



## SUBMISSION FORM

All submission forms must include the following information. Separate submission forms must be turned in for each eligible program. **Deadline: July 1, 2022.** Please include this submission form with the electronic entry. If you do not receive an email confirming receipt of your entry within 3 days of submission, please contact [Gage Harter](#).

### PROGRAM INFORMATION

County: County of Henrico  
Program Title: Division of Fire Fleet Status Dashboard  
Program Category: Criminal Justice & Public Safety

### CONTACT INFORMATION

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### SIGNATURE OF COUNTY ADMINISTRATOR OR DEPUTY/ASSISTANT COUNTY ADMINISTRATOR

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Signature: 

## **Program Overview**

The Fleet status dashboard program consists of a Microsoft SharePoint page, which provides up-to-date information on the entire transportation fleet of the Division of Fire, including in or out of service, unit location, expected time of service/return, and reason for being out of service. This SharePoint page is accessible to all members of the Henrico County Division of Fire. The page also provides information on units that are on order, including projected arrival time and station assignment. Additionally, the new page provides useful information for on-duty personnel regarding submission of maintenance “tickets”, after-hours contact information, towing information, contact and procedures, and manuals for the apparatus. Finally, the program allows for the tracking of unit reliability (out of service time) and ratios of reserve to main fleet health.

## **Problem/Challenge/Situation Faced by Locality**

Over the years, as the Division of Fire has increased in fleet size, tracking and impacts of maintenance and out of service units has not maintained a comparative increase inability to manage the complexity. Until this program was created, if a reserve unit were needed, staff would need to call the maintenance shop or read the whiteboard at the shop to see what was available. As the Division continued to modernize and update its management of the fleet, few records were kept and properly analyzed about fleet health, longevity, or reliability.

Personnel at all levels were unable to maintain any level of system situational awareness. It was difficult for the maintenance shop to keep field personnel, whose administration wanted to exhibit a high level of ownership, informed of repairs or new units destined for their stations due to the rotating shifts and the lack of streamlined status management. This lack of awareness and ownership at all levels made management of the fleet difficult at best.

### **How Program Fulfilled Awards Criteria**

Henrico County, like most counties, has a large geographical area to maintain, coupled with the variable of over 20 stations and over 600 personnel, and the process of management systems can become daunting. Programs that provide information, support and understanding up and down the chain of command help ensure efficient use of resources. When those programs are easily accessible and cost nothing, they are worthy of notice.

This program achieves the above goals, allowing for increased safe and efficient use of workforce and apparatus. It also provides data to help drive capital funding decisions over time and ensure the best use of funds over time. For the reasons above the Division of Fire's Fleet Status Board program is worthy of recognition.

### **How Program Was Carried Out**

The status board also allows for personnel to see the status of their normal unit as it progresses through maintenance or repairs. The updates are made "real-time", and the information is available to everyone in the organization, from the Fire Chief to a recruit, in addition to the mechanics who maintain the apparatus. This information can be accessed via any computer or smart phone, including computers in the fire stations and MDT (laptops) assigned to every piece of apparatus. Fire apparatus is a large asset that the community entrusts the DOF to use and maintain. As such, DOF relies upon the station personnel to have a high degree of ownership and pride in their apparatus. Allowing personnel to understand the status of units they consider their own, helps enforce this level of responsibility.

The DOF is supported by DOF specific mechanics/technicians within our Central Automotive Maintenance (CAM) shop. The personnel are highly committed and available 24/7 as on-call personnel after hours and weekends. However, there is much that station personnel can do to

minimize the need to call CAM technicians. Should a vehicle need to be swapped out on a weekend or evening, the status board allows station personnel to act without calling in additional personnel. The page also provides information for after-hours contacts for CAM personnel and towing companies, and it even has information on the particulars of towing individual units to ensure proper techniques are used. Finally, the personnel can research and review manuals for their specific units should they have questions 24/7.

### **Financing and Staffing**

There were no costs associated with this program other than time of personnel.

The Division of Fire is currently supported with an Apparatus Replacement Fund of \$3.3 million annually. However, ensuring these funds are properly managed through the maintenance of existing rolling stock requires a strong understanding of the current and historical use of those resources. This program will help ensure that projections for future capital expenditures are based on actual fleet usage and reliability. This understanding will help ensure that large fluctuations driven by unplanned fleet needs will be limited.

### **Program Results**

This program has already begun to collect information on fleet utilization and reliability, allowing the DOF to move towards a data driven model for fleet management and funding. Although difficult to prove savings, we have seen personnel utilize the status board rather than call our service technicians on off hours. This real time status of all the apparatus allows crews to determine which reserve units are available for their use and prevents unnecessary phone calls to the fleet management. Crews can swap over to an available reserve and have the status board updated as they leave the maintenance shop.

A historical data system is embedded into the page which allows us to track the number of reserve units available each day and automatically creates an average for each category of apparatus. This data provides a measurable way to evaluate the overall health of the fleet based on the number of reserve units which have been placed in-service as front-line apparatus. This information is also used to determining if an adjustment for the current reserve ratio is supported. A trend where a particular type of reserve apparatus is not available, and front-line units are operating with reduced capabilities, an increase in the specific type of reserve unit is supported. The success is achieved when the target reserve ratios are calculated, and all units are operating with full capabilities during the evaluation period or when the percentage of time when mismatched units are placed in-service has been reduced.

### **Brief Summary**

The Fleet Status Board is a page that lives within the Division of Fire's (DOF) overall SharePoint site. The page provides "one stop shopping" for DOF personnel at all levels. For the senior staff, the page allows, at a glance, the ability to determine if personnel are riding on the type of unit that is normally assigned to a community or on a reserve with different abilities. In particular, the tracking of special service units such as aerial apparatus or heavy rescue that have been temporarily replaced by an engine allow for a broader understanding of the impacts of reserve units on overall safety for the community. This understanding allows for unit movements to occur to ensure that both personnel and the right apparatus are assigned to calls.