duty	1	92.5	2	2
T78818	22617	2018 Ford Escape Bus Drive	Vehicle Light Duty	1	92.5	2	2
T81918	22618	2018 Ford Escape Bus Drive	Vehicle Light Duty	1	92.5	2	2
S00719	23156	2019 Nissan Cargo #S00719	Vehicle Medium Duty	1	95	2	2
S58619	23157	2019 Ford F450 #S08619	Vehicle Medium Duty	1	95	2	2
S47819	23158	2019 Ford F250 #S47819	Vehicle Medium Duty	1	95	2	2
S48319	23159	2019 Ford F250 #S48319	Vehicle Medium Duty	1	95	2	2
S46919	23160	2019 Ford F250 #S46919	Vehicle Medium Duty	1	95	2	2
S51019	23161	2019 Ford F250 #S51019	Vehicle Medium Duty	1	95	2	2
S09520	23420	S09520	Vehicle Medium Duty	1	95	2	2
S58120	23421	S58120 Ford F350	Vehicle Medium Duty	1	95	2	2
S56920	23422	S56920 2020 Ford F450	Vehicle Medium Duty	1	95	2	2
S57020	23423	S57020 2020 Ford F450	Vehicle Medium Duty	1	95	2	2
S58820	23424	S58820 2-2- Ford F450	Vehicle Medium Duty	1	95	2	2
S54421	23425	S54421 2021 Ford F250	Vehicle Medium Duty	1	95	2	2
S44921	23426	S44921 2021 Ford F250	Vehicle Medium Duty	1	95	2	2
S05921	23427	S05921 2020 Ford F250	Vehicle Medium Duty	1	95	2	2
S8001	23428	S8001 2020 Ford F250	Vehicle Medium Duty	1	95	2	2
S8002	23429	S8002 2020 Ford F250	Vehicle Medium Duty	1	95	2	2
S8003	23433	S8003 2020 Ford F250	Vehicle Medium Duty	1	95	2	2
S56321	23434	S56321 2020 Ford F250	Vehicle Medium Duty	1	95	2	2
S45919	23146	2019 Nissan NV200 Passeng	Vehicle Light Duty	1	95	2	2
S42819	23147	2019 Nissan Frontier S42819	Vehicle Light Duty	1	95	2	2
S00319	23150	2019 Ford F150 #S00319	Vehicle Light Duty	1	95	2	2
T78920	23345	T78920 2020 Nissan Kicks D	Vehicle Light Duty	1	95	2	2
S94620	23403	S94620 2019 Nissan Qashqa	Vehicle Light Duty	1	95	2	2
S95220	23404	S95220 2019 Nissan Qashqa	Vehicle Light Duty	1	95	2	2
S01420	23405	S01420 2019 Nissan Frontier	Vehicle Light Duty	1	95	2	2
S59421	23406	S59421 2021 Chevrolet Colo	Vehicle Light Duty	1	95	2	2
S49821	23407	S49821 2021 Chevrolet Colo	Vehicle Light Duty	1	95	2	2
S59521	23408	S59521 2021 Chevrolet Colo	Vehicle Light Duty	1	95	2	2
S54621	23409	S54621 2021 Chevrolet Colo	Vehicle Light Duty	1	95	2	2
S44421	23410	S44421 2021 Chevrolet Colo	Vehicle Light Duty	1	95	2	2
S48921	23411	S48921 2021 Chevrolet Colo	Vehicle Light Duty	1	95	2	2
S53121	23412	S53121 2021 Chevrolet Colo	Vehicle Light Duty	1	95	2	2
S04221	23413	S04221 Chevrolet Colorado	Vehicle Light Duty	1	95	2	2
S95020	23432	S95020 2019 Dodge Grand C	Vehicle Light Duty	1	95	2	2
		Electric Painting Equipment	M&E Parks & Recreation	2	95	2	2

Asset ID	TCA ID	Name	Asset Class	Quantity	Condition	Criticality	Risk Exposure
R74817	22199	R74817 Boom Flail Mower	M&E General	1	80	1	1
AFC1526DW3		Frigidaire Freezer	M&E Parks & Recreation	1	80	1	1
		Fridge	M&E Parks & Recreation	1	80	1	1
		Floor Machine	M&E Parks & Recreation	1	80	1	1
		Honda Snow Blower	M&E Parks & Recreation	1	85	1	1
DCF051A3WDD		Danby Chest Freezer	M&E Parks & Recreation	1	90	1	1
LFFH17F3QWC		Frigidaire Upright Freezer	M&E Parks & Recreation	1	95	1	1
		Danby Freezer	M&E Parks & Recreation	1	95	1	1
		Popcorn Machine	M&E Parks & Recreation	1	95	1	1
		Automatic Floor Sweepers	M&E Parks & Recreation	2	95	1	1
		Dry Floor Scrubbing Machine	M&E Parks & Recreation	2	95	1	1