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Date 11/12/2020
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Urbana Operations

Urbana Operations Update – 2020

Chassis Division



Urbana Operations Update – 2020

Chassis Division

Accomplishments:

- Average 19-20 chassis per month; goal of 22 chassis per month
- By September 30, we shipped 174 chassis of the 178 scheduled
- 96.3% on-time to production schedule
- Improved efficiency on both single and tandem axle chassis (See notes)
- COVID management, facility updates, Customer Experience



Urbana Operations Update – 2020

Chassis Division

Challenge	Opportunity
Recruiting and hiring qualified employees	Study local wages and consider adjustments to improve recruiting
Training dilutes efficiency	Flex employees into other areas where they have experience to make-up time
Supply chain delays	Adding suppliers to improve redundancy and reliability
Facility capacity	Continued expansion of line-set and sub-assembly activities with added space from UPD move



Urbana Operations Update – 2020

Chassis Division

Challenge	Opportunity
Improving efficiency	<ul style="list-style-type: none">• Continue and improve shared resources between Urbana Divisions• Continue improving point-of-use materials and tools to improve efficiency and throughput
Maximizing warranty information	Enhance utilization of warranty information to focus on operational improvements, quality improvement and cost reduction



Urbana Operations Update – 2020

Pumper Division



Urbana Operations Update – 2020

Pumper Division

Accomplishments:

- Average 6 trucks per month; turning the corner towards 7
- Increasing efficiency; reducing time to build trucks
 - Calendar Year 2018 – Averaged 486 hours to build truck
 - Calendar Year 2019 – Averaged 524 hours to build truck
 - Calendar Year 2020 – Averaged 429 hours to build truck
- On pace for 76 trucks built, approx. 25% increase over calendar year 2019
- Restructured production meeting
- Recently hired talent



Urbana Operations Update – 2020

Pumper Division

Challenge	Opportunity
Recruiting and hiring qualified employees	Study local wages and consider adjustments to improve recruiting
Inexperience with new hires	Flex employees into other areas where they have experience to make-up time
Attendance issues	Continue communicating the importance of being here to build trucks and find incentive opportunities to drive improvement...ie. Bonus contribution.
Supply chain delays due to COVID	Adding suppliers to improve redundancy and reliability



Urbana Operations Update – 2020

Pumper Division

Challenge	Opportunity
Improving efficiency	<ul style="list-style-type: none">• Utilization of PMEX Boxes• New wiring harness and chassis breakoffs• Outsourcing washing and detailing of trucks• Continue expanding line-set and sub-assembly activities• Plan truck complexity throughout production• Utilize new “performance” to set more aggressive completion times and throughput



Urbana Operations Update – 2020 Service and Technical Division



Urbana Operations Update – 2020

Service and Technical Division

Accomplishments:

- Properly staffed at all positions
- Improved training opportunities
- Experience
- Moved UPD demo builds to service facility
- Meeting revenue goals



Urbana Operations Update – 2020

Service and Technical Division

Challenges	Opportunities
Targeting/selling regular service work	Continue to show our quality and efficiency
Reconditioning sales over the phone	Develop presentation package to work similar to having demo's ready for in-person review. Trucks are hands-on in nature.
Reduction in travel	Reach customers in new and creative ways
Improving efficiency	<ul style="list-style-type: none">• Continue job standards work• Finish placing fixture at the facility



Urbana Operations Update – 2020

Training and Tech Support

Accomplishments:

- Updated aerial and pumper training classes
- 2021 aerial and pumper training schedule
 - ASE and EVT testing and certifications
- Service technician training certification/development program
- Tech support call log and process
- Improved internal training



Urbana Operations Update – 2020

Training and Tech Support

Challenges	Opportunities
Tech support call volume	<ul style="list-style-type: none">• Hiring additional talent• Through training program, we hope to cut back on easier calls
	Expanding training with suppliers
	Ability to add ASE/EVT as a revenue point
	Enhance tracking of abilities and needs for internal and external technicians



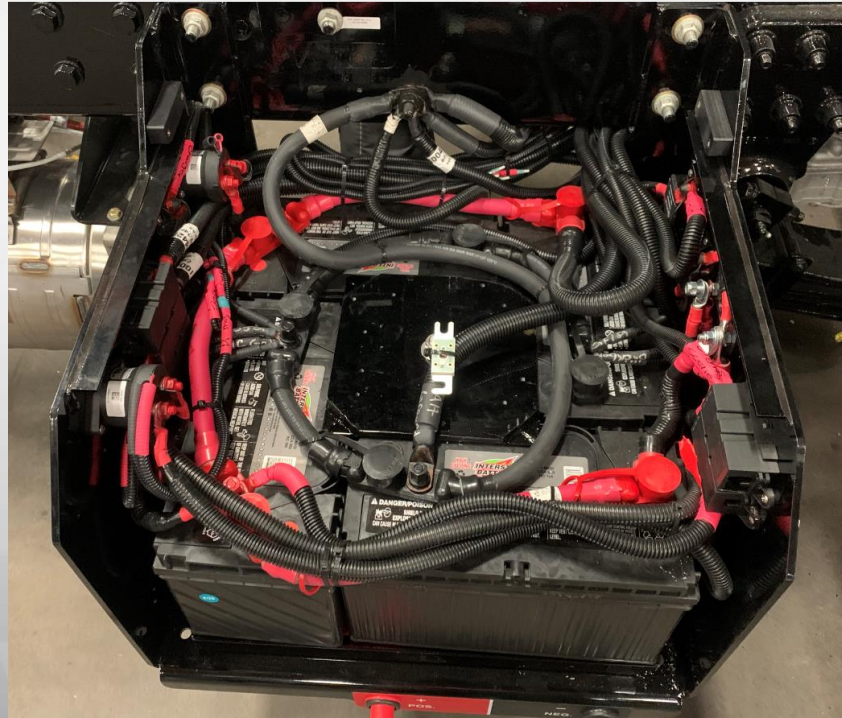
Urbana Operations Update – 2020 Innovation and Improvements



Urbana Operations Update - 2020

Product Updates

- New battery box design improves layout, maintenance and quality/reliability (Chassis)



Urbana Operations Update - 2020

Product Updates

- New plastic fuel cap improves use with gloved hands (Chassis)



Urbana Operations Update - 2020

Product Updates

- Applying Raptor to frame rails under pumps to improve corrosion resistance (Chassis)



Urbana Operations Update - 2020

Product Updates

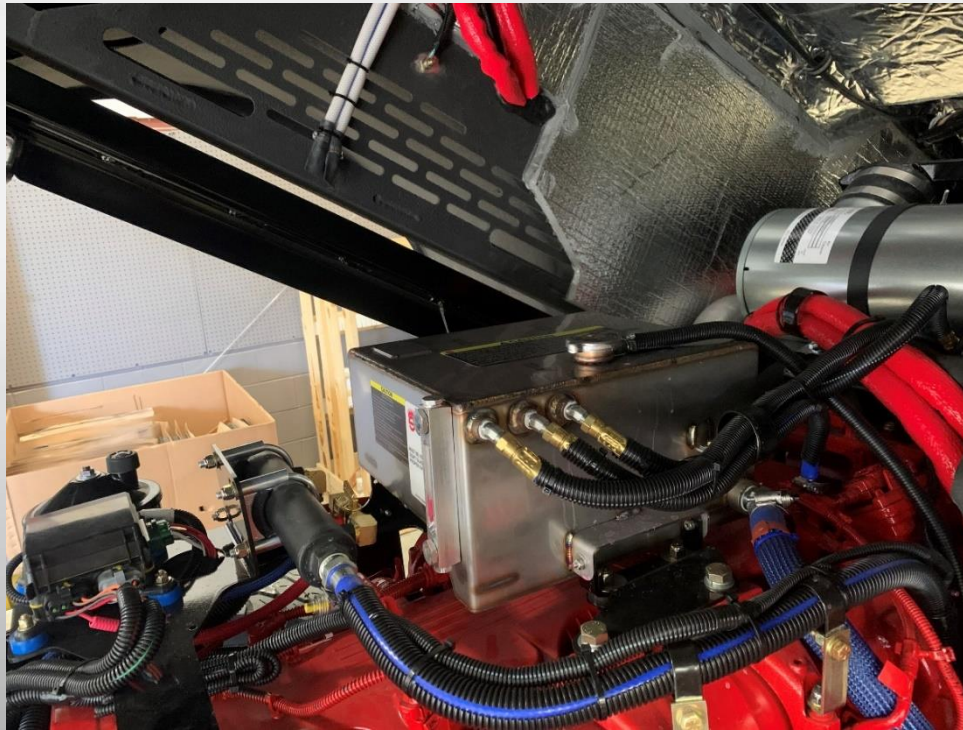
- Changed from Beede gauges to Ametek



Urbana Operations Update - 2020

Product Updates

- Moved to stainless coolant surge tank



Urbana Operations Update - 2020

Product Updates

- About 90% complete with front airbag testing and implementation. Trucks are performing very well.



Urbana Operations Update - 2020

Product Updates

- Added engine hose insulation to prolong life and reduce “crispy” failures



Urbana Operations Update - 2020

Product Updates

- Added Wreck-a-Mended paint and repair operations in St. Paris, Ohio



Urbana Operations Update - 2020

Product Updates

- Added Wreck-a-Mended paint and repair operations in St. Paris, Ohio

