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**PROGRAM
ASSESSMENT
APPENDICES**

APPENDIX A: PROGRAM CLASSIFICATIONS LIST

Essential	Important	Value-Added
Learn to Swim Pre-level 1	AmeriCorps-Davenport Parks & Recreation	Adult Water Aerobics
Learn to Swim Pre-level 2	Youth Corps	Adult Aqua Yoga
Learn to Swim Pre-level 3	Senior Activity Center	Adult Aqua Fitness
Learn to Swim Introduction to Water Skills Level 1	Eagle (recommended minimum age 13)	Adult Lap Swim
Learn to Swim Fundamental Aquatic Skills Level 2	Ace (required minimum age 14 or entering 9th grade)	Junior Lap Swim
Learn to Swim Stroke Development Level 3	Walk in a Park	Youth Activities @ Roosevelt
Learn to Swim Stroke Improvement Level 4	Learn to Skate Snowplow Sam 1-2	Scrapbooking
Learn to Swim Stroke Refinement Level 5	Learn to Skate Snowplow Sam 3-4	Buy.Eat.Live Healthy
Learn to Swim Personal Safety Level 6	Learn to Skate Basic Skill 1	Indoor Sandbox
Learn to Swim Junior Lifeguard	Learn to Skate Basic Skill 2	Babysitting for Success
Learn to Swim Teen Beginner	Learn to Skate Basic Skill 3	Movie in the Park
Learn to Swim Teen Intermediate	Learn to Skate Basic Skill 4	PLAYer (required class for all-minimum age 7)
Learn to Swim Adult Beginner	Learn to Skate Basic Skill 5	Intermediate Tumbling
Learn to Swim Adult Intermediate	Learn to Skate Basic Skill 6	Preschool Tumbling
RCC Lending Library & Computer Lab	Learn to Skate Pre-Free Skate	Tae-kwon-do
Roosevelt Community Center Rentals	Learn to Skate Free Skate 1-3	Yoga & Stretching
PLAYer (required class for all-minimum age 7)	Learn to Skate Free Skate 4-6	Weight Room @ RCC
Par (minimum age 9)	Learn to Skate Adult	Walk with a Doc
Birdie (recommended age 11)	Learn to Skate Hockey 2	Active Living Every Day
Public Skate	Learn to Skate Hockey 3	Water Exercises
Stepping Stones	Learn to Skate Hockey 4	DrumsAlive
Party in the Parks	Advanced Figure Skating	Fit & Strong
YouthFest	Advanced Hockey	Quad Cities Special Olympics
Outdoor Youth Soccer	Off-Ice Strength and Conditioning	Children's Community Garden
	Little Sprouts	Snowshoeing through Duck Creek
	My Little Wheelbarrow	Seasonal Horticulture Workshops
	Coffee&Cuttings	Weekend Propagator Club
	Weekend Propagator Club	Ballroom
	Holiday Workshop	Fejervary Park Family Fun Days
	AdventureCamp	Summer Theme
	Preschool Camp	Winter Theme
	Teen Camp	Daddy Daughter Evening Dance
	Theatre Classes	Daddy Daughter Daytime Dance
	Dance Classes	Mother Son Formal
	Camps Performing Arts	Chili Golf Open
	Cute Crafty Holiday Projects	Trivia
	Painting Party	Summer Track & Field Program
	Collage Theater	MLB Pitch Hit & Run
	Supper Club	Adult Volleyball
	Davenport Builds	
	Night to Shine	
	Country Hoedown	
	Friday Night Jam	
	St. Patrick's Dance	
	Movie & Taligate Party	
	Family Fun Days at Miracle Field	
	My PlayClub at Gabe's	
	Haunted Island Stars Halloween Dance	
	Spring Formal	
	Summer Bash	
	Special Olympics	
	SOIA Unified Golf & Bocce	
	Courage League Sports	
	Unified Bowling	
	Let's Get Active!	
	Challenger League	
	Bean Bag League	
	Indoor Youth Basketball	
	Youth T-Ball & Coach Pitch	
	Indoor Soccer	
	Adult Softball	
	Adult Outdoor Soccer	

Core Program Areas
AmeriCorps
Aquatics
Family
Golf
Health & Wellness
Ice Skating
Nature & Garden
Out-of-School Time
Performing Arts
Special Events
Special Populations
Sports



APPENDIX B: SIMILAR PROVIDERS

Comparative of Programming	AmeriCorps	Aquatics	Family	Golf-First Tee	Health & Wellness	Ice Skating	Nature and Garden	Out-of-school time	Performing Arts	Special Events	Special Populations	Sports
Public Similar Providers												
Bettendorf P&R	X	X	X	X	X	X	X	X	X	X	X	X
Davenport Public Library -			X									
Milan P&R	X	X	X	X	X	X	X	X	X	X	X	X
Moline P&R	X	X	X	X	X	X	X	X	X	X	X	X
Nahant Marsh Education Center							X					
Rock Island P&R	X	X	X	X	X	X	X	X	X	X	X	X
Scott County Park Pool		X										
Wapsi Environmental Education Center							X					
Non-Profit Similar Providers												
ARC of the Quad Cities Area											X	
Bettendorf Family YMCA	X	X	X	X	X	X	X	X	X	X	X	X
Davenport Family YMCA	X	X	X	X	X	X	X	X	X	X	X	X
Gigi's Clubhouse											X	
Hand in Hand											X	
Handicapped Development Center											X	
Moline Challenger											X	
North Family YMCA	X	X	X	X	X	X	X	X	X	X	X	X
QCA Adaptive Sports Assoc											X	
Two Rivers YMCA	X	X	X	X	X	X	X	X	X	X	X	X
West Family YMCA	X	X	X	X	X	X	X	X	X	X	X	X
Private Similar Providers												
TBK Sports Complex	X	X	X	X	X	X	X	X	X	X	X	X
Studio A Dance Co.(Dance)									X			
Expressions of the QC Dance Academy(Dance)									X			
Above the Barre Dance(Dance)									X			
Dance Works(Dance)									X			
Artistic Intensity(Dance)									X			
Academy for the Performing Arts(Dance)									X			
Kim School of Dance and Tumbling(Dance)									X			
Niabi Zoo							X					
QC Botanical Center							X					

APPENDIX C – VOLUNTEER MANAGEMENT BEST PRACTICES

VOLUNTEER BEST PRACTICES

In developing a volunteerism policy, some best practices that the City should be aware of include:

- Involve volunteers in cross-training to expose them to various organizational functions and increase their skills. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the City.
- Ensure a Volunteer Coordinator (a designated program staff member with volunteer management responsibility) and associated staff stay fully informed about the strategic direction of the agency overall, including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.
- A key part of maintaining the desirability of volunteerism in the agency is developing a good reward and recognition system. The consultant team recommends using tactics similar to those found in frequent flier programs, volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other City function. Identify and summarize volunteer recognition policies in a Volunteer Policy document.
- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Manual, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Manual to ensure formal documentation of resignation or volunteers' termination. Also, include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers.

In addition to number of volunteers and volunteer hours, categorization and tracking volunteerism by type and extent of work, is important:

- **Regular volunteers:** Those volunteers whose work is considered to be continuous, provided their work performance is satisfactory and there is a continuing need for their services.
- **Special event volunteers:** Volunteers who help out with a particular event with no expectation that they will return after the event is complete.
- **Episodic volunteers:** Volunteers who help out with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.
- **Volunteer interns:** Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
- **Community service volunteers:** Volunteers who are volunteering over a specified period of time to fulfill a community service requirement.

The City should encourage employees to volunteer themselves in the community. Exposure of staff to the community in different roles (including those not related to parks and recreation services) will raise awareness of the agency and its volunteer program. It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves.



APPENDIX D – PARTNERSHIP BEST PRACTICES

POLICY BEST PRACTICE FOR ALL PARTNERSHIPS

All partnerships developed and maintained by the City should adhere to common policy requirements:

- Each partner will meet with or report to City staff regularly to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to meet the coming year's desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.
- If conflicts arise between partners, the City-appointed lead and the other partner's highest-ranking officer will meet to resolve the issue(s) promptly. Any exchange of money or traded resources will be made based on the terms of the partnership agreement. Each partner will meet with the other partner's respective board annually to share the partnership agreement's updates.

POLICY BEST PRACTICE FOR PUBLIC/PRIVATE PARTNERSHIPS

The recommended policies and practices for public/private partnerships that may include businesses, private groups, private associations, or individuals who desire to make a profit from use of City facilities or programs are detailed below. These can also apply to partnerships where a private party wishes to develop a facility on park property, provide a service on publicly-owned property, or contract with the agency to provide a task or service on the agency's behalf public facilities. These unique partnership principles are as follows:

- Upon entering into an agreement with private business, group, association, or individual, staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals, and integrity of the City.
- As an outcome of the partnership, the City must receive a designated fee that may include a percentage of gross revenue dollars fewer sales tax regularly, as outlined in the contract agreement.
- The partnership's working agreement must establish a set of measurable outcomes to be achieved and a tracking method of how the agency will monitor those outcomes. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the City for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year, or multiple years.
- If applicable, the private contractor will provide a working management plan annually that they will follow to ensure the City's outcomes. The management plan can and will be negotiated, if necessary. The monitoring of the management plan will be the responsibility of

both partners. The agency must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved and the partnership agreement's terms are adhered to.

- The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the Parks and Recreation Director or their designee.
- The agency has the right to advertise for private contracted partnership services or negotiate on an individual basis with a bid process based on the service's professional level.
- If conflicts arise between both partners, both sides' highest-ranking officers will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.

Additional partnerships can be pursued and developed with other public entities such as neighboring cities, colleges, state or federal agencies, nonprofit organizations, and private, for-profit organizations. Standard policies and practices should be applied to any partnership and those that are unique to relationships with private, for-profit entities.

1.10.1 PARTNERSHIP OPPORTUNITIES

These partnership opportunities are both an overview of existing partnerships available to the City and a suggested approach to organizing partnership pursuits. These opportunities are not an exhaustive list of all potential partnerships but a reference tool for developing its partnership development priorities.

1. **Operational Partners:** Other entities and organizations that can support the efforts of the City to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
2. **Vendor Partners:** Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of the City in exchange for reduced rates, services, or some other agreed-upon benefit.
3. **Service Partners:** Nonprofit organizations and/or friends' groups that support the agency's efforts to provide programs and events and/or serve specific constituents in the community collaboratively.
4. **Co-Branding Partners:** Private, for-profit organizations that can gain brand association and notoriety as a supporter of the City in exchange for sponsorship or co-branded programs, events, marketing, and promotional campaigns, and/or advertising opportunities.
5. **Resource Development Partners:** A private, nonprofit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the agency on mutually agreed strategic initiatives.