

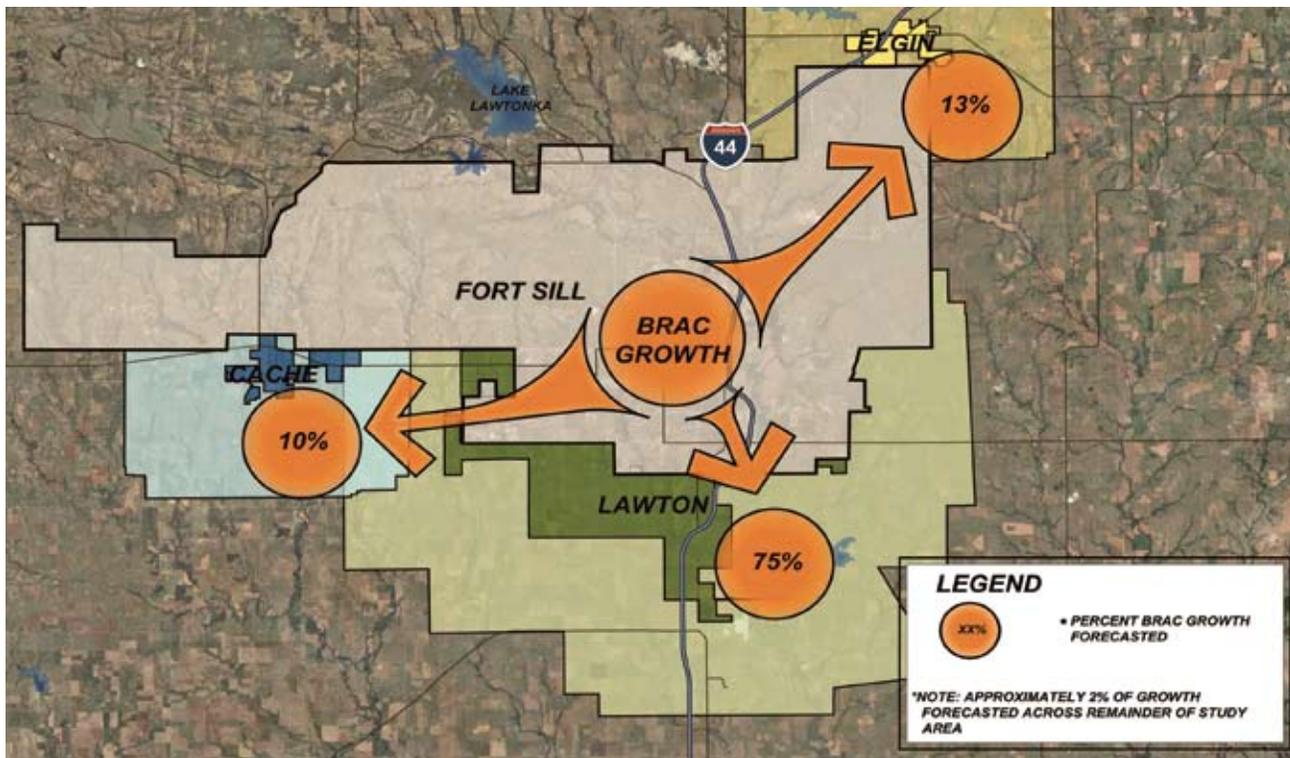


## CHAPTER 10

### Introduction

*The impacts associated with the BRAC deployment at Fort Sill are many and widespread across the region. Perhaps the single most immediate and critical impact in the region, due to this addition of almost 9,000 persons in the community over the next 3 years, will be felt in the local school districts. Although many of the most impacted districts have just completed major facility upgrades and additions, these improvements may still be insufficient to handle the new schoolage children moving into their communities. This chapter examines the projected impacts of BRAC deployment and its associated "multiplier" effects on the local education programs and provides an analysis of the service gaps that will be created and potential recommendations to address these needs.*

Previous chapters of this Growth Management Plan described the extensive private development projects (new single family housing and apartments) planned or under construction throughout the region to accommodate the growth that is anticipated. Figure 10-1 below illustrates the growth allocation model created during this analysis, showing that the communities of Lawton, Elgin and Cache represent the primary impact area communities poised for most of the anticipated growth. This population growth will generate new schoolage children in these districts, and although the Lawton, Elgin and Cache school districts have prepared well for this growth, the additional challenges of over 4,500 new children to be educated over the next 10 years will be significant.



**Figure 10-1: Growth Allocation Model**

For many of the more rural and outlying school districts, the BRAC growth will likely help to reverse the current trends of declining enrollment in their districts. Data in this chapter will indicate that most of these districts have the capacity to accommodate new growth because their student roles have been decreasing over the last ten years, but the age and nature of their current facilities may present different “capacity” challenges for these communities as they seek to provide learning environments that can meet the needs of the 21st century students. Exhibit 10.1 (on next page) illustrates the location and size of the region’s school districts.

The data and recommendations included in this chapter are not intended to supersede or void the more detailed planning efforts that have occurred within each district, but instead, the analyses strive to provide a supplemental “testing” of the assumptions made and planning completed by the districts. Ultimately, the leaders of each district will know best how to structure policies and allocate scarce resources to meet the coming needs. This text provides data and projections that may help inform them of revised student count projections or other inter-district actions that could assist in their more detailed planning and policy decisions in the future. To this end, this chapter provides an examination of existing conditions within the region and at each of the primary impact area school districts. Projections of future student counts are presented, and then recent or planned capital spending programs and school organizational improvements at each primary impact community are reviewed in order to determine the base physical and organizational infrastructure that is available to meet current and future needs. Finally, an analysis of potential service gaps and proposed recommendations is offered.

## Existing Conditions

This section provides a summary review of the capacity and capabilities of the local school districts in the area, with a particular emphasis on the Lawton, Cache and Elgin districts due to the projected growth of schoolage populations in these areas over the next 3 years. First, an overall perspective of the region’s education infrastructure is provided by examining the socioeconomic and performance data of its districts. Second, a review of the actions taken by the primary impact area districts in anticipation of BRAC will be examined. Finally, a projection of future student counts is provided in order to clarify and illuminate potential capacity issues.



***Washington Elementary - Lawton, OK***



# Insert Exhibit 10.1



## School District Comparisons – Lawton/Fort Sill Region

Figure 10-2 (below) provides a review of selected socioeconomic characteristics of the region’s school districts. In general, the following key findings resulted from an examination of this data:

- Comparatively Low Average Incomes and Property Valuations:* When compared to state averages in household income and average property valuations, the school districts within the region have less financial resources at their disposal than most communities from across the state. Only 3 of the 14 districts have property valuations that meet or exceed state averages and when averaged over the region, property values, which represent the most critical local source of operational funding for the districts, are almost 24% lower than the state mean. Additionally, this lack of financial resources is also observed at the household level, where only 5 districts have incomes that exceed state averages and the overall region is over 4.5% lower than the state mean.
- Average Daily Membership (enrollment) in most districts is declining:* Like the state as a whole, most of the districts within the region had declining enrollments during the 10 year period, 1996-2006. While the region experienced a small overall increase in students during the same period (0.4%), these declining student roles are likely to change dramatically with BRAC, and school administrators will be challenged to re-focus their strategies to those of managing growth rather than that of managing declines.

Selected Socioeconomic Characteristics				
School District	Annual Increase ADM (1996-2006)	Average Household Income (2000)	Avg Property Valuation per Student (2007)	Students Eligible for Free/Reduced Lunch (2006)
Bishop District	5.30%	\$44,874	\$29,002	58%
Boone-Apache District	-1.57%	\$35,166	\$27,965	76%
Cache District	1.63%	\$50,862	\$53,885	39%
Central High District	1.09%	\$47,608	\$23,031	35%
Chattanooga District	-0.42%	\$40,441	\$27,362	56%
Cyril District	-1.61%	\$36,120	\$21,738	56%
Elgin District	1.35%	\$47,334	\$18,965	46%
State of Oklahoma (average)	-0.40%	\$44,370	\$33,063	55%
Fletcher District	-1.12%	\$37,623	\$21,363	51%
Flower Mound District	3.85%	\$54,062	\$40,361	46%
Geronimo District	-1.51%	\$37,647	\$36,214	54%
Indianoma District	0.19%	\$41,794	\$17,660	63%
Lawton District	-0.99%	\$40,799	\$20,289	53%
Sterling District	1.16%	\$41,233	\$16,937	56%
Walters District	-0.17%	\$38,838	\$19,873	44%

Sources: Oklahoma Department of Education, Oklahoma Office of Accountability, Individual school districts, JCB

Figure 10-2: Selected Socioeconomic Characteristics

Figure 10-3 (below) illustrates some of the key academic performance indicators within the region’s school districts. Despite the limited financial resources available to most districts (Cache schools is a notable exception), it appears that the region’s communities and educational leaders are “doing more with less” (as one technical committee member stated). Despite the fact that no single district has an average salary for their teachers that meets or exceeds the state average, the school districts within the Lawton Fort Sill region generally meet or exceed key performance criteria, including:

- *Total API (Academic Performance Index)*: Only 2 districts fall short of meeting the mandated state average of 1252 for this measure of overall school or district performance that was created in conjunction with the No Child Left Behind federal educational legislative act;
- *Average ACT scores*: While only four of the fourteen districts meet or exceed the state average ACT score for graduating seniors, nine of the districts have averages over 20.0 for a composite score.

Selected Performance Characteristics							
School District	Annual Increase ADM (1996-2006)	Avg ACT Score (1996-2006)	Total API (2007)	Total District Millage (2007)	Students per Teacher	Average Salary of Teacher	Total Expenditure per student (2007)
Bishop District	5.30%	N/A	1416	35.44	16.2	\$37,281	\$7,800
Boone-Apache District	-1.57%	19.6	1309	35.86	13.9	\$39,802	\$8,468
Cache District	1.63%	20.7	1280	35.67	17.4	\$39,694	\$6,166
Central High District	1.09%	21.7	1335	36.08	16.1	\$38,068	\$6,864
Chattanooga District	-0.42%	20.6	1292	37.17	13.9	\$39,957	\$8,645
Cyril District	-1.61%	18.2	1238	35.62	11.4	\$37,090	\$7,399
Elgin District	1.35%	19.3	1311	36.74	17.0	\$37,286	\$6,933
State of Oklahoma (average)	-0.40%	20.6	1252	NA	16.7	\$42,117	\$6,882
Fletcher District	-1.12%	20.1	1316	36.35	15.5	\$36,047	\$6,426
Flower Mound District	3.85%	N/A	1314	35.55	21.3	\$36,216	\$6,893
Geronimo District	-1.51%	20.1	1084	36.80	14.3	\$34,906	\$7,326
Indiahoma District	0.19%	20.1	1303	37.44	11.9	\$33,914	\$8,031
Lawton District	-0.99%	20.7	1291	35.67	17.3	\$41,664	\$7,093
Sterling District	1.16%	22.1	1283	37.85	14.7	\$38,900	\$6,811
Walters District	-0.17%	17.9	1317	36.42	14.8	\$35,458	\$6,343

Notes: API = Academic Performance Index is a numeric score (ranging from 0-1500) that measures a school and district performance based on a variety of educational indicators and allows schools to gauge their progress toward improving student achievement. The state average for regular education students for the 2006-2007 academic year was 1252.

Sources: Oklahoma Department of Education, Oklahoma Office of Accountability, Individual school districts, JCB

Figure 10-3: Selected Performance Characteristics



## Capital Improvements and Organizational Actions at Specific Districts

In general, the school districts' leaders and boards of education have been proactive in their preparations for the anticipated BRAC growth. While some of the capital improvements in particular districts were completed prior to the BRAC announcement, almost \$70 million in capital improvements and physical facilities have been funded and completed in the last 5 years in districts all over the region. In the rural districts, much of this funding was related to updating of facilities and new classrooms to accommodate the technology and interactive needs of the modern K-12 education programs. In the primary impact districts of Cache, Elgin and Lawton, most of the money related to expanding and improving the capacity of their systems to handle new students and the growth anticipated from BRAC. Outlined below is a summary description of the efforts undertaken or ongoing in Lawton, Cache and Elgin schools.

### *Lawton School District*

In order to gauge the district's preparedness to accommodate new growth, the planning team evaluated the current physical facilities, current school budgets, current and historic enrollment data, ongoing capital improvement projects and programs and then discussed these issues with the leaders within the district. Outlined below were five critical findings that will influence the district's response to issues related to BRAC growth:

1. *Additional on-post housing at Fort Sill:* Based on the current plans approved by Fort Sill, the supply of on-post housing will increase by an additional 238 family units over the next two years. While the exact tenants of these units are not yet known, it is likely that upwards of 300 new students will be introduced into the Lawton district as these units come online.
2. *Sheridan Elementary School relocation:* Due to force protection and homeland security issues, the existing Sheridan School, located near the Sheridan Gate at Rogers Lane, will require relocation. A recent school bond referendum to fund the necessary relocation was defeated at the polls by the voters within the District. This issue will become more critical as new students relocate to the area (i.e. from the new 238 on-post units), thus straining capacity at the two on-post schools, Sheridan and Geronimo elementary schools. Figure 10.2 depicts the location of these schools at Fort Sill.
3. *Flower Mound and Bishop Schools are "feeders" to Lawton schools:* It is important to note that these two independent school districts are "feeder" schools to the Lawton district high schools and their students enter the Lawton district at the seventh grade level. Flower Mound's enrollments have been increasingly significantly, while the Bishop enrollments have been relatively flat over the last several years. Although the Lawton system receives state aid for these students once they enter 7th grade, the proportional costs of these students exceed the additional financial assistance received.
4. *School capacities and availability in high growth areas:* District officials confirmed the planning team's research regarding the limited available capacity at neighborhood schools in the high growth areas of southwest and east Lawton. Exhibit 10.2 indicates the location of Lawton schools and illustrates the lack of schools in the high growth areas. Furthermore, this exhibit shows that almost 1,000 new units have been built in the area since 2005 and over 3,000 additional units are planned and/or designed for the Lawton and Bishop districts in this southwest section of Lawton. In addition, the planning and construction of the proposed Nine Mile Creek sanitary sewer trunk line will likely accelerate growth in east Lawton beyond the numbers indicated for this area.
5. *Recent Bond Referendums and Supermajority Voting Requirement:* In 2004, Lawton voters approved a \$30 million bond referendum that provided needed funding for critical improvements at selected facilities and crucial maintenance items that have helped to extend the useful life of other facilities. Very little additional capacity was created with this funding. In 2008, another bond referendum (Sheridan Elementary relocation, new buses and technology, etc.) was defeated at the polls, even though it received 59.8% approval from the voters. The state law requiring a supermajority positive vote to carry or approve school bond referendums is a difficult obstacle for school funding.



# Insert Exhibit 10.2



### Cache School District

Since 2002, voters in the school district have approved the funding of almost \$18.9 million in capital facilities and improvements to update the district's ability to provide quality educational environments for their students (see box). The bonding capacity and ad valorem tax base of the district is greatly enhanced through the presence of several industrial facilities in the district (i.e. Goodyear Tire, etc.).

These taxpayers have been very supportive of the district's desires and plans for continual improvement. A review of the capacity at the district's facilities indicated that the recent capital improvements increased capacity within the system another 200-250 students could be accommodated in these buildings.

#### Recent Capital Projects in Cache Schools

- Primary and Career Education Building (2002) - \$6.9 million
- Transportation (2003) - \$350,000
- Classrooms, Gym and Auditorium (2005) - \$11.2 million
- Freshman Center and Transportation (2007) - \$2.2 million

Furthermore, a review of the district's records regarding students applying for and receiving federal Impact Aid within the district has doubled since 2001, thus indicating that the area's (and district's) reputation as a provider of quality community and education environments. Barring unforeseen circumstances, these growth trends are likely to continue for the district, and the available capacity within the system may be needed over the planning period.

### Elgin School District

Like Cache, the Elgin School District has seen steady growth over the last ten years (see student count information in next section) and their current enrollment is approaching 1,500 students. Prior to the BRAC announcement, the district had historically passed bond referendums for new or upgraded facilities every 4-5 years based on the district's history of accommodating an additional 25-50 new students each year.

By 2005, new housing subdivisions within the district had created an enrollment that had the school at or near capacity in all facilities, and with the BRAC announcement, the district's planning efforts for new facilities intensified. In 2006, the voters approved and the district began planning and construction of a new \$9.4 million high school facility that would improve their upper grade level education programs, while at the same time, free up capacity and space for a "new" middle school facility at the site of the former high school. The high school opened in the fall of 2008.

Based on a review of their current facilities, it is estimated that the district has capacity for approximately another 150 students. This capacity will be quickly absorbed and likely strained over the next few years, as the Elgin school district is increasingly viewed as a prime location and environment for families relocating to the area. The inclusion of the Medicine Park area into the Elgin district and the continued strength of the housing market in the area (over 150 homes built since 2005 and another 550+ units in the planning or construction phase) are indicators of the need for future capacity within the school system.

### Secondary Impact Area School Districts

With the exception of a couple of districts (Central High and Geronimo), the school systems in the secondary and rural impact areas of the region continued to experience reduced enrollments during the period 2000 – 2007 (see next section for student counts). An overall reduction of 6% was realized during this period, thus the capacity and organizational issues for these districts are centered more on maintaining (or upgrading) existing facilities rather than building new facilities. To their credit, several districts (i.e. Boone-Apache, Central High, Fletcher, Sterling, and Geronimo) approved bond referendums to upgrade facilities or retrofit classrooms. For most of these rural districts, additional students that may result from BRAC growth will be accommodated within the current facilities. Capacity in these systems will be constrained more by their ability to maintain and update current, older buildings than it will be from new students moving into the area.



### Student Population Estimates and Projections

Figure 10-4 (below) provides the current estimate of direct BRAC impacts related to population within the region. According to current estimates, almost 9,000 new persons will be relocated into the Lawton Fort Sill region as a result of BRAC deployment by the year 2012.

Updated Growth Estimates				
	2005	2011 (original)	2011 (updated)	Change
Soldiers	10,039	12,000	12,635	2,596
Military Students	4,643	9,000	6,143	1,500
Military Family Members	13,553	17,000	18,391	4,838
DA Civilian Employees	2,458	2,800	2,504	46
NAF Employees	856	1,000	856	0
<b>TOTALS</b>	<b>33,554</b>	<b>41,800</b>	<b>40,529</b>	<b>8,980</b>

**Figure 10-4: Updated BRAC Growth Estimates**

Furthermore, as documented in chapters 3 and 4 of this Growth Management Plan, the REMI economic forecasting model projects that the “direct” impacts of additional soldiers, students, family members and civilian employees will generate “multiplier” economic impacts throughout the regional economy that will foster the addition of another twelve to fourteen thousand (12,000 – 14,000) persons into the local communities to provide services, create products or associate with persons related to the direct BRAC growth shown in Figure 10-4. As described in chapters 5 and 6 of this report, the primary impact area communities of Lawton, Cache and Elgin are the most likely growth candidates based on current development patterns and projected infrastructure.

Based on the magnitude of population growth and the growth allocation model that projects that most of this growth will occur in the Comanche County communities of Lawton, Elgin and Cache, Figure 10-5 (on next page) provides a review of the historical and projected K-12 student populations for these school districts. Based on current plans for BRAC deployment and transformation efforts at Fort Sill, almost 2,600 new students are forecasted to enter regional school districts by the fall 2012, with the majority of these students (over 2,300 students) entering the Elgin, Cache and Lawton (including Flower Mound and Bishop districts) districts. By 2020, over almost 4,550 new students are projected for the area.



Population Forecasts for School Districts 2000 - 2020							
	2000	2007	% increase (2000 -'07)	2012	% increase (2007 -'12)	2020	% increase (2012-'20)
<b>TOTAL STUDY AREA POPULATION</b>							
Total (all ages - 2000 census)	125,200	126,130	0.7%	138,550	9.8%	149,110	7.6%
Students (fall 2000 enrollment)	24,365	24,460	0.4%	26,943	10.2%	29,009	7.7%
<b>Lawton School District*</b>							
Total District	92,390	92,350	0.0%	100,550	8.9%	104,760	4.2%
Students	17,771	17,708	-0.4%	19,213	8.5%	19,982	4.0%
<b>Elgin School District</b>							
Total District	6,155	7,000	13.7%	9,000	28.6%	12,000	33.3%
Students	1,304	1,486	14.0%	1,975	32.9%	2,568	30.0%
<b>Cache School District</b>							
Total District	5,775	6,200	7.4%	7,500	21.0%	8,800	17.3%
Students	1,331	1,528	14.8%	1,849	21.0%	2,163	17.0%
<b>All Other School Districts</b>							
Total District	20,880	20,580	-1.4%	21,500	4.5%	23,550	9.5%
Students	3,959	3,738	-5.6%	3,906	4.5%	4,297	10.0%
<b>NOTES:</b> * Lawton School District includes data from Flower Mound and Bishop districts (feeder K-8 schools into Lawton system). Population forecasts are based on 2000 Census data and REMI model estimates/projections for 2007, 2012, and 2020. School enrollment based on actual figures for 2000 and 2007 (fall enrollments) and projections for 2012 and 2020.							
<b>SOURCES:</b> Oklahoma Department of Education, U.S. Bureau of Census, REMI, JCB							

**Figure 10-5: K-12 Student Population Forecasts**

The data projected in Figure 10-5 is based on the following assumptions regarding the growth patterns and timing within the study area:

- Lawton schools will likely be the strongest growth candidate in the near term (2008-2012) based on the availability of housing and proximity to Fort Sill, but as the initial impact of BRAC slows, Lawton schools rate of growth will lessen. An overall growth rate of 13% is projected through 2020 and this equates to approximately 1,500 new students by 2012 and 2,300 by 2020.
- Elgin School District will feel a continuing and significant impact to their education capacity due to BRAC growth and the subsequent multiplier effects through 2020. The community is viewed as pro-growth, and if utility and infrastructure issues are resolved, this community and its school district are projected to almost double in size over the period (additional 500 students by 2012 and over 1,000 total new students by 2020).
- Cache schools will also grow significantly if infrastructure issues within the district are resolved and utilities can be provided in potential growth areas. Student populations are expected to increase by over 40% through the year 2020.
- BRAC growth is projected to begin to reverse the declining enrollment trends in Rural (or secondary impact area) school districts towards the end of the planning period (2020).



## Fiscal Impact Analysis

### Lawton, Oklahoma

The estimated cost to educate a student in the Lawton school system is a little more than \$7,200; however, as noted in the following table, less than 10% of the revenue, on a per household basis, is derived from the property (ad valorem) tax. Another concern is to what extent the Lawton School District is reimbursed for education costs from students of military personnel living on-post and presumably not paying an ad valorem tax. This is presented in Figure 10-6.

Lawton, OK - School District Budget Summary FY 2007-08	Projected Total Resources	Resources per HH	Percent per HH	Projected Expenditures	Expenditures per Student	Resources per Student
<b>District Wide</b>						
Ad Valorem Tax (current year)	\$11,800,000	\$326	9.7%			
Ad Valorem Tax (prior year)	\$325,000	\$9	0.3%			
All Other	\$72,777,885	\$2,013	60.1%			
<b>Subtotal</b>	<b>\$84,902,885</b>	<b>\$2,348</b>	<b>70.1%</b>			<b>\$5,071</b>
District Funded Programs	\$14,511	\$0	0.0%			
District Grants	\$43,000	\$1	0.0%			
Local Funded Programs	\$555,155	\$15	0.5%			
Local Grants	\$29,738	\$1	0.0%			
Contract Funded Programs	\$75,000	\$2	0.1%			
<b>Subtotal</b>	<b>\$717,404</b>	<b>\$20</b>	<b>0.6%</b>			<b>\$43</b>
<b>State Programs</b>	<b>\$16,222,645</b>	<b>\$449</b>	<b>13.4%</b>			<b>\$969</b>
<b>Vocational Programs</b>	<b>\$449,978</b>	<b>\$12</b>	<b>0.4%</b>			<b>\$27</b>
<b>Federal Programs</b>	<b>\$18,837,875</b>	<b>\$521</b>	<b>15.6%</b>			<b>\$1,125</b>
<b>EXPENSES</b>						
Salaries				\$82,684,048	\$4,939	
Benefits				\$20,239,671	\$1,209	
Non-Salary				\$18,207,067	\$1,088	
<b>TOTAL</b>	<b>\$121,130,786</b>	<b>\$3,350</b>	<b>100.0%</b>	<b>\$121,130,786</b>	<b>\$7,235</b>	<b>\$7,235</b>
Source: Lawton Superintendent of Schools and RKG Associates, Inc.						

Figure 10-6: City of Lawton, OK - Budget Summary FY 2007-2008



*Elgin, Oklahoma*

The estimated education cost per student in the Elgin school system is a little more than \$5,500. The revenues per student exceed this dollar amount, but the revenues include the "cash forward surplus". In Elgin, less than 12% of the education resources, per household, are from local impact sources, and only about \$660 per student from the ad valorem tax. This is presented in Figure 10-7.

Elgin, OK - School District Budget Summary FY 2007-08	Projected Total Resources	Resources per HH	Percent per HH	Projected Expenditures	Expenditures per Student	Resources per Student
<b>Local Impacts</b>						
Ad Valorem Tax	\$1,005,339	\$807			\$659	
Interest Earnings	\$58,000	\$47			\$38	
Other	\$1,000	\$1			\$1	
<b>Subtotal</b>	<b>\$1,064,339</b>	<b>\$854</b>	<b>11.3%</b>		<b>\$697</b>	
<b>Intermediate Sources</b>						
County 4 mill Ad Valorem	\$116,455	\$93			\$76	
Mortgage ax	\$40,037	\$32			\$26	
<b>Subtotal</b>	<b>\$156,491</b>	<b>\$126</b>	<b>1.7%</b>		<b>\$103</b>	
<b>State Aid</b>						
Foundation and Salary Incentive Aid	\$5,162,285	\$4,143			\$3,383	
Flexible Benefit Allowance	\$569,590	\$457			\$373	
Motor Vehicle Tax	\$309,963	\$249			\$203	
All Other	\$365,575	\$293			\$240	
<b>Subtotal</b>	<b>\$6,407,413</b>	<b>\$5,142</b>	<b>67.9%</b>		<b>\$4,199</b>	
<b>Federal and Other</b>						
	\$968,919	\$778	10.3%		\$635	
<b>Other</b>						
Cash Forward Surplus	\$845,700	\$679	9.0%		\$554	
<b>Expenses</b>						
Instruction				\$5,367,600	\$3,517	
All Other				\$3,090,577	\$2,025	
<b>TOTAL</b>	<b>\$9,442,862</b>	<b>\$7,579</b>	<b>100.0%</b>	<b>\$8,458,178</b>	<b>\$5,543</b>	<b>\$6,188</b>

Source: Elgin Superintendent of Schools and RKG Associates, Inc.

**Figure 10-7: Elgin, OK - School District Budget Summary FY 2007-2008**



Conclusions

Despite a variance in education costs, per student, from the three school districts, there is a similarity in that all rely, to a varying extent, on state and federal funding. This reliance stems from the fact that the local revenue source, the property tax, only makes up 10% to 12% of the estimated total revenue. As a result, an increase in the number of households, as may be related to BRAC, could result in a shortfall to the school district, without the additional federal assistance, as presented in Figure 10-8.

As presented in Figure 10-8, an inventory of existing housing in Lawton indicates 908 units at the various price points. Assuming the mid-point to be the selling price and hence the market value, ad valorem taxes are calculated. By way of example, if every household has one school-age child (for the homes in the \$120,000 to \$140,000 range), there are 130 students and associated education costs of \$940,600. State aid, ad valorem tax revenue and other revenues would still result in a deficit of \$138,800 in education costs, or about \$1,100 per household. It is only when the federal assistance is included that the revenue and the costs to educate are in balance (or actually a moderate surplus at \$6,400).

While this model and preceding table is hypothetical, it nonetheless illustrates the importance of funding sources, other than the ad valorem revenue, for covering education costs. Additionally, if the actual average number of students per household is, for example 1.5, then this analysis indicates a loss from all housing units priced below \$180,000.

Lawton, OK - Hypothetical Education Impacts Based on Available Housing	\$120K - \$140K	\$141K - \$160K	\$161K - \$180K	\$181K - \$200K	\$200K+	TOTAL
<b>Available Housing / 1.</b>						
Unit Count	130	156	115	60	447	<b>908</b>
Estimated Market Value	\$16,900,000	\$23,400,000	\$19,550,000	\$11,400,000	\$100,575,000	\$171,825,000
Estimated Taxable Value	\$1,901,250	\$2,632,500	\$2,199,375	\$1,282,500	\$11,314,688	\$19,330,313
<b>Estimated Ad Valorem Tax</b>						
City of Lawton	\$21,389	\$29,616	\$24,743	\$14,428	\$127,290	\$217,466
Lawton School District	\$99,112	\$137,232	\$114,653	\$66,857	\$589,835	\$1,007,689
Voc Tech District	\$27,093	\$37,513	\$31,341	\$18,276	\$161,234	\$275,457
Comanche County	\$32,093	\$44,437	\$37,125	\$21,649	\$190,992	\$326,296
<b>Estimated Student Impacts</b>						
Unit Count	130	156	115	60	447	<b>908</b>
Education Costs	(\$940,569)	(\$1,128,683)	(\$832,042)	(\$434,109)	(\$3,234,110)	(\$6,569,511)
State Aid	\$125,967	\$151,161	\$111,433	\$58,139	\$433,134	\$879,833
CITY - Ad Valorem Tax	\$99,112	\$137,232	\$114,653	\$66,857	\$589,835	\$1,007,689
Other Revenues	\$576,701	\$692,042	\$510,159	\$266,170	\$1,982,966	\$4,028,037
<b>Subtotal NET</b>	<b>(\$138,788)</b>	<b>(\$148,248)</b>	<b>(\$95,797)</b>	<b>(\$42,943)</b>	<b>(\$228,176)</b>	<b>(\$653,952)</b>
Estimated +/- per Housing Unit	(\$1,068)	(\$950)	(\$833)	(\$716)	(\$510)	(\$720)
<b>Additional Revenues</b>						
Estimated Federal Monies	\$146,274	\$175,529	\$129,396	\$67,511	\$502,958	\$1,021,669
<b>TOTAL NET</b>	<b>\$6,419</b>	<b>\$26,331</b>	<b>\$32,767</b>	<b>\$23,852</b>	<b>\$274,272</b>	<b>\$366,998</b>

Source : RKG Associates, Inc.

Figure 10-8: Lawton, OK - Hypothetical Education Impacts Based on Available Housing



## Needs Assessment for Lawton Public Schools

The recently completed capital projects associated with the 2004 bond referendum has created a well-maintained stock of public school facilities in the Lawton district. These updated facilities, and the presence of approximately 90 portable classroom units throughout the city, will enable the district to accommodate an influx of approximately 300 new students in the short term (next year or so). But with the advent of intensive BRAC deployments in the summer of 2009, the additional new students in the projected growth areas will generate a need for the following capital and operational improvements:

*New, relocated Sheridan Elementary School:* The addition of 248 on-post family housing units will require additional capacity not currently available at Sheridan and Geronimo elementary schools. This additional capacity, plus the need to relocate Sheridan Elementary due to the revised force protection and security measures at Sheridan Gate, will require significant new funding for capital facilities in this area of the district.

*Increased Capacity (elementary) in growth areas of Lawton:* The projected student growth will be felt most directly in the southwest and eastern portions of the district, and based on anticipated growth in student enrollment, upwards of 100 new classrooms and support facilities will be needed. The following needs will likely exist over the period 2008-2020:

- New Elementary School in Southwest Lawton
- Additional Classrooms and school expansions in east Lawton and northwest Lawton growth areas
- Additional classrooms across the district as needed to replace portable classroom units

*Additional Teachers in new locations:* Based on current state laws regarding class sizes and the recommended student to teacher ratios and levels of service currently existing within the District, a projected need of approximately 90 – 120 teachers will be needed to effectively provide quality education to new students. The influx of 1,500 new students would warrant roughly 90 teachers (at a student to teacher ratio of 17:1) and an additional 40 teachers would be needed to accommodate future growth through 2020 (additional 500 students district wide).

*Ancillary facilities and transportation improvements:* Beyond the basic classroom construction and hiring of new teachers, the district will need to provide combined gymnasium, auditorium and community spaces, as well as increased transportation vehicles (buses) for these new locations and students.



## Needs Assessment for Cache School District

Over the last six years, the Cache School District has completed significant capital improvement projects that have increased the physical and operational capacity of the school system. Cache School District's reputation as having some of the best and most up-to-date facilities is widely acknowledged throughout the region, and this reputation has and will continue to attract new families to the area. These updated facilities will enable the district to accommodate the additional 200-250 new students projected in the short term (2008-2011), but clearly, new teaching staff will be required (estimated to be 15 new teachers).

Based on current and projected development patterns, however, the projected growth in the District's enrollment will continue to increase over the long term, and an additional 400 new students are expected through 2020. Additional capacity will have to be created within the system, and it is possible that a new elementary school will be required in the eastern portion of the district (in the Pecan Valley housing area) to accommodate the anticipated residential growth in the areas adjacent to the City of Lawton municipal boundaries and city utility services. The District should closely monitor development patterns and planning proposals within the district boundaries in order to most effectively plan for the following additional capital and operations improvements during the period, 2011-2020:

- Need for additional 20-25 classrooms within the system (may require new facility in eastern portion of the district or an expansion of the current school campus)
- Need for additional 25 teachers across the district
- Need for additional support personnel, transportation resources and ancillary facilities at the locations determined by the District. A new stand-alone facility will require more staffing and facilities than would otherwise be needed if the current elementary school is expanded to handle the anticipated student load.

## Needs Assessment for Elgin School District

With its completion and opening in the fall of 2008, the new high school facility in the Elgin School District has increased the overall capacity of the district. These new facilities, and the retrofitting of the old high school into a middle school, have enabled the district to free up classrooms and create additional capacity for approximately 150 new students. Based on current and projected development patterns and growth rates, this additional capacity will be absorbed quickly (by 2010) and new capacity and teaching staff will be required.

By the year 2012, an additional 500 new students will enter the system and create a need for additional space and teachers. Assuming that the system's current capacity can handle the first 150 or so students adequately, the following classroom additions and teachers will be needed in the near term:

- Additional 20 classrooms
- Additional 15-20 teachers (with required support staff and equipment)

In addition, as the full impact of BRAC deployments take place and the "multiplier" effects are experienced through 2020, the District may be required to begin planning an additional elementary and/or full campus (elementary and junior high schools) site within the district to accommodate new growth. The exact location or necessity of such a campus is unknown at this time and will depend greatly on the nature and locations of future housing developments. The current school campus and locations are limited in their ability to expand, thus future planning of new facilities may be a necessity for the district. On the whole, the extent of additional educational needs within the district through the year 2020 would be as follows:

- Additional 30-35 classrooms
- Additional 30-35 teachers



- Need for additional support personnel, transportation resources and ancillary facilities at the locations determined by the District. A new stand-alone facility will require more staffing and facilities than would otherwise be needed if the current elementary school is expanded to handle the anticipated student load.

## Recommendations

This section provides recommendations that should be considered by the affected school districts as they seek to meet the educational needs of their communities. While the most impacted districts have prepared well for BRAC deployment and the growth it will create, the “multiplier” growth impacts will likely strain the capacity of their systems beyond reasonable levels and require significant new capital and operational improvements.

Furthermore, a significant amount of capital funding will be required to accommodate this growth in enrollments, and concerted and focused public relations campaigns will be needed from the Districts to educate their voters as to the growth and its impacts on their respective districts and the need for additional facilities and improvements to meet the coming needs. Education leaders must identify their priority needs, coordinate an overall strategy to meet these needs in a fiscally-responsible manner, and then engage directly in a process of lobbying their state and federal representatives for greater access to capital funding sources at these government levels. Due to state restrictions on bonding capacity for school initiatives, local funding of these needs may not be enough to adequately address the needs in a timely fashion. An overall strategy for funding should be created by the districts that also include state and federal funding mechanisms that can offset or bridge the funding gaps that might exist at the local level.

To this end, the following recommendations are offered for each district in the primary impact area communities.

### Recommendations for Lawton School District

BRAC growth and the resulting multiplier impacts are expected to generate approximately 2,300 new students for the Lawton Public Schools over the planning period. The educational needs resulting from this growth will be concentrated in the high growth areas of the community and in areas nearest Fort Sill. The following recommendations are offered to meet the anticipated needs.

#### *New Facilities and Classrooms*

**New, Relocated Sheridan Elementary School:** Additional housing units at Fort Sill will require additional capacity within the on-post schools, and due to projected security improvements and requirements in the Sheridan School area, a new elementary school facility should be constructed on post near the Geronimo School campus. Estimated costs for this facility are approximately \$11.0 million. District officials should investigate and request federal funding options for this facility as it represents a need that would not otherwise exist without the direct impact of the military operations and growth of Fort Sill.

**New Elementary School for Southwest Lawton:** The growth and development patterns within the City project substantial residential growth in this area and new school facilities will be needed. Estimated costs for such a facility are projected to be \$6.5 million.



**Additional Classrooms in East Lawton and Northwest Lawton growth areas:** Based on the projected enrollment increases, an additional 100 classrooms will be needed across the district. The growth areas in east Lawton and northwest Lawton are the most likely locations, and the estimated capital costs for these classrooms are approximately \$15 million (\$150,000 per classroom). The actual costs for these improvements could vary substantially based on the specific locations and types of improvements.

**Ancillary Facilities and Equipment:** Additional locations and students will require additional support and ancillary facilities and transportation from the District. Current estimates for a new bus fleet total approximately \$5.0 million and the ultimate costs for the ancillary facilities will be dependent on the overall nature and location of classroom additions and expansions.

#### *New Classroom Teachers and Support Staff*

Based on the overall projected enrollment increases of 2,300 students, approximately 100 new teachers will be needed within the District to provide educational instruction. Based on an average salary per teacher of \$42,000, the total annual cost to the District would be approximately \$4,200,000. In addition to these instruction staff members, support staff would be needed in various locations across the District.

### Recommendations for Cache School District

Recent improvements within the District have created additional capacity, but BRAC growth and the resulting multiplier impacts are expected to generate approximately 635 new students for Cache schools over the planning period. The following recommendations are offered to meet these anticipated needs.

#### *New Facilities and Classrooms*

**New Elementary School for eastern portion of District:** The growth and development patterns within the District project substantial residential growth in this area and new school facilities will be needed. Estimated costs for such a facility are projected to be \$6.0 million.

**Additional Classrooms within existing or expanded facilities:** Based on the projected enrollment increases, additional 35-40 classrooms will be needed across the district. The estimated capital costs for these classrooms are approximately \$6 million (\$150,000 per classroom). The actual costs for these improvements could vary substantially based on the specific locations and types of improvements.

**Ancillary Facilities and Equipment:** Additional locations and students will require additional support and ancillary facilities and transportation from the District. The exact nature and costs of the facilities and equipment are not known at this time, but the ultimate costs for the ancillary facilities will be dependent on the overall nature and location of classroom additions and expansions.

#### *New Classroom Teachers and Support Staff*

Based on the overall projected enrollment increases of 635 students, approximately 35 new teachers will be needed within the District to provide educational instruction. Based on an average salary per teacher of \$40,000, the total annual cost to the District would be approximately \$1,400,000. In addition to these instruction staff members, support staff would be needed in various locations across the District.



## Recommendations for Elgin School District

Recent improvements within the District have created additional capacity, but BRAC growth and the resulting multiplier impacts are expected to double the existing student enrollment figures over the planning period. In order to meet the needs of almost 1,100 new students, the following recommendations are offered to meet these anticipated needs.

### *New Facilities and Classrooms*

**New Elementary School/Junior High School campus:** The growth and development patterns within the District project substantial residential growth in the area, but the exact location and timing of the growth is less defined. Because the growth potential at the existing facilities is limited, the district may need to create a new education campus to accommodate new student growth. Estimated costs for such a facility are projected to be \$6.0 – 9.0 million.

**Additional Classrooms within existing or expanded facilities:** Based on the projected enrollment increases, an additional 65 classrooms will be needed across the district. The estimated capital costs for these classrooms are approximately \$9.75 million (\$150,000 per classroom). The actual costs for these improvements could vary substantially based on the specific locations and types of improvements.

**Ancillary Facilities and Equipment:** Additional locations and students will require additional support and ancillary facilities and transportation from the District. The exact nature and costs of the facilities and equipment are not known at this time, but the ultimate costs for the ancillary facilities will be dependent on the overall nature and location of classroom additions and expansions.

### *New Classroom Teachers and Support Staff*

Based on the overall projected enrollment increases of 1,100 students, approximately 65 new teachers will be needed within the District to provide educational instruction. Based on an average salary per teacher of \$38,000, the total annual cost to the District would be approximately \$2,500,000. In addition to these instruction staff members, support staff would be needed in various locations across the District.

## Recommendations for Teacher Training and Recruiting

The funding and construction of new educational facilities required for the projected student enrollments within Cache, Elgin and Lawton represents a significant challenge for these districts in the coming years. The training and recruiting of new teachers for these new students also poses a formidable task for the school systems. In order to provide a coordinated strategy for the region in this effort, it is recommended that an Educational Council be formed that is tasked with developing strategies to identify, recruit and train new teachers for the region. The Council should include educational leaders from Lawton, Cache and Elgin and representatives from other area school districts, as well as political and business leaders, that can affect local educational and legislative policy decisions in a way that supports a regional approach to providing quality teachers for their school systems.

## Recommendations for Enhanced Communications with Fort Sill

Currently, the Lawton School District has representatives from Fort Sill that are actively involved in their Board of Education and assist in providing updated information on troop movements/deployments that may impact school planning. It is strongly recommended that the Elgin, Cache and Lawton Districts form a consortium of educational



organizations that seeks input from Fort Sill. This consortium of Districts, who are critically dependent and impacted by Fort Sill personnel, should coordinate direct and consistent communications with the Post leadership to keep advised of short and long term movements of military personnel. These enhanced communications will assist the Districts' long term capital and operations planning efforts.

## Implementation

The following pages indicate the specific implementation steps, processes, participants and costs for the recommendations included in this chapter.



Lawton Fort Sill Growth Management Plan Implementation Checklist Subject: Education				Responsibilities	Timing	Estimated Cost	Potential Funding Sources
				Primary	Secondary		
<p><b>Issue:</b> Future housing unit additions at Fort Sill, and the accompanying school age children population increase associated with these units, will strain the current capacity of the current Sheridan Elementary School. Expansion is not feasible due to new force protection measures in the vicinity of the school that will require relocation.</p>							
<p><b>Recommendation:</b> Develop a comprehensive request for capital funding for a new, expanded Sheridan Elementary School within Fort Sill boundaries.</p>							
	Develop a coordinated and strategic plan and campaign for fundraising for the capital facilities associated with the new school, including requests for federal funds (since the need is created as a direct result of BRAC deployment and military construction and operational impacts at Fort Sill), request for state assistance for communities directly impacted by military expansions, Fort Sill assistance in developing a comprehensive public awareness campaign that supports the need for Action 1.1 and benefits of the school project for the community.	CITY	SCHOOL, CoC, FORT	Near	\$2,000 for meetings and materials	SCHOOL	
	Explore the possibility of creating a Political Action Committee focused on the development of a public awareness campaign and voter support for the local matching funds needed to build the school, as well as developing the coordinated approach/campaign to soliciting state and federal funds for the project.	CoC	CITY, SCHOOL	Near	\$10,000 for set up costs, advertising, etc.		CoC
<p><b>Issue:</b> The most impacted school districts (Lawton, Cache &amp; Elgin) will need enhanced, timely and clear communications and information dialogue with Fort Sill regarding anticipated troop movements, new employees at Fort Sill, etc to adequately prepare for short and long term space, staffing and resource needs in their districts .</p>							
<p><b>Recommendation:</b> Develop a Regional Education Consortium to facilitate enhanced and consistent interaction and communication between Fort Sill and local educational organizations.</p>							
	Conduct initial marketing/notification of area school districts (particularly Lawton, Elgin, Cache) and Fort Sill MWR to encourage their participation and support of the Consortium	SCHOOL, FORT	CITY	Near	NA		NA
	Identify and establish the key goals and objectives (short and long term) of the Consortium with the overall mission of the Consortium being: (1) to positively impact the local school districts' ability to monitor, plan for and accommodate the educational needs of military dependents; (2) create a consistent information exchange between the Fort and the local districts; and (3) provide an organization that can assist its members in pursuing and winning governments grants and loans to implement the short and long term goals and objectives of its member districts.	SCHOOL, FORT	ODE	Near	\$2,000 for meetings and materials		OSMC, STATE, FORT
	Investigate the possibility of providing a permanent seat on the School District's (Cache and Elgin) Board of Education for an official of Fort Sill as a direct link to the needs and plans ongoing at the District	SCHOOL	FORT	Near	NA		NA
	Identify specific education impacts and needs as a result of BRAC for each primary impact area community (Lawton, Elgin, Cache) initially and then additional secondary impact area communities and districts thereafter. Develop a 'Summary Sheet' of district needs and impacts for each school that all Consortium members use as their talking points for officials from the state or federal agencies	SCHOOL	FORT	Near	\$2,000 for materials		FORT, OEA
<p><b>Implementation Partners/Agencies</b></p> <p>CITY - Local government planning departments or city administrations                  CO - County governments                  FORT - Fort Sill Morale, Welfare and Recreation                  ODE - Oklahoma Department of Education                  ASCOG - Association of South Central Oklahoma Governments                  SCHOOL - local School districts/Boards of Education                  CoC - local Chambers of Commerce                  OEA - Office of Economic Adjustment</p>							
<p><b>Timing</b></p> <p>Near - 2008 - 2009                  Mid - 2010 - 2011                  Long - 2012 +</p> <p><b>Funding Sources</b></p> <p>LOCAL - bond/general revenues from local governments                  STATE - state revenue source                  DoD - Department of Defense                  FED - direct federal government appropriation                  SCHOOL - local School districts/Boards of Education                  OEA - Office of Economic Adjustment                  OSMC - Oklahoma Strategic Military Commission</p>							

Lawton Fort Sill Growth Management Plan Implementation Checklist Subject: Education				Responsibilities		Timing	Estimated Cost	Potential Funding Sources
				Primary	Secondary			
<b>Issue: The short and long term growth associated with BRAC will create a shortage of teaching and professional staff in the most impacted school districts.</b>								
<b>Recommendation: Develop a Staffing Plan and Strategy at each District to ensure adequate staffing.</b>								
Action 1.1	Develop detailed projections of annual enrollments and staffing needs based on communications with Fort Sill MWR and the Regional Education Consortium	SCHOOL	FORT	Near	NA	NA		
	Investigate the possibility of providing expedited, temporary teaching certifications for area residents or military spouses/retirees by the Oklahoma Dept. of Education as a short term solution to providing staff shortfalls. Coordinate a legislative initiative to provide these temporary teaching licenses as an interim measure to bridge the gap between the student needing a teacher and the funding to hire the teacher.	SCHOOL, FORT	CITY, CoC, ODE	Near	NA	NA		
Action 1.2	Encourage military spouses or retirees to seek employment in schools as teachers or teaching assistants to bridge short term staffing shortages.	SCHOOL	FORT	Near	NA	NA		
Action 1.3	Develop a public affairs and informational campaign directed at state and federal Departments of Education and the Department of Defense to identify and obtain long term, annual funding supplements to local monies for the purposes of hiring certified teachers, counselors and support staff to accommodate the anticipated growth due to BRAC. The campaign should identify the unique and difficult funding issues for districts that have large, military dependent populations in their enrollment rolls.	SCHOOL	CITY, CoC	Mid		\$2,000 for startup; additional \$15,000 per year for lobbying efforts		SCHOOL
Action 1.4		SCHOOL						
<b>Issue: The short and long term growth associated with BRAC will create a shortage of classroom spaces and educational facilities in the Lawton, Elgin and Cache school districts in the long term.</b>								
<b>Recommendation: Construct additional school facilities or capacity where needed to meet anticipated demand.</b>								
<b>Action 1:</b>	Revise the current Capital Improvements Plan and budgets for the Lawton Public Schools to include the following infrastructure capital projects							
Action 1.1	Obtain funding for and construct a new Sheridan Elementary School on Fort Sill (near the Geronimo School complex)	SCHOOL	CITY	Near	\$11.0 million			DoD, SCHOOL, LOCAL, FED
Action 1.2	Obtain funding for and construct a new elementary School in southwest growth area of Lawton school district	SCHOOL	CITY	Mid	\$6.5 million			SCHOOL, LOCAL, FED
Action 1.3	Obtain funding for and construct new capacity (100 additional classrooms) where needed to meet increased enrollments (likely locations are east Lawton and northwest Lawton)	SCHOOL	CITY	Long	\$150,000 per classroom, \$15 million total			SCHOOL, LOCAL
Action 1.4	Obtain funding for and construct new support facilities (gymnasiums, auditoriums, etc.) and purchase new support equipment (buses, etc.) to meet new capacity and increased enrollment requirements	SCHOOL	CITY	Long	\$5.0 million for buses, TBD for support facilities			SCHOOL, LOCAL
<b>Implementation Partners/Agencies</b> CITY - Local government planning departments or city administrations CO - County governments FORT - Fort Sill Morale, Welfare and Recreation ODE - Oklahoma Department of Education ASCOG - Association of South Central Oklahoma Governments SCHOOL - local School districts/Boards of Education CoC - local Chambers of Commerce OEA - Office of Economic Adjustment								
<b>Timing</b> Near - 2008 - 2009 Mid - 2010 - 2011 Long - 2012+ <b>Funding Sources</b> LOCAL - bond/general revenues from local governments STATE - state revenue source DoD - Department of Defense FED - direct federal government appropriation SCHOOL - local School districts/Boards of Education OEA - Office of Economic Adjustment OSMC - Oklahoma Strategic Military Commission								



Lawton Fort Sill Growth Management Plan Implementation Checklist Subject: Education				Responsibilities	Timing	Estimated Cost	Potential Funding Sources	
				Primary	Secondary			
<p><b>Action 2:</b> Revise the current Capital Improvements Plan and budgets for the <b>Elgin Public Schools</b> to include the following infrastructure capital projects</p> <p>Obtain funding for and construct a new Elementary/Junior High School campus in the district</p> <p>Obtain funding for and construct new capacity (65 additional classrooms) where needed to meet increased enrollments (likely locations are in western portions of the district and near the central school complex)</p> <p>Obtain funding for and construct new support facilities (gymnasiums, auditoriums, etc.) and purchase new support equipment (buses, etc.) to meet new capacity and increased enrollment requirements</p> <p><b>Action 2.1</b></p> <p><b>Action 2.2</b></p> <p><b>Action 2.3</b></p>				SCHOOL	CITY	Mid	range of \$6.0 - \$9.0 million	DoD, SCHOOL, LOCAL, FED
				SCHOOL	CITY	Long	\$150,000 per classroom, \$9.75 million total	SCHOOL, LOCAL, FED
				SCHOOL	CITY	Long	To be determined	SCHOOL, LOCAL
<p><b>Action 3:</b> Revise the current Capital Improvements Plan and budgets for the <b>Cache Public Schools</b> to include the following infrastructure capital projects</p> <p>Obtain funding for and construct a new Elementary school in eastern portions of the district</p> <p>Obtain funding for and construct new capacity (35-40 additional classrooms) where needed to meet increased enrollments</p> <p><b>Action 3.1</b></p> <p><b>Action 3.2</b></p> <p><b>Action 3.3</b></p>								
				SCHOOL	CITY	Mid	\$6.0 million	SCHOOL, LOCAL, FED
				SCHOOL	CITY	Long	\$150,000 per classroom, \$6.0 million total	SCHOOL, LOCAL, FED
				SCHOOL	CITY	Long	To be determined	SCHOOL, LOCAL
<p><b>Implementation Partners/Agencies</b></p> <p>CITY - Local government planning departments or city administrations</p> <p>CO - County governments</p> <p>FORT - Fort Sill Morale, Welfare and Recreation</p> <p>ODE - Oklahoma Department of Education</p> <p>ASCOG - Association of South Central Oklahoma Governments</p> <p>SCHOOL - local School districts/Boards of Education</p> <p>CoC - local Chambers of Commerce</p> <p>OEA - Office of Economic Adjustment</p>								
<p><b>Timing</b></p> <p>Near - 2008 - 2009</p> <p>Mid - 2010 - 2011</p> <p>Long - 2012+</p>								
<p><b>Funding Sources</b></p> <p>LOCAL - bond/general revenues from local governments</p> <p>STATE - state revenue source</p> <p>DoD - Department of Defense</p> <p>FED - direct federal government appropriation</p> <p>SCHOOL - local School districts/Boards of Education</p> <p>OEA - Office of Economic Adjustment</p> <p>OSMC - Oklahoma Strategic Military Commission</p>								

