

First Element:

The introduction, which describes why you are creating the plan (its purpose).

Sample Introduction:

The purpose of this plan is to create a blueprint for fleet to follow for the next year. In addition, the plan will provide an ongoing strategic direction for fleet to align with. Another purpose of the plan is to educate and to inform our customers about the goals we plan to reach this next year and to include them as partners in the process. Finally, presenting this plan to those individuals and/or other decision makers we need to partner with to achieve our goals will facilitate allocating resources appropriately among departmental and organizational needs.

Add other items here:

Second Element:

Brief history of the fleet organization, which includes its purpose, mission and values.

Sample History:

The Fleet Services Division of XYZ has continually evolved in its 90-year history. Originally labeled the “City Garage” and located in a two-bay facility, fleet services now serves the 110,000 citizens of our city by partnering with our departmental customers to provide all services related to the purchase, operation, maintenance and repair, as well as disposal of, the 852 pieces of equipment now needed to ensure outstanding service in all areas of city government.

Add other history here:

The Division operates in alignment with its purpose, mission and values outlined below:

Sample Purpose: To do our part in ensuring the highest quality of life possible for all who live and/or work in our city.

Sample Mission: To provide quality and competitive equipment, transportation, maintenance, materials and supplies to our customers in a timely, economic, environmentally friendly and efficient manner, while maintaining a safe and wholesome work environment and opportunity for all employees.

Sample Values:

Best Quality—Do it right the first time.

Respect—Honor the opinions of all coworkers and customers.

Trust—Always do what we say we will do

Innovation—Always open to and searching for new and better ways to do things.

A Sense of Urgency—we value time and spend it well, realizing that every minute a piece of equipment is not available for our customers productivity is lost.

A Commitment to Serve—Our customers, our coworkers and the citizens of our city.

Add other values (or replacements) here.

Sample: Currently, the Fleet Division has XX committed individuals to meet the needs and objectives of our growing and thriving city. XX of them are front-line technicians, while the remaining XX add additional value to the growing responsibilities of our operation. These responsibilities include:

Add site-specific information here:

Third Element:

Analysis of current condition, following SWOT (Strengths, Weaknesses, Opportunities, Threats) outline:

Sample: Our fleet division has had a challenging year, particularly affected by the increasing and fluctuating fuel prices, as well as the continued budget constraints all city departments have been faced with. We are proud that, in spite of these challenges, we achieved all objectives and were able to adjust pricing to absorb additional, unexpected costs.

An objective look at our operation includes a review of our strengths, weaknesses, opportunities and threats, as follows:

Strengths:

An unusually committed, skilled workforce

An administrative structure that allows us to operate as an enterprise fund

Add others here and below

Weaknesses:

A facility that is old, outdated and inadequate to meet the growing needs of our city equipment

Lack of sufficient training for all staff members, both floor and admin

A compensation plan that does not allow for flexibility nor reward appropriately

Add others here and below

Opportunities:

With renewed interest in outsourcing across the country, we can more easily incorporate a “managed competition” mindset within our organization.

Reduce fleet size and save dollars for our city

Add others here and below

Threats:

Continued decline in economy

Lack of skilled technicians available

Privatization

Reduced customer satisfaction due to inability to complete all work in a timely manner

Add others here and below

NOTE: Be as truthful and as brutal as you can in describing both the “good and bad” about your organization. Remember, if you do not “name” it, you cannot fix it!

Fourth Element:

Given these conditions, what do we plan to focus on and accomplish in the next year?

The goals and/or objectives for the coming year are included here. Remember to always include some focus on the “big three” (getting it right the first time, i.e. eliminating road calls and comebacks; getting it done quickly, i.e. 70% within one day and 90% within two; and completing the work at a fair price, i.e. in relation to both industry standards and local area comparisons), even if there are areas that need more attention in the short term.

List goals and objectives here:

Fifth Element:

The Financial Plan

Include performance from last year at a minimum, though graphs, covering a period of years, reflecting positive trends or areas needing attention are more powerful and meaningful, if available.

Show expected financial performance for the next twelve months.

Sixth Element:

Describe how organization will positively change as a result of accomplishing the plan.

Sample:

Though our fleet organization has been on a steady course of continued improvement for the last several years, we believe this next year will be pivotal in assuring future success. We have allocated the appropriate dollars for employee learning, set a course to challenge and correct our marginal parts operation and made the decision to extend our service hours to improve uptime for our city's equipment.

In addition, etc. Add further descriptions here.