



ATHLETIC FACILITIES COMMITTEE

2021 Findings & Recommendations Report

"The work this committee has done gives the school board the opportunity to show athletes across Des Moines they are valued, and their growth in extra-curricular activities deserves to be invested in."

Elizabeth Saunders, AFC Committee Member and Roosevelt High Student
Jerad Fischer, AFC Committee Member and Hoover High Student

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TABLE OF CONTENTS

A FEW WORDS FROM THE ATHLETIC FACILITIES COMMITTEE CO-CHAIRS	3
DMPS STUDENT INSIGHT	5
INTRODUCTION - <i>The Impact of Athletics as Part of the Student Experience</i>	6
AFC RECOMMENDATIONS	6
COMPOSITION OF THE ATHLETIC FACILITIES COMMITTEE (AFC)	9
OVERVIEW OF THE AFC PROCESS	10
RESEARCH TAKEAWAYS	14
AFC FACILITIES MATRIX.....	15
ASPIRATIONAL IDEAS AND INNOVATIONS.....	17
CLOSING THOUGHTS WITH REGARD TO THE AFC PROCESS	19
APPENDIX 1: AFC COMMITTEE CHARTER.....	20
APPENDIX 2: AFC DEFINITIONS DOCUMENT.....	21
APPENDIX 3: AFC FACILITIES MATRIX.....	22
APPENDIX 4: AFC GOOGLE DRIVE FILE LISTINGS.....	23
APPENDIX 5: NATIONAL BEST PRACTICE SUMMARIES	25
APPENDIX 6: PHOTOS OF SUBURBAN FACILITY COMPARISONS.....	37

A FEW WORDS FROM THE ATHLETIC FACILITIES COMMITTEE CO-CHAIRS

To the Members of the Des Moines School Board, Faculty, Staff, Students and Community:

Since August of 2020, a small group of volunteers has undertaken the significant task of assessing District and Campus needs with regard to athletic facilities, to understand and inventory facility conditions, uses, successes, needs and gaps. What started as a simple project, quickly grew to an eye-opening opportunity to seize a moment to better support our youth.

The Athletic Facilities Committee firmly believes in the concept of educating the whole student – an education that nourishes mind, body and spirit. The athletic facilities as they currently exist in the district do not support the ongoing success of student-athletes and their coaches. In fact, any recent success of teams is a direct result of the amazing commitment of coaches, administrators, and students to excel in player development and competition. The students are at a decided disadvantage in the facilities needed to practice and compete at the same level of other teams in the Central Iowa region, in their conference and in comparable districts throughout the state of Iowa.

DMPS's mission statement is "The Des Moines Public Schools exist so that graduates possess the knowledge, skills and abilities to be successful at the next stage of their lives." While much of this happens in the classroom, many of the skills and abilities needed to be successful at the next stage of life are developed through activities, particularly athletics. While winning should not be the focus of team and player development, the ability to compete at a high-level and achieve success is important for the next stage of student-athletes' lives. That ability is partially dependent on the quality of facilities and equipment available for practice and play. There are certainly stories of teams overcoming odds to be successful – DMPS has seen those stories in the past two decades. However, to fulfill its mission as "the model for urban education in the United States," DMPS needs to invest in upgrading the quality of athletic facilities to be at least on par with other similar districts in the region, the state of Iowa and across the country.

In our analysis, the AFC believes the win-loss record difference between DMPS, in the competitive conference and its suburban counterparts on the field, court, track, and pitch is not due to differences of talent, desire or skill in student-athletes. Nor is it solely related to any socio-economic differences that may exist between Des Moines and the suburbs. It is not because our student-athletes are less talented or more diverse than student-athletes at other schools. The AFC believes the fundamental difference is DMPS has failed to invest in the types of athletic facilities to keep up with investments made by others in our region and throughout state. While it is true many neighboring districts have more resources to invest, that should not limit our goal of providing an appropriate environment for DMPS student-athletes.

Athletics can contribute significantly to student retention and development. We need to invest in facilities, even in challenging financial times. This will attract and retain families in the DMPS district offering the opportunity for a balanced academic and activities experience. Investment in facilities is to athletics as investment in textbooks and desks are to classrooms – essential tools in educating a whole student. And while there has been 20 years of investment in the physical infrastructure of classrooms and buildings, athletics clearly has a facilities debt – a lack of maintenance, upgrading and modernizing.

The Athletic Facilities Committee has spent hundreds of hours creating an inventory of the existing athletic facilities (Athletics Facility Matrix,) grading their condition as well as evaluating aspirational opportunities that could be game changers for the district. In this report, we evaluated the need for **Equality** throughout the district (what is needed by each school) versus **Equity** (what can be different by individual school based on their unique needs). In our campus tours, presentations, and discussions, we came to the belief that one size cannot fit all. This lens of Equality and Equity led us to understand, for example, upgrades that might be important at North High School in order to ensure student participation and success may not be needed at East High School. We have evaluated the needs for on-campus competition facilities versus practice facilities, as well as had initial discussions on potential partnerships.

A final note on our process: In any process that includes representatives from individual schools there can be disagreements among what investments should happen in what order. That was not the case in this committee. From the beginning of our work in August 2020, the committee was determined to take a holistic approach (district-wide vs. school-specific). In fact, many of the recommendations were from athletic directors understanding another school should likely come first for a particular investment. The non-DMPS members of the committee thank the school and district administrators who have given countless hours and trusted the process. We believe the result is beyond what may have been expected, but it is what was needed for our collective future.

The Athletic Facilities Committee unanimously recommends adoption of the AFC 2021 Findings and Recommendations Report by the Des Moines Public School Board and urges immediate action.

Sincerely,

Jeff Russell, AFC Co-Chair

Maria Alonzo – Diaz, AFC Co-Chair

DMPS STUDENT INSIGHT

High school sports have been an integral part of our high school experience. Athletics have given us a sense of purpose and a family through four crazy years of our lives. While we will reflect on our time competing with joy and pride, the same cannot be said about how we view our current athletic facilities. Inequities in the quality of facilities across city and suburban schools has contributed to an inferior mentality in competitions against suburban opponents. For the next generation of DMPS student athletes to have the best possible experience, they must have the opportunity to train and compete in environments that promote success.

As student athletes in DMPS we have been able to see the impact athletics have firsthand. In our sports we have learned intangible lessons in commitment, teamwork, time-management, and sportsmanship. More importantly we have built relationships that will last beyond our high school years. The lessons we have learned on the field will have just as great of an impact on our futures as the skills we learn in the classroom.

Investing in athletic facilities is investing in the student experience. The work this committee has done gives the school board the opportunity to show athletes across Des Moines they are valued, and their growth in extra-curricular activities deserves to be invested in. School sports have made us better athletes, students, friends, and people. We truly believe investing in athletics will have a positive impact on our athletes, schools, and communities for years to come.

Submitted by: Elizabeth Saunders, AFC Committee Member and Roosevelt High Student
Jerad Fischer, AFC Committee Member and Hoover High Student

INTRODUCTION - *The Impact of Athletics as Part of the Student Experience*

The AFC believes athletics (and extracurricular activities overall) are an integral part of academic achievement and the development of a whole person. Evidence shows students who are engaged in a sport or activity are more engaged in the classroom and have better educational outcomes, enhanced school engagement and sense of belonging, positive youth development/life skills, healthier behaviors and post high school positive results. (National Federation of State High School Associations: <https://www.nfhs.org/articles/the-case-for-high-school-activities/#chapter1>)

Athletics provides a safe space for students from all backgrounds to achieve developmental growth that cannot be achieved in a classroom. Des Moines Public Schools are culturally diverse. Appreciating and understanding the value of diversity and equity is critical to supporting efforts to engage all students. Diverse communities thrive when strong bonds are formed and participation in various activities is based on interpersonal relationships. How students feel will directly impact involvement and will determine if and how long they will stay engaged. Creating opportunity for growth outside the classroom, building relationships as part of a team will help students thrive and also impact overall family success.

DMPS must provide student-athletes the resources to learn, grow and compete with comparable schools in Iowa. While the AFC was charged to look at district-wide equity, if DMPS were to fail to invest in these facilities it would be providing an unequal experience for our student-athletes as compared to other districts.

In many ways, athletics are a tool to motivate students to remain involved academically, it is a different kind of learning. **To the extent we are asking for greater attention to and investment in athletics facilities for teams, this is very much the equivalent of asking for desks and textbooks for the classroom.**

AFC RECOMMENDATIONS

The recommendations prepared by the AFC noted below should be considered in their entirety. The opportunities are not independent of each other. Intentional effort should be made for improvements to be simultaneously addressed, finding where they overlap in order to maximize dollars invested, as well as reducing the timeline for impact. Because of the assigned scope the AFC did not attempt to quantify the overall costs of these projects but recognize a natural next step would include a thorough cost analysis. This is going to take a concentrated effort not only commitment to improvements but also additional sources of funding.

CALL TO ACTION:

The AFC recognizes a primary component for success and moving many of the recommendations noted above is support from the community. It is vital for on-going community support to be developed around these recommendations and that the work of the committee should be seen as a catalyst to leverage on-going advocacy and action to improve athletic facilities and not a one-time report.

(Please note: The recommendations below are labeled for ease of identification and are not noted in any priority order.)

A. Maintain and Update the Athletic Facilities Matrix with a Commitment to Fund Improvements

The Athletic Facilities Matrix has been developed as an outcome of the AFC process. This incredibly valuable tool will simplify the understanding of condition, use and priority improvements for athletic facilities District wide. **The AFC suggests the assignment of maintaining and updating this document be undertaken by the Director of District Activities and Community Education.** The updated Matrix should be reviewed by the DMPS School Board annually in conjunction with discussion where budget priorities are established.

B. The DMPS Board and central administrators should annually prioritize short-term investments to bring athletic facilities that are deemed Deficient (potential health or safety issues) or Inadequate (lacking the ability to serve participants or host competitions) in the Athletic Facilities Matrix up to modern standards.

C. The DMPS Board and central administrators should annually prioritize facilities from the Athletic Facilities Matrix that Need Modernization (require improvements to enhance participant experience) for investment in the medium-term.

In addition, there are places where facilities are classified Non-existent. Some of these need to be addressed with upgrades or stand-alone facilities (e.g. scoreboards or training facilities in various schools). Others that are classified Non-existent are being met through partnerships (e.g. tennis courts shared in partnership with Des Moines Parks and Recreation).

D. DMPS should evaluate the Aspirational facilities that could truly be game changers for the student-athletes of the district. These facilities that do not exist today could make DMPS the model for student participation in the country.

The AFC agrees these types of investments and partnerships are likely needed to be successful in reducing the athletic facilities debt of the district. It is unlikely there are enough public funds to fully address the issues raised in this report. Private fundraising, sponsorships, grant applications and partnerships are all a part of the recipe for eliminating the athletic facilities debt.

E. The DMPS Revenue Purpose Statement should be modified to allow and prioritize investment in athletic facilities. Future bond offerings should include athletic investment as a component of the use of funds.

The AFC believes a concentrated approach to investing in the athletic facilities of the Des Moines Public School District will pay dividends in student engagement and achievement, the competitive performance of high school teams, as well as the image of the district. After 20 years of not prioritizing investment in athletic facilities, now is the time to begin to provide an equal opportunity for DMPS student-athletes as compared to our suburban counterparts. **This requires a long-term commitment from the School Board to ensure attention to this issue survives Board transition.**

- F. The District should annually evaluate new sources of funding, including private fundraising, corporate sponsorships, district funded athletic grant writing and partnerships. More focus and resources (including a centralized district resource to coordinate) should be provided to this effort.**

We believe the District, its five comprehensive high schools and feeder middle schools need to collaborate on funding and facilities, while recognizing that competition happens at each individual school.

- G. DMPS must recognize the obstacles created for Coaches and Administrators as a result of inadequate facilities, ultimately resulting in lack of retention in these key roles and of student athletes.**

We know the caliber of coaches and administrators make an enormous difference in the development and performance of athletic teams. But the best coaches look for facilities and resources where they can be successful in developing student-athletes rather than focusing on keeping facilities up and running with duct tape and bailing wire. We have seen this play out in reality in our district in the past few years – promising coaches who leave for districts with the resources to allow them to focus on building and developing young people into better people, as well as better athletes. **Increasing coaching resources, salaries and stipends should be researched to assist with recruitment and retention of coaching staff.**

- H. DMPS should expand community partnerships and pursue new concepts.**

Des Moines Parks and Recreation (Existing)

With budget restrictions impacting both City and District resources, there is likely room for expansion in the current partnership with Des Moines Parks and Recreation, particularly in leveraging facilities in the wintertime for public programming and broadening the use of the tennis courts for use by the Campus programs.

YMCA of Greater Des Moines (Pursue New)

The maintenance and utilization of the pools on each campus is a complicated matter. However, a key takeaway observed by the AFC is while each campus maintains a pool, the use by each Campus varies. There is opportunity to potentially gain space on each Campus by converting underutilized and expensive pools into new uses, such as secondary gyms, health centers, weight rooms, etc. DMPS could maximize that space if we work with our community partners with existing pools. The AFC sees great potential in exploring a partnership with the YMCA of Greater Des Moines to potentially meet this need. A partnership of this fashion can serve to sustain two entities (District swimming programs and the YMCA) and again provide access to a world-class facility that the District programs could be proud of and make their home.

As shared facilities are considered scheduling use of the facility must be a critical factor. All teams must be provided equal access for use of the space.

- I. Develop an AFC Orientation with New Board Members and Staff in Related Roles**

The AFC recommends a formal review of their work be included in the orientation process with all new Board Members and new staff members in chief level, district administrator and Activity Director roles. This will ensure thorough understanding of the recommendations and drives long-term board commitment to elevating improvements to athletic facilities.

COMPOSITION OF THE ATHLETIC FACILITIES COMMITTEE (AFC)

In May 2020, the Des Moines Public School (DMPS) Board established the Athletic Facilities Committee (AFC), an ad-hoc committee with a charter to:

- Understand the athletic facility needs of each high school and feeder middle schools.
- Develop a plan for strategic improvements to support high-quality facilities responsive to student participation needs, district wide equity, efficient use of district resources, and stewardship of public dollars.
- Advance to the School Board of a recommended prioritized list of investments in athletic facilities.

The initial committee was comprised of community and student representation from each school, as well as each of the high school activities directors and at-large community members. The vast majority of members participated throughout the process. The roster of AFC volunteers is noted below:

District Representative		Board Appointees	
Director of Activities	Jason Allen	Community At-Large	Jeff Russell
		Community At-Large	Maria Alonzo-Diaz
		Community At-Large	Deidre Dejean
East		DSM Parks & Rec	Ben Page
Principal Appointee	Lyle Fedders	DSM City Council Member	Connie Boesen
Community member	Ross Peterson	Taxpayers Association of Central Iowa	J. Marc Ward
Student	Sean Head		
Hoover		North	
Principal Appointee	Jacob Burke	Principal Appointee	Jon Johnson
			Izaah
Community member	Todd Jacobus	Community member	Knox
Student	Jerad Fischer	Student	Brianna Shelton
Lincoln		Roosevelt	
Principal Appointee	Phil Chia	Principal Appointee	Charles Zanders
Community member	Job Cooper	Community member	Mike Bell
Community Member	Joe Graziano	Student	Elizabeth Saunders
Student	Zander Kehoe		

The committee began its work in August 2020 completing an exhaustive review of the athletic facilities for each of the five comprehensive high schools, with additional focus on the feeder programs for each school. A total of sixteen meetings were facilitated, convening mostly every other week.

PROJECT DISCLAIMERS

Project Timing: COVID-19 delayed the project timeline recognizing the balance of time and attention for this project with other high-priority demands. The Committee hosted most meetings virtually, leveraging TEAMS and Zoom and met in-person in compliance with CDC recommended guidelines.

The Financial Implications of COVID-19: The AFC anticipated recommendations from their process would be factored into ongoing budget discussions with support from available funds. However, the AFC recognized projected funds quickly dissipated in the 2021 school year including reallocation for more urgent District and student needs.

The Community Stadium: It should be noted the partnership with Drake University regarding the Community Stadium was specifically out-of-scope for this Committee. The AFC did not discuss whether the investment should have been made or if the dollars could have been spent differently. The charge of the AFC was to view the new stadium as an asset that should be reflected in the analysis and recommendations.

Value of the Report: The recommendations from the AFC are presented to support policy and governance of issues related to athletic facilities. This report should not be viewed as an engineering summary or a professional assessment of facility structures.

Project Scope: The AFC was initially asked to provide a five-year plan but was required to pivot and submit this report as a longer-term blueprint due to the current financial environment for DMPS. This blueprint will certainly change over time but can provide guidance to current and future Board Members and central administrators as you evaluate where and how to increase funding for athletics.

OVERVIEW OF THE AFC PROCESS

Compact for Excellence

The members of the AFC adopted a compact to assist with driving consensus and civility throughout the discussion process. The Compact was referenced at the start of every meeting and served as a reminder to how the AFC agreed to approach the work.

AFC Compact for Excellence

In order to do our best work and treat each other with care and respect, we agree to:

- be present and participate,
- listen actively (seek to understand and to be understood),
- respect the opinions of others,
- speak with attribution (identify the ‘hat’ you wear when speaking),
- assume best intentions,
- no personal attacks and to not take things personally,

- speak our truth,
 - respect confidentiality and only attribute individual comments or discussions from someone with their knowledge and approval,
 - essential use of technology,
 - balance the knowledge and passion for individual schools with what is in the best interest for all students and the DMPS as a whole,
 - trust the process, and
 - keep our work fenced by the scope of the DMPS Committee Charge.
-

AFC Perspective

The AFC recognized in approaching the assigned scope of work that there were two perspectives that needed to be considered. The perspectives were: how do we weigh what is best for the district compared to what is best for each individual campus? In order to ensure consistency in the evaluation process, the AFC developed the following definitions to serve as guiding principles in all discussions:

District-wide Equality:

District-wide there is a consistent uniformity of standards that are necessary and present for student success (including but not limited to standards impacting safety, Title IX, and Americans with Disability Act). It means that every school has equivalent standards regardless of population demographics.

Site-based Equity:

Each campus should have what they need to be successful for their particular population. It doesn't mean that every school should have the same thing.

AFC Research

To ensure a comprehensive and unbiased approach to learning about each Campus, applicable regulations and relative comparisons the AFC completed a thorough research process which included the following:

Campus Presentations: Each campus Activities Director prepared a detailed presentation, recorded via Zoom, sharing the following details about their facilities:

- Overview of campus athletic facilities (details of age, condition, usage)
- Overview of athletic facilities for feeder schools (details of age, condition, usage)
- Most recent investment in facilities
- Investments in facilities are currently planned and scheduled
- The most significant benefits of the facilities on-site
- Greatest concerns about the facilities on-site
- Additional investment needed (currently not planned or budgeted)
- Note any facilities missing that should be on site

- Opportunity for partnership for access to better facilities
- Characteristics of student population Unique to each campus
 - Census per sport

Campus Tours: Each campus hosted an in-person tour for the members of the AFC to see the critical components of each facility. Each tour lasted roughly an hour and were led by the Activities Director of each campus.

Des Moines Park and Recreation: The Director of Des Moines Park and Recreation prepared a presentation, recorded via Zoom, sharing the following details about city-owned facilities:

- Overview of city athletic facilities (details of age, condition, usage)
- Notes the facilities most leveraged by the school district
- Most recent investment in facilities
- Investments in facilities are currently planned and scheduled
- Which facilities do you believe have greater potential for partnership with the school district?
- Greatest concerns about partnering with the school district for use of city facilities
- Additional investment needed (currently not planned or budgeted)
- Are there any facilities missing from the community where a partnership could result in addressing that need?

Suburban Comparable: A tour was scheduled to visit Urbandale High School athletic facilities. Due to required quarantine of Urbandale staff after exposure to COVID-19, the tour was cancelled. The AFC hosted discussion about suburban comparables leveraging the knowledge and expertise of the Activities Directors and students on the committee.

Exploration of Comparable Best Practices from Across the Nation: Two interviews were conducted to capture ideas from districts recognized for leading innovation with regard to athletics and facilities.

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The following questions were asked as part of each interview:

Basic Information:

- Total High School Population
- Demographic Summary
- Athletic Activities Participation
- Number of High School Campuses within the District

Facility Information:

- Do each of your campuses have the same or similar facilities?
- Are there facility improvements that have happened in one location that have increased expectation of other campuses?
- Are there any “shared” facilities within the district?
- How are “feeder school” facilities leveraged and maintained by the district?
- How do your facilities and teams compete with the suburban districts?
- With improvements to facilities – do you have specific standards you have established – for example – all football fields when updated must be turf or are improvements evaluated more on a necessity and/or funding available kind of basis?

Funding Information:

- Annual Investment in Athletic Facilities Maintenance, Upgrades, etc.
- How does the district budget for athletic facilities in the greater scheme of school budgeting?
- Do you leverage special funding sources for athletics?
- How do you determine priority for investing in each campus?
- Do the individual campuses leverage fundraising for project/improvement support? If so, are these efforts fairly equal or do they vary greatly by campus?

Partnership:

- Do any of the campuses leverage community or other facilities due to limitations on site? If so, what partnership has had the most impact?
- Do any of the campuses partner with each other for team sports? (Not enough swimmers at two campuses so they consolidate to make one team)

Opportunities/Challenges:

- What are improvements or approaches you have taken which have significantly impacted district athletic programs?
- Where do you see challenges for supporting athletics in the future?
- How do you navigate ADA and Title IX compliance?

ADA/Title IX Regulations:

Bill Good, DMPS Chief Operations Officer, provided an overview of ADA considerations:

- Overview of ADA – what do we need to know for AFC planning purposes – requirements specific for high school athletic facilities?
- Has there been an audit or a summary of non-compliance issues in DMPS athletic facilities?
- How does DMPS typically prioritize correcting the issues?

Heather Semelmacher, DMPS District-wide Student Activities Coordinator provided an overview of Title IX considerations:

- Overview of Title IX– but with focus on how it applies to high school athletics
- As the AFC prioritizes needs across the district – how should this be incorporated into our process?

Please note: The AFC recognizes separate efforts underway by the District with regard to assessing and addressing Title IX regulations. The findings with regard to Title IX will be presented to the School Board in a report separate from, and not prepared by the AFC.

Public School Finance:

Shashank Aurora, DMPS Chief Financial Officer, provided an overview of public-school funding mechanisms:

- General Budget overview/Budget 101 and Planning timeline
- Overview of Athletic Budgets
 - How are the budgets determined?
 - Revenue sources and percentages: PPL, LOST, General Fund, Property tax, rentals, event fees/concessions, grants available to Athletic Facilities
 - How are the facilities maintained? General operating expenditures vs Capital Improvements
 - Does the District have expectations about what they fund, what each Campus should fund and what support/fundraising groups should fund?

YMCA of Greater Des Moines:

AFC Project Leaders met with YMCA of Greater Des Moines Team Members to better understand the possibility of partnership between the YMCA of Greater Des Moines and the Des Moines Public School District. The primary focus of the conversation offered specific learning with regard to pool/swimming facility opportunities.

RESEARCH TAKEAWAYS

The Athletic Facilities Committee firmly believes in the concept of educating the whole student – an education that nourishes mind, body and spirit. The athletic facilities as they currently exist in the district do not support the ongoing success of student-athletes and their coaches. In fact, any recent success of teams is a direct result of the amazing commitment of coaches, administrators, and students to excel in player development and competition. The students are at a decided disadvantage in the facilities needed to practice and compete at the same level of other teams in the Central Iowa region, in their conference and in comparable districts throughout the state of Iowa.

In our analysis, the AFC believes the win-loss record difference between DMPS and its suburban counterparts on the field, court, track, and pitch is not due to differences of talent, desire or skill in student-athletes. Nor is it solely related to any socio-economic differences that may exist between Des Moines and the suburbs. It is not because our student-athletes are less talented or more diverse than

student-athletes at other schools. The AFC believes the fundamental difference is DMPS has failed to invest in the types of athletic facilities to keep up with investments made by others in our region and throughout state. While it is true many neighboring districts have more resources to invest, that should not limit our goal of providing an appropriate environment for DMPS student-athletes.

The AFC also identified the difference between facilities needed to host competition vs. the facilities needed in order for students to best participate and practice. We recognize it is not feasible for every Campus to include competition caliber facilities on-site, and this understanding can be embraced as long as high-quality practice facilities are available on-site, or accessible with reasonable transportation.

Community pride in facilities is a significant factor when it comes to engagement in athletics, not only for members of the community, but also the athletes. How people feel about the facilities and particularly the feeling of pride generated from competing in or attending events in a high-quality facility is especially important. The AFC observed the emotional connection, and disconnection, to varying facilities throughout the research process.

Given the age of many school buildings throughout the district, it was appropriate for DMPS to prioritize upgrades to the academic facilities of the district for the past 20 years. However, now is the time to include and prioritize the upgrade of athletic facilities to erase two decades worth of Athletic Facilities Debt for our students.

Since passing of the Local Option Sale Tax more than 20 years ago, the DMPS revenue purpose statement has NOT allowed dollars from the SAVE program to be spent on athletic facilities, beyond upgrades for safety and efficiency. School funding is a complicated issue, but the bottom line is capital improvement dollars have not been seriously invested in athletic facilities. While some improvements beyond safety and efficiency have been complete through partnerships and private fundraising, this lack of focus on athletic spending has created an Athletic Facilities Debt in DMPS.

The AFC fully understands the financial challenges of DMPS. This report does not suggest athletic investment should be prioritized ahead of all academic needs – that would not serve students either. However, after 20 years of not prioritizing athletic facility improvements, it is time to target capital dollars available to the District toward this significant need. As the Board and administrators know, these capital funds are different than the operating funds used to pay teachers and provide education materials. Most of these capital funds may ONLY be used for facility upgrades and repairs, and we believe the athletic facilities in the district deserve evaluation and prioritization.

AFC FACILITIES MATRIX

In order to compile the information leveraged by the AFC throughout this evaluation process, we worked with each campus Activities Director to compile key points about every facility, creating a comprehensive district-wide inventory. The details of the inventory were captured in the form of a matrix, with the intent of providing the District the power to compare facilities, campus needs, develop a system of prioritizing improvements and establishing consistency in language between each campus.

The matrix is maintained in a Microsoft Excel Spreadsheet and it contains the following details on every facility leveraged for athletic purposes within the district:

School:	The campus where the facility is located.
Facility:	The type of facility.
Facility Location:	If the facility is located on campus, adjacent to campus or if a partner facility is leveraged.
Use/Purpose:	The sports that use the facility.
Facility Components:	The components contained within the facility.
Condition:	Ranking of the facility condition based on Activity Director analysis. See below for definitions utilized.
Priority Category:	Ranking of the priority of improvements needed, assess by each Campus team. See below for the priority definitions.
Improvements Required:	Suggestions noted by the Activities Director for each Campus.
General Notes:	Additional thoughts and comments.
Use – Athletics:	Facility participation and usage specifically for athletics.
Use – Beyond Athletics:	Facility participation and usage for each Campus, other than athletics. (Physical education, other activities.)
Use – Community:	Facilities participation and usage by the community. (Facility use for activities not sponsored by the school.)

Maintaining and updating the matrix and its accuracy moving forward will be vital next step in ensuring the District is positioned to address both short and long-term needs of each Campus. This tool allows an at-a-glance, comprehensive capture of critical information that should be leveraged to include athletic facility improvements in all future budget planning processes.

Matrix Definitions

CONDITION

The AFC spent great time and attention in developing definitions to be utilized for assessing the condition of each facility. The definitions noted below are not based on engineering or structural practices, but simply the opinion of the AFC on assessing quality of each facility comparable to each Campus and facility goals.

Deficient: Facilities (or portions of) are in need of upgrade to prevent possibly posing a health, safety or security risk to those participating in activities on-site and/or potentially noncompliant with related regulations. (Facilities are still usable.)

Inadequate: Facilities are functional, but lack adequate space, equipment or amenities to sufficiently serve participants or host competition on-site.

Needs Modernization: Facilities require renovations, updates and/or improvements to enhance participant experience and become comparable to competitive conference and suburban districts.

Meets Expectations: Facilities provide the opportunity for high-quality participant experience, comparable to competitive conference and suburban districts, and currently only require regular upkeep and maintenance.

Optimal: Facilities instill community pride, have no facility barriers or obstacles for hosting large-scale events or practices inspiring recruitment and retention of athletes, increasing participation, access to facility/training, academic performance, and meets or exceeds the competitive conference and suburban districts.

Nonexistent: Certain facilities are available at some, but not all campuses within the district. If this category is indicated on the matrix, it represents the particular facility does not exist at the location.

Photos have been included in Appendix 6 to demonstrate the differences in a few suburban facilities to DMPS comparables.

PRIORITY CATEGORY

The AFC organized an approach for prioritizing District investment in a manner that aligned funding available with the greatest needs of each Campus, again balancing equality and equity. Each Campus Team (as indicated in the roster) reviewed the facilities and the conditions captured in the matrix and assigned each a priority/investment value. The goal of assigning the priorities was to ensure the dollars available were invested where they could have the most immediate, significant impact, without ignoring other needs that should be addressed if funding becomes available as well as keeping the ongoing assessment of facility conditions on the dashboard.

Categories on Prioritization Framework

- High Priority – High Investment: Likely funded through the Revenue Plan/Statement or fundraising
- Low Priority – High Investment: Defer until necessary
- High Priority – Low Investment: Focus for upcoming budget year
- Low Priority – Low Investment: Ad-hoc, address as funding becomes available
- Included already in 5-year plan
- Deficient: Included in current budgeting, must be remedied immediately

ASPIRATIONAL IDEAS AND INNOVATIONS

The AFC recognized opportunities exist to improve facilities taking into consideration ideas and innovations which have not been previously considered nor exist on any Campus at this time. The AFC shaped the following definition to capture this concept:

Aspirational: New facilities should enrich holistic student engagement focused on emotional safety, sense of belonging and support leading to the development of athletes. New facilities, concepts or ideas identified that would impact outcomes for athletics (inspire recruitment and retention of athletes, increasing participation, access to facility/training, academic performance.) This includes facilities/concepts/ideas noted in this category do not currently exist at the school or within the district.

The Aspirational Ideas should not be considered as options “that would be nice if . . .” but should be taken as new practices to be applied with every future project. The Aspirational Ideas will help change how investment into athletic facilities is contemplated and can proactively advance facility development.

Aspirational Ideas

- Partner with New Large Scale Community Athletic Facility Projects (Emerging, Proactive)

When new projects arise within the boundaries of Des Moines proper that directly serve athletic needs, the District should proactively explore the opportunity to partner and/or invest creating partnerships allowing for shared use of new facilities.

For example: The Development of the New Pro Iowa Stadium

Is there opportunity for partnership with the project that could potentially create access for student athletes to a world-class training facility? The District should be prepared for these kinds of conversations, understanding potential budget implications, impact to current facilities and campuses and potential expansion of student participation. The AFC does not expect every opportunity may fit or be cost effective, but they certainly do not want the District to miss out on those that could.

Project Idea:

There was great interest from the AFC in exploring development of an indoor Fieldhouse Facility. The concept of the facility would be to expand available gymnasium space, offer an indoor turf facility, coaching and mentoring on-site, central location for easy access, multi-purpose space to accommodate both athletic and academic study, rehabilitation and training as well as year-round training space offering alternative to cold or wet weather practice conditions. Could a community partner be sought who would also benefit from this kind of available space where costs of construction, maintenance and management could be shared?

- Creation of a Special Projects Fund

Based on the Minneapolis Public Schools model, establish a fund that could be utilized throughout the year to support special athletic facilities projects. From AFC research:

The Minneapolis Public Schools Equity Fund provides a set aside of \$100,000.00 per year, separate from budgeted expenses and repairs, to support expenses such as: game workers, additional coaches, transportation, athletic supplies, athletic equipment, and additional staffing resources. These funds are available specifically toward schools with larger student populations eligible for educational benefits. To be awarded funds, a campus submits an application which is considered and approved collaboratively by the Finance Department, REAA Department and the Athletic Department.

This concept would certainly help create equity between DMPS campuses which may not have fundraising capacity, but still have needs that must be met.

- Creative thinking about underutilized spaces:

For example: Roosevelt High School Front Lawn

After completing the campus tours, there were several questions that remained. A primary question the AFC would like to see the District further explore is: **Are we maximizing all available space that could be used to support athletics?** Particularly for campuses which do not have space for expansion, underutilized green spaces could be converted to create additional practice fields that can better meet the needs of the teams, not only in terms of space and scheduling, but also with regard to safety.

Aspirations Within Reach

In developing the original definition of aspirational concepts, the AFC realized there are aspirational projects easily identified within current facilities that should not be overlooked.

- Development of high-quality practice facilities (with synthetic turf and adequate practice track) expanding all weather practice capabilities and extending sporting seasons.
- Access on each Campus to two functional gyms (secondary gym, competition gym.)
- Funding to compensate staff to support athletic programming efforts, expand core and agility development, whole health and nutrition, expanding ability to engage high-level expertise.
- Consistent access and support of athletic training facilities, equipment/supplies and staff.
- Accessibility of facilities to the broader student body.
- Access to tennis facilities (not necessarily on site) that can host a dual meet.
- More indoor spaces needed (groundwork spaces, work on athleticism.)
- Shared facilities that can be used for youth development, youth development leagues and tournaments.

CLOSING THOUGHTS WITH REGARD TO THE AFC PROCESS

On behalf of all of the members of the AFC, we appreciate the insight of the Board to bring greater attention to the needs of student athletes and all students who enjoy the use of the District athletic facilities.

As a committee, we accepted the charge defined by the School Board, however, did not limit our scope of work to what was simply defined on paper. As a result, we present to you findings we believe will have the most significant impact on facilities while wisely managing public investment.

Further, we achieved additional outcomes that were not anticipated:

- Increased collaboration of the leaders of activities for the District, students and community.
- Increased awareness of campus and district athletic facility needs.
- Created a guide and matrix that can support long-term decision making.

We thank you for the opportunity to be part of the Des Moines Public Schools planning process and hope our contribution creates a better future for all DMPS students.

APPENDIX 1: AFC COMMITTEE CHARTER



**Des Moines Public Schools
Athletic Facilities Committee**

Compact for Excellence

In order to do our best work and treat each other with care and respect, we agree to:

- be present and participate,
- listen actively (seek to understand and to be understood),
- respect the opinions of others,
- speak with attribution (identify the 'hat' you wear when speaking),
- assume best intentions,
- no personal attacks and to not take things personally,
- speak our truth,
- respect confidentiality and only attribute individual comments or discussions from someone with their knowledge and approval,
- essential use of technology,
- balance the knowledge and passion for individual schools with what is in the best interest for all students and the DMPS as a whole,
- trust the process, and
- keep our work fenced by the scope of the DMPS Committee Charge.

APPENDIX 2: AFC DEFINITIONS DOCUMENT

The AFC recognized in approaching the assigned scope of work that there were two perspectives that needed to be considered. The perspectives were: how do we weigh what is best for the district compared to what is best for each individual campus? In order to ensure consistency in the evaluation process, the AFC developed the following definitions to serve as guiding principles in all discussions:

District-wide Equality:

District-wide there is a consistent uniformity of standards that are necessary and present for student success (including but not limited to standards impacting safety, Title IX, and Americans with Disability Act). It means that every school has equivalent standards regardless of population demographics.

Site-based Equity:

Each campus should have what they need to be successful for their particular population. It doesn't mean that every school should have the same thing.

FACILITY CONDITIONS

The AFC spent great time and attention in developing definitions to be utilized for assessing the condition of each facility. The definitions noted below are not based on engineering or structural practices, but simply the opinion of the AFC on assessing quality of each facility comparable to each Campus and facility goals.

Deficient: Facilities (or portions of) are in need of upgrade to prevent possibly posing a health, safety or security risk to those participating in activities on-site and/or potentially noncompliant with related regulations. (Facilities are still usable.)

Inadequate: Facilities are functional, but lack adequate space, equipment or amenities to sufficiently serve participants or host competition on-site.

Needs Modernization: Facilities require renovations, updates and/or improvements to enhance participant experience and become comparable to competitive conference and suburban districts.

Meets Expectations: Facilities provide the opportunity for high-quality participant experience, comparable to competitive conference and suburban districts, and currently only require regular upkeep and maintenance.

Optimal: Facilities instill community pride, have no facility barriers or obstacles for hosting large-scale events or practices inspiring recruitment and retention of athletes, increasing participation, access to facility/training, academic performance, and meets or exceeds the competitive conference and suburban districts.

Nonexistent: Certain facilities are available at some, but not all campuses within the district. If this category is indicated on the matrix, it represents the particular facility does not exist at the location.

APPENDIX 3: AFC FACILITIES MATRIX

The AFC Facilities Matrix can be accessed on the AFC Google Drive:

<https://drive.google.com/drive/folders/1uLyNYf-sTFxWivYsWKOV-NMzBGGb1kRI?usp=sharing>

The matrix is maintained in a Microsoft Excel Spreadsheet and it contains the following details on every facility leveraged for athletic purposes within the district:

School:	The campus where the facility is located.
Facility:	The type of facility.
Facility Location:	If the facility is located on campus, adjacent to campus or if a partner facility is leveraged.
Use/Purpose:	The sports that use the facility.
Facility Components:	The components contained within the facility.
Condition:	Ranking of the facility condition based on Activity Director analysis. See below for definitions utilized.
Priority Category:	Ranking of the priority of improvements needed, assess by each Campus team. See below for the priority definitions.
Improvements Required:	Suggestions noted by the Activities Director for each Campus.
General Notes:	Additional thoughts and comments.
Use – Athletics:	Facility participation and usage specifically for athletics.
Use – Beyond Athletics:	Facility participation and usage for each Campus, other than athletics. (Physical education, other activities.)
Use – Community:	Facilities participation and usage by the community. (Facility use for activities not sponsored by the school.)

A screen shot of a portion of the matrix is shared below. All data included in the table can be sorted by the column heading.

Des Moines Public School District (DMP5)													UPDATED: 4/28/2021	
Athletic Facilities Committee – Facilities Usage and Condition Matrix														
District Facility Summary														
School	Facility	Facility Location	Use - Athletics	Facility Components	Condition	Priority Category	Improvements Required	General Notes	Use - Athletics	% of Participation	Use - Campus	Use - Beyond Athletics (Performance Arts, PE, etc.)		
Estimote	Coliseum	Coliseum	Coliseum	Coliseum	Coliseum	Coliseum	Coliseum	Coliseum	Coliseum	Coliseum	Coliseum	Coliseum		
Est High School	Baseball Field	On Campus	Athletic Use	Spectator Seats - Bleachers, Parking	Minor Equipment	High Priority - High Investment								
Est High School	Baseball Field	On Campus	Athletic Use	Home Turf Field w/ Irrigation System	Minor Equipment	Low Priority - Low Investment	Upgrade irrigation system	New infield clay, and end parking added in 2019				Field		
Est High School	Baseball Field	On Campus	Athletic Use	Home Turf Field	Minor Equipment	Low Priority - Low Investment	Field needs replaced							
Est High School	Baseball Field	On Campus	Athletic Use	Dugout	Minor Equipment	Low Priority - Low Investment	Repairs roofing, fencing on front							
Est High School	Baseball Field	On Campus	Athletic Use	Field w/ lighting	Minor Equipment	High Priority - High Investment	Yes, don't know light on the baseball diamond							
Est High School	Baseball Field	On Campus	Athletic Use	Spectator Concessions	Minor Equipment			New in 2000						
Est High School	Baseball Field	On Campus	Athletic Use	Spectator Restrooms	Minor Equipment			New in 2000						
Est High School	Baseball Field	On Campus	Athletic Use	Adapted, modern storage	Minor Equipment	Low Priority - Low Investment								
Est High School	Baseball Field	On Campus	Athletic Use	Press Box	Minor Equipment	Low Priority - Low Investment	Group, door to broom							
Est High School	Baseball Field	On Campus	Athletic Use	Scoreboard	Minor Equipment	Low Priority - Low Investment	Hard to read, bring game and outband							
Est High School	Baseball Field	On Campus	Athletic Use	Audio/Technology System	Minor Equipment									
Est High School	Baseball Field	On Campus	Athletic Use	Indoor parking garage	Minor Equipment									
Est High School	Baseball Field	On Campus	Athletic Use	Initial parking around home plate, etc.	Minor Equipment									
Est High School	Baseball Field	On Campus	Athletic Use	Spectator Seats - Bleachers, Parking	Minor Equipment			New in 2000						
Est High School	Baseball Field	On Campus	Athletic Use	Home Turf Field w/ Irrigation System	Minor Equipment									
Est High School	Baseball Field	On Campus	Athletic Use	Home Turf Field	Minor Equipment	Low Priority - Low Investment	Field on way to be							
Est High School	Baseball Field	On Campus	Athletic Use	Dugout	Minor Equipment	Low Priority - Low Investment	Roofing needs replaced							
Est High School	Baseball Field	On Campus	Athletic Use	Field w/ lighting	Minor Equipment									
Est High School	Baseball Field	On Campus	Athletic Use	Spectator Concessions	Minor Equipment									
Est High School	Baseball Field	On Campus	Athletic Use	Spectator Restrooms	Minor Equipment									
Est High School	Baseball Field	On Campus	Athletic Use	Adapted, modern storage	Minor Equipment	Low Priority - Low Investment								
Est High School	Baseball Field	On Campus	Athletic Use	Press Box	Minor Equipment	Low Priority - Low Investment	Hard to see, field from press box							
Est High School	Baseball Field	On Campus	Athletic Use	Scoreboard	Minor Equipment									
Est High School	Baseball Field	On Campus	Athletic Use	Audio/Technology System	Minor Equipment									
Est High School	Baseball Field	On Campus	Athletic Use	Indoor parking garage	Minor Equipment									
Est High School	Baseball Field	On Campus	Athletic Use	Initial parking around home plate, etc.	Minor Equipment									
Est High School	Football Field	On Campus	Athletic Use	Spectator Seats - Bleachers, Parking	Minor Equipment	Low Priority - High Investment						Football, Soccer, Track		
Est High School	Football Field	On Campus	Athletic Use	Home Turf Field	Minor Equipment									
Est High School	Football Field	On Campus	Athletic Use	Home Turf Field w/ irrigation	Minor Equipment									
Est High School	Football Field	On Campus	Athletic Use	Synthetic Turf Field	Optional							Football, Soccer		
Est High School	Football Field	On Campus	Athletic Use	Field w/ lighting	Minor Equipment									
Est High School	Football Field	On Campus	Athletic Use	Spectator Concessions	Minor Equipment	Medium - Current 5-Year Plan	Lighter are outdated					Football, Soccer		
Est High School	Football Field	On Campus	Athletic Use	Spectator Restrooms	Minor Equipment							Football, Soccer, Track		
Est High School	Football Field	On Campus	Athletic Use	Adapted, modern storage	Minor Equipment	Low Priority - High Investment	Not enough seats					Football, Soccer, Track		
Est High School	Football Field	On Campus	Athletic Use	Press Box	Minor Equipment							Football		
Est High School	Football Field	On Campus	Athletic Use	Scoreboard	Minor Equipment	High Priority - High Investment	Too small, video don't work correctly					Football, Soccer, Track		
Est High School	Football Field	On Campus	Athletic Use	Audio/Technology System	Optional							Football, Soccer, Track		
Est High School	Football Field	On Campus	Athletic Use	Indoor parking garage	Optional							Football, Soccer, Track		
Est High School	Football Field	On Campus	Athletic Use	Initial parking around home plate, etc.	Optional							Football, Soccer, Track		
Est High School	Practices Field	On Campus	Athletic Use	Home Turf Field w/ irrigation	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Field w/ lighting	Nonexistent	Low Priority - Low Investment								
Est High School	Practices Field	On Campus	Athletic Use	Adapted, modern storage	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Scoreboard	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Audio/Technology System	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Indoor parking garage	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Initial parking around home plate, etc.	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Spectator Seats - Bleachers, Parking	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Home Turf Field	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Home Turf Field w/ irrigation	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Synthetic Turf Field	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Field w/ lighting	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Adapted, modern storage	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Scoreboard	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Audio/Technology System	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Indoor parking garage	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Initial parking around home plate, etc.	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Spectator Seats - Bleachers, Parking	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Home Turf Field	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Home Turf Field w/ irrigation	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Synthetic Turf Field	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Field w/ lighting	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Adapted, modern storage	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Scoreboard	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Audio/Technology System	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Indoor parking garage	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Initial parking around home plate, etc.	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Spectator Seats - Bleachers, Parking	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Home Turf Field	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Home Turf Field w/ irrigation	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Synthetic Turf Field	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Field w/ lighting	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Adapted, modern storage	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Scoreboard	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Audio/Technology System	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Indoor parking garage	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Initial parking around home plate, etc.	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Spectator Seats - Bleachers, Parking	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Home Turf Field	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Home Turf Field w/ irrigation	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Synthetic Turf Field	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Field w/ lighting	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Adapted, modern storage	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Scoreboard	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Audio/Technology System	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Indoor parking garage	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Initial parking around home plate, etc.	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Spectator Seats - Bleachers, Parking	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Home Turf Field	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Home Turf Field w/ irrigation	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Synthetic Turf Field	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Field w/ lighting	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Adapted, modern storage	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Scoreboard	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Audio/Technology System	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Indoor parking garage	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Initial parking around home plate, etc.	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Spectator Seats - Bleachers, Parking	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Home Turf Field	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Home Turf Field w/ irrigation	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Synthetic Turf Field	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Field w/ lighting	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Adapted, modern storage	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Scoreboard	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Audio/Technology System	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Indoor parking garage	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Initial parking around home plate, etc.	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Spectator Seats - Bleachers, Parking	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Home Turf Field	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Home Turf Field w/ irrigation	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Synthetic Turf Field	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Field w/ lighting	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Adapted, modern storage	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Scoreboard	Nonexistent									
Est High School	Practices Field	On Campus	Athletic Use	Audio/Technology System	Nonexistent									
Est High School	Practices Field													

APPENDIX 4: AFC GOOGLE DRIVE FILE LISTINGS

To archive the work of the AFC, a Google file drive was created as a repository for all public, meeting documents.

Drive Link:

<https://drive.google.com/drive/folders/1uLyNYf-sTfXWlvYsWKOV-NMzBGGB1kRI?usp=sharing>

Current File Listing:

- Launch Meeting
 - AFC Agenda 8.18.2020
 - AFC Launch 8.18.PDF (Facilitator PowerPoint)
 - Facilities Advisory Committee Members 8.25 (Contains personal contact information)
 - Athletic Facilities Committee Charge
 - DMPS Compact for Excellence
 - AFC Public Engagement Protocol
 - AFC Schedule Suggestions

- Campus Presentations
 - Des Moines Park and Rec
 - East High School
 - Hoover High School
 - Lincoln High School
 - North High School
 - Roosevelt High School

**Each folder contains the static PowerPoint leveraged during the presentation and the narrative Zoom recording.

- Informational Session
 - Zoom Recording of the AFC Meeting
 - Athletic Committee Finance Overview (Static PowerPoint)
 - Overview of ADA (Questions from the Committee, responses from Bill Good)
 - Title XI in Athletics DMPS (Static PowerPoint)

- Informational Session #2
 - AFC Agenda 10.8.2020
 - Stadium Presentation (Static PowerPoint)
 - TRHS Campus Redevelopment (Static PowerPoint)
 - The Campaign for East High School (Sample flyer)

- Research Session
 - AFC Agenda 10.22.2020
 - Zoom Recording of the AFC Meeting
 - Director of Activities DMPS Job Description
 - Teacher – Extra-Duty-Pay-Schedule
 - AFC Research Questions

- Summary – How the DMPS Capital Plan is determined
 - Athletics/Activities Related with Budgets
 - DMPS Facilities Matrix (EARLY DRAFT)
 - MPS (Minneapolis, MN) Research Summary
 - MPS (Minneapolis, MN) COVID-19 Athletic Fall Preparedness Plan
 - MPS (Minneapolis, MN) Equity Fund
 - MPS (Minneapolis, MN) Partnership MOU Agreement
 - Polk County FL Research Summary
-
- Findings Report Review Session
 - Zoom Recording of the AFC Meeting

APPENDIX 5: NATIONAL BEST PRACTICE SUMMARIES



Point of Contact:

Antony M. Fisher, CMAA
District Director of Athletics
Minneapolis Public Schools
1250 West Broadway
Minneapolis, MN 55411
antony.fisher@mpls.k12.mn.us
(612) 668-0603

Basic Information:

Total High School Population

Number of students – 35,674	
Elementary	13,054
High school	9,273
K-8	7,573
Middle school	4,422
At Special Education sites	961
At alternative high schools	391

Student demographics	
White American	35.4%
Black or African American	35.3%
Hispanic or Latino American	17.4%
Asian American	5.0%
Two or more races	3.8%
American Indian or Alaska Native	3.0%
Native Hawaiian or other Pacific Islander	0.1%

Students receiving low or no-cost meals	20,246
English learners	7,301
Students receiving Special Education	6,054
Students experiencing homelessness	535

High School Athletic Activities Participation

<u>Year</u>	<u>Boys</u>	<u>Girls</u>	<u>Total</u>	<u>Notes</u>
2015/16	2793	2667	5460	
2016/17	2998	2905	5903	
2017/18	2494	2326	4820	
2018/19	2304	2121	4425	
2019/20	1884	1560	3444	COVID – No spring seasons

Number of High School Campuses within the District

- Seven (7) high schools have athletic facilities (gyms, outdoor fields etc.)

Facility Information:

Do each of your campuses have the same or similar facilities?

- Similar facilities although some schools have turf fields, larger gyms, and only a few schools have pools.

Are there facility improvements that have happened in one location that have increased expectation of other campuses?

- Yes, artificial turf at Washburn has led to the expectation that all schools will have refurbished fields.

Are there any “shared” facilities within the district?

- Yes, in addition to Lincoln and Franklin Fields (used for Lacrosse) swimming pools come to mind. Technically all District Fields are “shared” facilities.

How are “feeder school” facilities leveraged and maintained by the district?

- We use middle school pools for high schools.

How do your facilities and teams compete with the suburban districts?

- We are behind the suburban districts related to facilities but overall we are able to compete in most sports. The big issue is that we are land locked so we do not have space for additions etc.

With improvements to facilities – do you have specific standards you have established – for example – all football fields when updated must be turf or are improvements evaluated more on a necessity and/or funding available kind of basis? (Let me know if this question is confusing! Clarifying standards here from expectations.)

- In regards to facility improvements, during my short time in this role, when a school community is scheduled for a stadium upgrade, that will typically include a new turf field, a resurfaced track, press box upgrades, a new scoreboard, upgraded bleachers, and perimeter fencing. These facility improvements are revisited in five (5) year increments as a part of our capital improvement plan of which our BOD approves well in advance of implementation. Related to indoor facilities, those upgrades occur on an as needed basis due to the age of our school buildings as a whole.

Funding Information:

How does the district budget for athletic facilities in the greater scheme of school budgeting?

- This is not the easiest question to answer because there are so many intricacies in the budget process. For instance is a Football/Soccer field upgrade an athletic related budget item when the academic departments uses these facilities for P.E classes and Community Education uses for outside programming?
 - Athletics total budget is \$3,085,395.00
 - Total District budget is \$836,000,000.00 approximately
- I believe that it is safe to say that athletics is less than .5% of the overall budget

Do you leverage special funding sources for athletics? If so, what sources?

- Hennepin County Youth Sports Grants (facilities and equipment)
- Minnesota State High School League Foundation Grants (equipment and supplies)
- Minnesota Twins Community Fund and Pitch In For Baseball/Softball (equipment)
- Twin Cities Dunkers Grants (supplies and equipment)
- Booster groups (athletic related expenses including additional coaches, travel, pregame meals, supplies, livestreaming etc.)

How do you determine priority for investing in each campus?

- Minneapolis Public Schools has a District Planning Team that researches and facilitates capital improvements. This Department is led by David Richards.

Do the individual campuses leverage fundraising for project/improvement support? If so, are these efforts fairly equal or do they vary greatly by campus?

- This is done occasionally but unfortunately this is not done equally. Examples include: Southwest Lights, North Basketball Scoreboard, Washburn Football scoreboard etc.

When promoting fundraising opportunities do you offer naming rights, etc. for significant contributions? If so, do you have a policy, term, threshold, for when this applies?

- While we have a District Policy regarding naming rights, I am unaware of any significant contributions that have been considered when naming facilities. Most of our locations are named after historical figures.

Partnership:

Do any of the campuses leverage community or other facilities due to limitations on site? If so, what partnership has had the most impact?

- The Minneapolis Public Schools largest partner is the Minneapolis Park and Recreation Board (MPRB). Currently we use MPRB facilities for boys and girls hockey, baseball, softball, boys and girls golf, cross country, boys and girls tennis, boys and girls swimming and numerous lower level teams in soccer and other sports.

Do any of the campuses partner with each other for team sports? (Not enough swimmers at two campuses so they consolidate to make one team)

- The Minneapolis Public Schools has a number of District Cooperatively Sponsored Programs including:
 - Boys and Girls Hockey
 - Boys and Girls Lacrosse
 - Adapted Athletic programs in Soccer, Floor Hockey and Softball

- Full athletic partnerships are held at Edison and Heritage; Roosevelt and Wellstone; Patrick Henry and FAIR
- In addition a number of schools partner with facilities use and even coaching positions including:
 - Nordic Ski (Roosevelt and South)
 - Swimming (Southwest/Edison/Henry/North) and (Washburn/South/Roosevelt)
 - Dance (Southwest/Washburn)
 - Alpine Ski (Southwest/South/Roosevelt/Washburn)
- The decision on cooperative sponsorships takes place on a season to season basis. We take into account historical data going into each season, as our declaration for forming a cooperative sponsorship must be submitted to and approved by our BOD and our state governing body well in advance of the season beginning.

Opportunities/Challenges:

What are improvements or approaches you have taken which have significantly impacted district athletic programs?

- Offering Middle School Sports although consistent funding has been difficult to secure.
- Change in some Senior Leadership positions where personnel see the value of sport participation and are willing to advocate for funding.
- Livestreaming of games.
- Full time Athletic Directors.

Where do you see challenges for supporting athletics in the future?

- Transportation and funding present consistent challenges. In addition our District will have to consider whether we have the high school population to support all of our District funded athletic programs at 7 different campuses

How do you navigate ADA and Title IX compliance?

- Minneapolis Public Schools has a District wide Title IX Compliance Officer who directs our Office of Equality and Civil Rights. (Francisco Gonzalez)

Key Take-aways from the Research Interview:

- District provides funding for officials, transportation, coaches and coach's benefits, and manage facility rentals
- Schools retain gate receipts, the majority (up to 90%) of participation fees
- Have created an equity fund for the schools to access to offer additional funding for athletics through an application process
 - Our main funding source comes from Fund 1001 (property tax dollars). Our 5024 accounts is where individual schools are able to use funds from gate receipts and participation fees, however they see fit and within reason of course, to support their school community interests (i.e. additional lower teams above and beyond what is funded by the District Athletic Department budget). From fund 1001, \$100K is set aside to fund the Equity Funds Model as an

intentional means to shrink the equity gap that exists within our district wide athletic programming.

-
- All campuses have gymnasiums, football fields, tracks, wrestling rooms and weight rooms on site
- All campuses are land-locked with no additional space for expansion
- Fundraising
 - Permanent fixtures are not allowed
 - Naming rights are not offered
 - They do not engage corporate sponsorships
 - Varies by campus, varies by sport
- MPS has made a determination that the High School level of athletics are deemed “competitive” and lower levels of athletics are deemed “developmental.” This distinction assists in bringing participation and investment expectations into perspective.
- Recognized that AD’s manage the most students and the largest budgets second only to the campus principals
- Previous experience in Orange County Florida:
 - They did offer corporate sponsorships of fields, courts, etc.
 - Campuses were paid based on displaying logos in compliance with agreements
 - There was a full-time position pursuing and auditing the sponsorships

It was a consistent stream of revenue for all schools, but can call into question value of placement of logos v



Point of Contact:

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Basic Information:

Total High School Population – 30,021

Demographic Summary – Are county is the size of Rhode Island 7th largest on Florida among 30th in the nation 150 schools over 104,000 students 40% White / 1.6% Asian / 20.6% Black / 0.4% Indian American / 34.4% Hispanic / 2.9% Multiracial

Athletic Activities Participation – Yes 22 Sports part of the FHSAA

Number of High School Campuses within the District – 18 – going on to 19 – to accommodate another 2,500 students (Smallest high school has 500 students, largest school over 3,000 students)

Facility Information:

Do each of your campuses have the same or similar facilities?

- Yes and No. All schools have an athletic complex – the oldest high school is landlocked with no baseball or softball fields. This particular location leverages a city park across the street. Everyone else has football, softball, baseball. No swimming pools at any high schools. District provides field maintenance. Infrastructure maintenance is a nightmare. They improve stadiums through RFP and complete same improvements at each stadium. (For example, replacing field lights.) Only one turf stadium in entire district. (In fairness, turf does not hold up well in Florida weather conditions.)

Are there facility improvements that have happened in one location that have increased expectation of other campuses?

- All the time – as improvements are made, expectations increase. They do not believe what improvements happen in one location should happen for all as each campus is different and has different variables.

Are there any “shared” facilities within the district?

- No. This was suggested with the new high school build, however it met great resistance. They have tried it before, but it did not work well. However, they are creative with their improvement designs. Baseball and Softball fields have been positioned in a way they were able to build one press box that can serve both fields. They look for this opportunity often – they have replicated the model three times. In other cases, they are doing mini press-boxes over the dugouts.

How are “feeder school” facilities leveraged and maintained by the district?

- Same as they would at the high school level. Most middle schools do not have gymnasiums – they have started adding these facilities. High schools do leverage the middle school gyms that are available.

How do your facilities and teams compete with the suburban districts?

- We treat all schools the same – the “city schools” are more competitive than the suburban schools. Every school but one is Title 1 – free and reduced lunch.

With improvements to facilities – do you have specific standards you have established – for example – all football fields when updated must be turf or are improvements evaluated more on a necessity and/or funding available kind of basis?

- No set standards - evaluate each high school need and meet the need.

Funding Information:

Annual Investment in Athletic Facilities Maintenance, Upgrades, etc.

- Millions to be honest – all 18 campuses combined

How does the district budget for athletic facilities in the greater scheme of school budgeting?

- Need Basis
- District pays for travel and official fees
- District does not take any money from the schools (schools keep gate receipts)
- Schools by own equipment
- \$200,000 from the sales tax money budgeted annually to be utilized at the discretion of the Director
- Rent facilities out during the off season – school retains 20% of rental cost, district retains 80%. The district utilizes this funding for maintenance. The schools do not fund maintenance (broken doors, new toilets, etc.) Principal has discretion over the 20% - not required to back into athletics. They have found this makes the campus staff more willing to open facilities for community.

Do you leverage special funding sources for athletics? If so, what sources?

- ½ Cent Sales tax – provides \$40 million/year allocated solely to capital projects, leveraged athletics to ensure the vote passed. Dollars are budgeted based on need, time and safety hazard.

How do you determine priority for investing in each campus?

- Age
- Equity (Title IX)

Do the individual campuses leverage fundraising for project/improvement support? If so, are these efforts fairly equal or do they vary greatly by campus?

- They vary differently by school and the demographic of the schools and equity wise they are fair but varies by school. Lakeland High School – 4 NFL Pro Bowl players, 6 Major League Baseball players (all from the same high school.) Lakeland has no issues with funding as the former players and national leagues provide donations. However, there are high schools that will never have a pro player in any sport.

When promoting fundraising opportunities do you offer naming rights, etc. for significant contributions? If so, do you have a policy, term, threshold, for when this applies?

- We do in some instances, but not traditionally. There are only 3 facilities named after people (who are still alive.) They shy away from naming after people due to potential exposure of the person doing something negative/having a slip up. The school does have a committee that reviews and provides recommendation to the School Board. Corporate sponsorships (wanting to buy the rights of stadiums) are on the horizon.

Partnership:

Do any of the campuses leverage community or other facilities due to limitations on site? If so, what partnership has had the most impact?

- We have over 17 municipalities we serve none of our schools have swimming pools, and our tennis courts have deteriorated so we rely on city facilities for golf course, pools and tennis courts. A few schools do have cross country courses, just due to the available land, however they primarily leverage a private facility.

Do any of the campuses partner with each other for team sports? (Not enough swimmers at two campuses so they consolidate to make one team)

- Would be a Violation of athletic association. If not enough students to participate, they simply do not have a team. The only way the student could play would be to transfer to another school.

Opportunities/Challenges:

What are improvements or approaches you have taken which have significantly impacted district athletic programs?

- Turf Fields and rubber tracks – however not every school will receive a rubber track. Older schools have priority. Athletics is a huge driver in Florida – it is considered the number 1 solution to prevention of drop out. The entire state of Florida is open enrollment. This has negatively impacted feeder school concept as people pick and choose where they want to go. Feeder schools cannot be relied upon to determine high school programming potential.

Where do you see challenges for supporting athletics in the future?

- Financially funding new projects – anticipating 2021-2022 school season “will be catastrophic”
- Particularly with COVID - continued to play, however limited fan capacity. Still supporting 100% of the programs with 25% - 50% of the gate receipts.

How do you navigate ADA and Title IX compliance?

- Every project had to be approved by our facilities department.
- ADA is required with upgrades.
- A lot of improvements are dual service (gymnasiums benefit both male and female sports.)
- Locker rooms are a challenge. What they have found is that kids don't care about the size of the locker room, they care about that the space is their own. They are turning shipping containers into locker rooms – and adding them at baseball and softball fields. Football locker rooms are massive. Anything the students can call their own “they love.”

Key Take-aways from the Research Interview:

- Even with the scale of their district, still facing similar challenges when it comes to athletic facility improvements
- They find opportunities in having facilities at campuses vary to provide the athletes with experience (playing on a grass field is different than a turf field)
- It didn't seem as though they were as concerned about all schools having the “same” as they were ensuring all schools had what they “needed”
- Very innovative in thinking through their solutions – not afraid to deviate from “traditional” solutions. Dan will share photos of:

Shared press box:

<https://d2rzw8waxohv2.cloudfront.net/facilities/large/7a091ad5854f2f4b6b74/1554734298249-210-49.jpg>

○

Shipping container locker rooms:

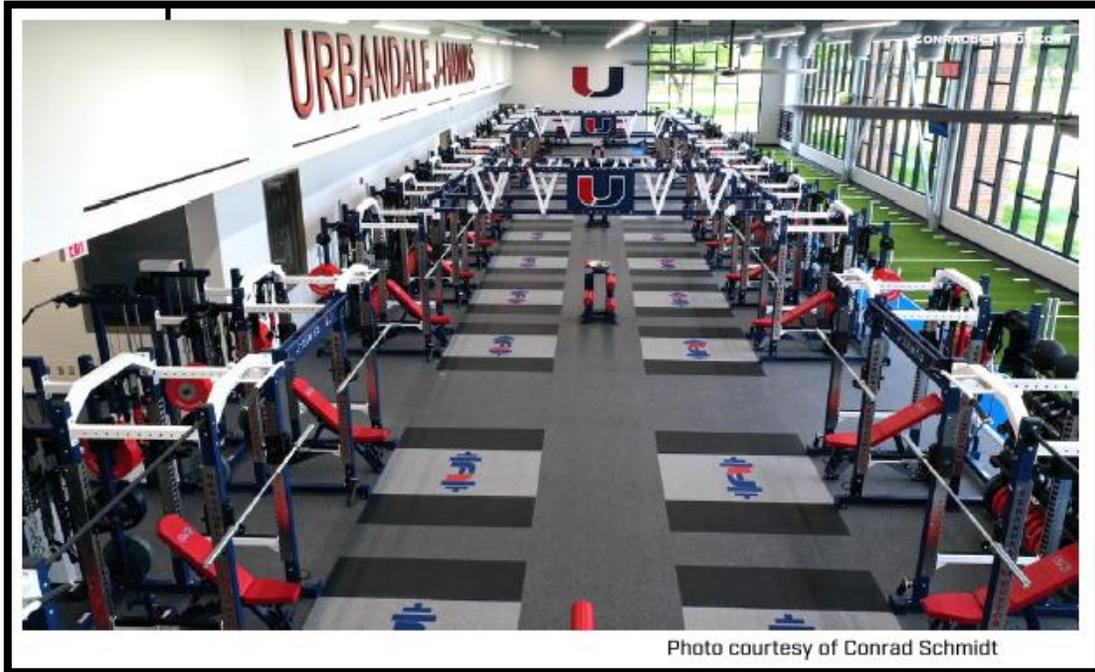
<https://www.google.com/search?q=shipping+container+locker+room&safe=active&sxsrf=ALeKk02Ue-iSOXUm72l-cQyOoP6Uq413PA:1603387069122&tbm=isch&source=iu&ictx=1&fir=hd3WhXbO7JfIAM%252Cbu1MYafoD0WLIM%252C &vet=1&usg=AI4 -kQPRCpJo90mPMjP24-YF8AIM3U1pw&sa=X&ved=2ahUKEwiG1MSI2sjsAhUup1kKHZGCDM0Q9QF6BAgPEck&biw=1280&bih=850&surl=1#imgrc=L13xtnmo9wZRRM>

Press box over dugout:

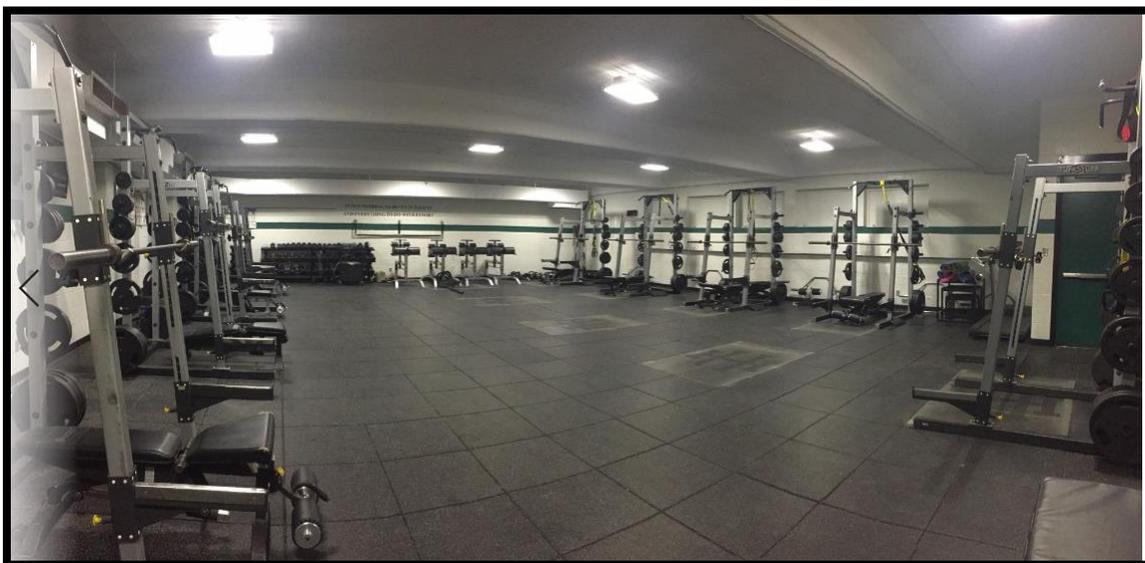


APPENDIX 6: PHOTOS OF SUBURBAN FACILITY COMPARISONS

URBANDALE COMMUNITY SCHOOL DISTRICT
FITNESS CENTER



DES MOINES PUBLIC SCHOOLS
HOOVER HIGH SCHOOL WEIGHT ROOM



VALLEY HIGH SCHOOL
BASEBALL & SOFTBALL PRESS BOXES



DES MOINES PUBLIC SCHOOLS
NORTH HIGH SCHOOL SOFTBALL PRESS BOX

