

**STATUS REPORT**

Total strategies achieved as of the date of this report:

<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
30	35	15

**GOAL #1** Elevate the quality and value of the Fairmount Park system to enhance quality of life and create pride for the residents of Philadelphia that result in retaining and attracting residents and visitors.

**Objective #1** Invest in maintenance that enhances the value of the user's experience and creates a positive image of the Fairmount Park system.

<b>Strategies</b>	<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1 Establish a fully funded maintenance management program to the service frequency levels desired by the community and visitors to the park.	High	2 years		X	
2 Utilize customer feedback information to measure the effectiveness of the new maintenance program on user satisfaction levels.	Medium	6 months			X
3 Develop an image enhancement program for the Park system and funded through Friends groups, the Fairmount Park Conservancy, and outside private support groups.	High	2 years		X	

**Objective #2** Expand the implementation of resource management plans throughout the Fairmount Park system that conserves, restores and preserves parks, watersheds and urban ecosystems that maximize the value of the natural resources.

<b>Strategies</b>	<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1 Develop and implement a Tree Inventory Management system.	High	2 years		X	
2 Develop and implement an Urban Forestry Plan and Program that preserves the value of park trees through effective management.	High	4 years		X	
3 Develop and implement a Street Trees Management Plan that preserves the value of street trees through effective management.	High	2 years		X	
4 Develop and implement a non-native plant management program in Fairmount Park to enhance the existing natural resource value through effective maintenance practices.	Medium	6 months		X	
5 Implement Watershed Management Plans for the Fairmount Park system in conjunction with the Water Department to protect the waterway system in the City.	High	On-going		X	
6 Establish a Wildlife Management Program that educates the public on species in the park.	Low	2 years			X

**Objective #3** Preserve and enhance the historic properties and attractions within the Fairmount Park system for increased public appreciation and use

<b>Strategies</b>		<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1	Develop a system-wide Historic Preservation and Interpretive Plan for the Fairmount Park system.	High	3 years		X	
2	Develop a Historical/Cultural Trail system to connect the community and visitors to the city.	Medium	2 years			X

**Objective #4** Educate the public about the role and importance of the environment and history of the Fairmount Park system to the City of Philadelphia

<b>Strategies</b>		<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1	Expand the current Environmental Education programs and events to educate users on the natural environment of the park.	Medium	2 years	X		
2	Implement historical themes from the Historic Preservation and Interpretation Plan to develop programs and events to educate the users to the rich heritage of the park.	Low	5 years		X	

**Objective #5** Promote and market the Fairmount Park system as a signature City asset that encourages users to experience all elements of the park.

<b>Strategies</b>		<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1	Develop a promotional map and campaign with Greater Philadelphia Tourism and Marketing and the Fairmount Park Conservancy on Fairmount Park by promoting attractions, events, historical properties and natural area themes that entice visitors to the Park.	High	18 months	X		
2	Develop organizational resources to support implementation of marketing initiatives.	High	1 year	X		
3	Capitalize on the names, images, and identities of key Fairmount Park system parks and structures through a copyrighting and licensing program.	High	1 year			X
4	Ensure visibility and recognition of Fairmount Park by requiring the park system name on all sponsorship material related to events or programs in the park.	High	1 year	X		

**Objective #6** Encourage users to experience all elements of the Park by providing safe and secure park facilities throughout the Fairmount Park system

<b>Strategies</b>	<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1 Plan, design, and develop/redevelop park facilities, which provide a safe and secure environment for users.	High	10 years		X	
2 Update the park rules and regulation ordinances to reduce inappropriate uses of the parks.	Medium	2 years		X	
3 Enforce rules and regulations for safety and operational concerns.	High	2 years		X	

**Objective #7** Enhance the culture of pride and advocacy for staff and residents of Philadelphia through improved communications internally and externally.

<b>Strategies</b>	<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1 Develop a proactive communication plan with staff, partners and the community that clearly outlines Fairmount Park system's approach to implementation of the recommendations in the Strategic Plan.	High	3 months	X		
2 Communicate progress of the Strategic Plan implementation through a quarterly reporting process to the Park Commission.	High	3 months	X		
3 Evaluate key user satisfaction indicators and needs through a bi-annual citizen survey.	High	2 years			X

**Objective #8** Grow the leadership and capacity of the Fairmount Park Commissioners and staff to implement the goals and objectives of the Strategic Plan and fulfill the vision and mission of the Fairmount Park system.

<b>Strategies</b>	<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1 Develop and implement a leadership institute for the Park Commission on how to implement the plan and address a yearly work plan over a two-day workshop.	High	2 months			X
2 Train staff on implementing the Strategic Plan through a staff leadership institute.	High	Immediate	X		
3 Seek additional personnel that have the knowledge, experience and skill levels to assist in implementing the Strategic Plan.	High	Immediate		X	

**GOAL #2** Create and implement equitable and consistent standards throughout the Fairmount Park system that creates advocacy, value and support by residents.

**Objective #1** Support the needs and desires of users through implementation and monitoring of standards for all maintenance, facilities, programs, and amenities.

<i>Strategy</i>		<i>Priority</i>	<i>Timeline</i>	<i>Completed</i>	<i>In Progress</i>	<i>Not Begun</i>
1	Develop and implement written maintenance standards for all infrastructure elements.	High	4 months		X	

**Objective #2** Demonstrate success for staff through effective use of performance measurements achieving desired outcomes defined by established standards.

<i>Strategy</i>		<i>Priority</i>	<i>Timeline</i>	<i>Completed</i>	<i>In Progress</i>	<i>Not Begun</i>
1	Establish, implement and monitor performance measures for all tasks associated with the standards being applied.	High	8 months		X	

**Objective #3** Meet citizen's expectations for equity through consistent operational and capital funding across the City.

<i>Strategy</i>		<i>Priority</i>	<i>Timeline</i>	<i>Completed</i>	<i>In Progress</i>	<i>Not Begun</i>
1	Ensure equitable funding for Capital Improvements throughout the Park system by applying consistent and objective weighted evaluation criteria.	Medium	6 months	X		

**Objective #4** Maximize maintenance efficiency, user safety, and use of facilities and amenities through established design standards and principles.

<i>Strategy</i>		<i>Priority</i>	<i>Timeline</i>	<i>Completed</i>	<i>In Progress</i>	<i>Not Begun</i>
1	Create design standards and principles for all park classifications.	Medium	1 year		X	

**Objective #5** Enhance user friendliness through an effective signage and wayfinding program to better access park facilities, programs and amenities

<i>Strategies</i>		<i>Priority</i>	<i>Timeline</i>	<i>Completed</i>	<i>In Progress</i>	<i>Not Begun</i>
1	Utilize the approved comprehensive wayfinding, directional, and interpretation signage system as the model for future signage development.	Medium	Ongoing	X		
2	Extend the Center City District signage and wayfinding system into Fairmount Park in order to promote synergy with Downtown.	Medium	1 year	X		

**Objective #6** Increase participation for all age segments and communities through enhanced physical connections.

<b>Strategies</b>		<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1	Implement the trail network master plan coordinated with other departments/agencies with funding strategies and priorities for development.	Medium	Ongoing		X	
2	Promote the trail network system through an image and marketing plan.	High	Ongoing		X	
3	Develop an activity plan for various park sites in the Park system that denotes which age segments are represented.	Medium	2 years			X
4	Coordinate with NTI to identify target communities adjacent to the Park system for enhanced connections.	High	2 years		X	
5	Establish a Developers Forum for enhancing connections with new developments adjacent to the Park system.	Medium	4 months			X

**Objective #7** Create consistency in the delivery of services through an effective employee-training program for job skills and customer service.

<b>Strategy</b>		<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1	Establish an updated employee training program that is designed to meet the recommendations of the strategic plan.	High	6 months	X		

**Objective #8** Enhance decision making through consistent gathering and reporting of baseline standard information.

<b>Strategies</b>		<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1	Establish a priority of baseline information to be collected.	High	3 years		X	
2	Develop technology infrastructure to support collection and management of baseline information.	High	1 year		X	

**GOAL #3** Deliver a balanced and coordinated park system with natural and developed areas that maximizes the uses of park and recreation facilities.

**Objective #1** Increase opportunities for passive, self-directed activities for all age and demographic groups.

<b>Strategy</b>		<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1	Develop a passive recreation assessment of the park system to increase opportunities for underserved groups.	Medium	1 year		X	

**Objective #2** Support the core service of educating the public on the Fairmount Park system's environment and history by providing quality facilities and programs.

<b>Strategies</b>	<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1 Implement the historic interpretation plan for history of the park.	Medium	2 years		X	
2 Utilize the various resource management plans for the park to educate users on the values of the resource.	High	6 months		X	
3 Expand/enhance Environment Education Centers in the park to promote the value of Fairmount Park resources.	Medium	10 years		X	
4 Develop a visitor center for the park to help educate and guide visitors on how to use the park.	High	2 years	X		

**Objective #3** Enhance economic impacts to the City through increased special events while minimizing operational impacts to the Fairmount Park system through development of facilities and effective programming, permitting, and pricing.

<b>Strategies</b>	<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1 Adopt and implement the Special Events Plan for the Fairmount Park system.	High	18 months	X		
2 Establish a format for collecting economic impact detail for special events.	High	6 months		X	
3 Identify activity costs incurred by the park system for each special event.	High	1 year	X		
4 Update permitting and pricing of special events held in Fairmount Park based on true costs incurred by the park system.	High	1 year	X		
5 Establish a funding process to support operational staff involved in special events.	High	18 months	X		
6 Establish and design special event facilities in Fairmount Park.	Medium	5 years		X	

**Objective #4** Maximize contracted service abilities to enhance revenue and/or maximize operational efficiencies in the delivery of services.

<b>Strategies</b>	<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1 Develop master list of contracted operational services.	High	1 year			X
2 Enforce private contractors accountability based on terms of the agreement and the outcomes desired.	High	1 year		X	
3 Develop a list of preferred service providers (tents, catering, portable toilets, etc.) that includes revenue sharing agreements	High	18 months			X

**GOAL #4** Increase sustainable revenue sources to support operations and capital improvements within the Fairmount Park system.

**Objective #1** Enhance revenue generation through organizational and support systems within Fairmount Park.

<b>Strategies</b>		<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1	Create a revenue division to manage revenue generated by the Fairmount Park System.	High	18 months	X		
2	Develop a revenue plan to generate 30% of total operating budget from earned income by year three (3) of the Strategic Plan.	High	3 years		X	

**Objective #2** Enhance trust fund management by streamlining funds.

<b>Strategy</b>		<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1	Streamline trust fund management to enhance effectiveness of funds and reduce administration costs.	High	18 months	X		

**Objective #3** Maximize the effectiveness and fundraising capacity of the Fairmount Park Conservancy.

<b>Strategies</b>		<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1	Develop a coordinated fundraising plan to create awareness and consistent approach to fundraising.	High	2 years	X		
2	Seek support from Fairmount Park Conservancy to fund management positions to help meet the needs of the Park.	High	2 years	X		

**Objective #4** Develop consistent and sustainable policies to guide pricing and revenue development.

<b>Strategies</b>		<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1	Update and adopt a pricing policy for all services and permits in the Park.	High	12 months	X		
2	Utilize Activity Based Costing (ABC) System to establish an effective pricing system.	High	6 months			X
3	Retain increased revenue generated within the Department.	High	6 months		X	

**Objective #5** Leverage existing park properties to enhance economic development and revenue generation without reducing Fairmount Park resource

<b>Strategies</b>		<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1	Evaluate the development of revenue zones at the Water Works area, Golf Courses, Centennial Fair Grounds, and each of the Regional/Watershed Park areas.	High	10 years		X	
2	Develop and implement a Golf Management Plan.	High	1 year	X		
3	Develop and implement a Property Management Plan.	High	1 year	X		
4	Develop and implement a Concessions Management Plan.	High	1 year	X		

**Objective #6** Create a coordinated permitting process with Fairmount Park and the Department of Recreation that enhances use and increases revenue retention.

<b>Strategies</b>		<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1	Establish a coordinated permitting system.	High	1 year		X	
2	Establish a marketing and communications strategy to inform park users of the changes that were made and how to use the system.	High	2 years			X

**GOAL #5** Enliven and strengthen role of community partners to support implementation of the strategic plan.

**Objective #1** Create proactive and accountable relationships with partners through effective policies.

<b>Strategies</b>		<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1	Establish roles, standards, and criteria for all Fairmount Park system partnerships.	High	6 months	X		
2	Educate commissioners, staff, partners, and volunteers on the role of partners and volunteers in implementing the strategic plan.	High	1 year	X		
3	Develop, adopt and implement Public-Public, Public-Private, and Public-Not for Profit policies that outline the role each plays, the level of equity and outcomes to be achieved.	High	1 year	X		

**Objective #2** Maximize utilization of friends and volunteers through a coordinated system and program.

<b>Strategy</b>		<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1	Establish a reporting process to the Park Commissioners for all partners and friends groups.	Medium	1 year	X		

**GOAL #6** Establish effective and accountable governance system that builds trust with the community and creates support and advocacy.  
**Objective #1** Enhance effectiveness and accountability of Fairmount Park Commissioners.

<b>Strategies</b>	<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1 Establish an appointment criterion for Fairmount Park Commissioners.	High	1 year	X		
2 Enhance accountability of Fairmount Park Commissioners through definition of roles and responsibilities, effective public input process for Commission meetings, and input process for the Park Advisory Council.	High	6 months	X		
3 Define lines of authority and communication between the Commissioners, the Managing Director, the Fairmount Park Director, and the Recreation Commissioner as it applies to policies, program services, and capital improvements made in Fairmount Park.	High	6 months		X	

**Objective #2** Strategically align Fairmount Park Commission and the Department of Recreation with clear division and boundaries of authority between Commissioners, Fairmount Park Commission staff, and other City agencies.

<b>Strategies</b>	<b>Priority</b>	<b>Timeline</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
1 Create organizational effectiveness through re-alignment and allocation of work force.	High	18 months		X	
2 Create critical mass by transferring grounds maintenance responsibilities for parks to Fairmount Park with approved and funded maintenance standards.	High	18 months			X
3 Develop a Comprehensive Recreation Program Plan for Fairmount Park in conjunction with the Department of Recreation.	Medium	18 months			X
4 Support the Department of Recreation's program needs by providing available parks and amenities.	Medium	2 years		X	
5 Evaluate opportunities for regionalization to expand support of the Fairmount Park system. Consider findings from Mayor's 21st Century Philadelphia Review Forum related to regionalization.	High	4 years			X

<i>Total strategies achieved as of the date of this report:</i>	<b>Completed</b>	<b>In Progress</b>	<b>Not Begun</b>
	30	35	15