

**Atlanta Public Schools
Athletic Audit Update
March 2010**

Overview

- In October of the 2009-10 school year, the Atlanta Board of Education accepted the sixty-nine action recommendations of the District-wide Athletic Audit conducted by Wagner and Associates.

- The Audit recommendations are categorized into nine action areas.
 1. **Governance and Leadership** (15 action recommendations)
 2. **Coaches** (7 action recommendations)
 3. **Revenue Enhancement** (8 action recommendations)
 4. **Monitoring of Operational Expenses** (6 action recommendations)
 5. **Outdoor Facilities** (5 action recommendations)
 6. **Sports Programming** (9 action recommendations)
 7. **Strength and Conditioning** (3 action recommendations)
 8. **Indoor Facilities** (9 action recommendations)
 9. **Risk Management** (7 action recommendations)

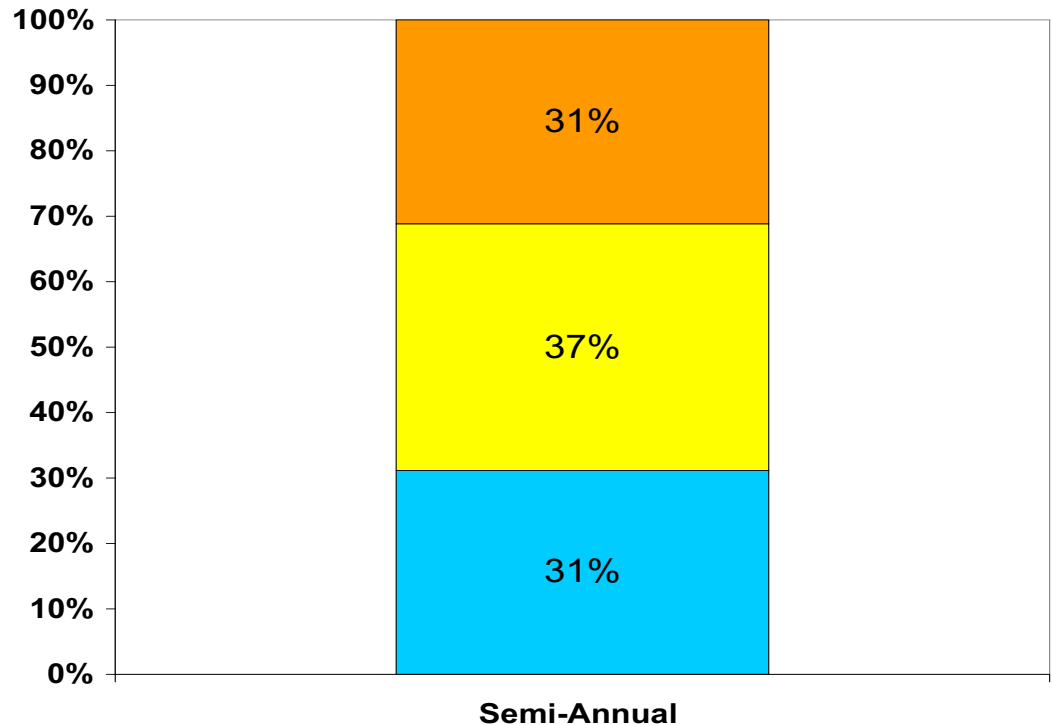
Progress To Date

A total of 35 (51%) out of 69 athletic audit recommendations are to be implemented this year.

Of those thirty-five, 11 (31%) have been completed, 13 (37%) are in progress and 11 (31%) are in the planning stages.

Progress as of March 2010

35 Action Recommendations 2009/10



■ Items Completed ■ In Progress ■ In Planning Stages

Governance and Leadership

- **Acceptance of the proposal that shifts several operational tasks to the local school level.** (1-A)
 - Proposal accepted by the APS Board of Education, October 2009.
- **Develop competency models to include job descriptions, interviews and evaluation criteria for new positions.** (1-B)
 - Draft job descriptions for System Level Athletic Director, Middle and High School Athletic Director, and Middle and High School Athletic Coordinator developed; submitted to consultants for review.
- **Restructure position of high school athletic director & shift athletic operations management to the school level.** (1-C)
- **Middle school principals should adjust work load to meet school needs for site-based management.** (1-D)
 - The newly established Council of Middle School Principals is addressing this area.

Governance and Leadership II

- **Establish a Council of Middle School Principals and a Council of High School Principals.** (1-E)
 - Councils have been established and have begun meeting regularly.
- **Restructure the position of coordinator of high school sports and middle school sports.** (1-F)
 - Draft job descriptions developed; submitted to consultants for review.
- **Restructure the position of Director of Health, Physical Education and Athletics.** (1-G)
 - Draft job description developed; submitted to consultants for review.
- **Develop a balanced scorecard for athletics.** (1-H)
- **Evaluate all current personnel in light of new position descriptions.** (1-I)

Governance and Leadership III

- **Develop a program to track students' athletic participation and academic progress.** (1-K)
 - Meetings have been held with the Infinite Campus team to devise a tracking system to track participation and academic progress of student athletes.
- **Develop a formula for determining the fixed costs of sponsoring each sport at middle and high school levels.** (1-L)
- **Transfer athletic security responsibility to security.** (1-M)
Completed
- **Review transportation budget for athletics to ensure that travel is covered for FY2011.** (1-N)
 - Meetings have been held with the Office of Transportation and the Lawson team to review the total costs of athletic transportation and process for reviewing requests.
- **Relocate District staff housed at Lakewood.** (1-O)

Revenue Enhancement I

- **Assess booster clubs' needs.** (3-A)

Booster Club survey has been administered. Focus group sessions will be held in April with an analysis of results completed by May 2010.

- **Expand relationships with professional teams in Atlanta.** (3-D)

Initial meetings to discuss possible partnerships and support with sports teams.

- **Plan to increase the number of paid events held in Grady Stadium, Lakewood Stadium and other venues.** (3-E)

A feasibility study will be conducted to determine the number of paid events that can be held in APS Athletic facilities. Principal advisory will assist in this area.

Revenue Enhancement II

- **Plan to provide incentives for individual schools to increase attendance and revenue at athletic events.** (3-F)
 - The Council of Middle Schools and the Council of High Schools will review how surrounding districts address attendance and revenue. The audit calls for a July 1, 2011 completion date.
- **Plan to lease athletic facilities.** (3-G)
 - Plan will be devised with the assistance of the Offices of Property Management, Policy and Facilities maintenance to review leasing processes. The audit recommendation calls for a July 1, 2011 completion date.

Monitoring Operational Expenses

- **Review security assignments at athletic events.** (4-A)

The review of security assignments has been conducted as a part of the shift in responsibility to the Office of School Security. Annual reviews will be conducted.

- **Conduct audits on event management, concessions, and purchasing in athletics.** (4-C)

Annual internal audits are performed on athletic pay events and concession accounts at the system and school levels. An internal audit of athletic equipment purchases will be performed by June 30, 2010.

Outdoor Facilities I

- **Hire a professional sports venue architect to provide advice on the expansion and future use of Lakewood stadium. (5-A)**
 - Professional Sports Venue Architect reviewed Lakewood Stadium and has been hired to assist in this area.
- **Consider the needs of all outdoor sports facilities and prioritize their upgrades. (5-B)**
 - The Offices of Facilities and Athletics are currently assessing and prioritizing the facility needs of each middle and high school according to their current condition and proposed sports offerings.
- **Evaluate high school running tracks and resurface Therrell, Washington, and Jackson. (5-B1)**
 - Renovations should be completed by the start of the 2010-2011 school year. The Therrell track and field project is included in their total school renovation.

Outdoor Facilities II

- **Modify baseball fields at North Atlanta, Jackson and Douglass to accommodate girls' fast pitch, if needed.** (5-C)
 - The Offices of Athletics and Facilities are currently working with the school administration in assessing and prioritizing the needs of each school and investigating alternative solutions to modifying the baseball fields for girls' fast pitch softball.

Indoor Facilities I

- **Repair Volleyball facilities at high schools and add new courts.** (8-A)
 - The Offices of Facilities and Athletics are assessing the needs of each middle and high school. A prioritized list will be established by the end of the school year.
- **Communicate to architects the need for a second gymnasium at Mays and an accessible restroom facility at Therrell.** (8-B & 8-D)
 - Completed

Indoor Facilities II

- **Fix broken basketball goal in Grady's practice gymnasium.** (8-C)
 - The goals in the practice gym have been replaced.
- **Each middle school principal should review the storage of physical education and sports equipment to ensure that the storage area is suitable.** (8-G)
 - All middle school athletic contact persons and high school athletic directors have been designated to review storage needs.

Sports Programming

- **Build a stronger relationship between Athletics and Physical Education for students to be properly introduced to interscholastic athletics and conditioning programs. (6-1)**
 - Georgia Performance Standards for Physical Education have recently been approved. A review of course offerings for middle and high schools will be conducted. *We are recommending that this action item be moved to 2010-2011.*

Risk Management I

- **Publish an APS Coaches' Handbook which outlines policies and procedures and expectations.** (9-A)
 - A draft handbook has been submitted to the Council of Middle Schools and the Council of High Schools for input before final approval is sought by Department of Curriculum & Instruction.
- **Recruit certified athletic trainers.** (9-B)
 - An RFP will be requested to solicit for services to train and/or provide athletic trainers. Research is being conducted to review pay, work schedule and develop a job description for athletic trainers.
- **Make sure that coaches verify that football helmets have been properly fitted.** (9-E)
 - Coaches were provided regulation guidelines and will receive training prior to the start of the spring season to ensure that football helmets would be properly fitted to players.

Risk Management II

- **Require that coaches have first aid kits at games and practices.** (9-F)
 - All coaches were informed of the requirement to have a first aid kit on site for practice and game play at their annual sports in-service workshops. Coaches signed an acknowledgement indicating their compliance with this regulation.
- **Require that all coaches have written permission from parents to provide emergency medical care.** (9-G)
 - All students who participate in APS Athletic programs must have written permission for participation and emergency treatment. The principal and athletic director must sign off on each squad list verifying that this information is on file at the local site.