Economic Adjustment Committee
Education Growth Site Visit to Fort Drum, NY

16 October 2007

BACKGROUND

PURPOSE: This effort will seek to better understand the impacts of growth at selected Army installations on local educational agencies (LEAs, more commonly referred to as school districts). The purpose of this trip is to provide program stakeholders with on-the-ground knowledge of issues surrounding mission growth, improve communications among all partners, and identify any gaps/lags in capacities. The stakeholders include the U.S. Department of Education, the Department of the Army, the Office of the Secretary of Defense, states, local communities, and LEAs.

During this site visit, you will meet with representatives from each of these stakeholders; discuss issues with the installation commander or their representative; discuss issues with the affected LEAs and community leaders; and tour a local school.

BACKGROUND: The Office of Economic Adjustment (OEA), part of the Department of Defense, is sponsoring this trip through its role as staff for the Economic Adjustment Committee, which consists of 22 Federal agencies with roles in economic adjustment.

LEAs near growing installations may face challenges, particularly in accurately projecting and funding requirements for new school construction or expansion. Congress has expressed concerns, in hearings and in recently published reports, about community plans and capacities to build new infrastructure, including new classrooms, to accommodate growing installations.

This Senior Leadership trip to Fort Drum is the first of several planned trips. Representatives from the OEA and the Army conducted a technical visit to the Fort Drum community on September 6, 2007 to establish the foundation for your visit. Other technical visits are ongoing. The next three Senior Leadership trips are planned for:

- Fort Riley, Kansas; October 23, 2007
- Fort Bliss, Texas; October 29, 2007
- Fort Benning, Georgia; Date to be determined

Site Visit Schedule for Fort Drum
Tuesday, 16 October 2007

Time	Event	Location
6:00 AM- 7:30 AM	Depart Washington, DC for Fort Drum	Andrews Air Force Base
7:30 AM- 7:45 AM	Arrive Fort Drum, NY	Wheeler-Sack Army Airfield
7:45 AM- 8:00 AM	In transit to Commons	
8:00 AM- 8:30 AM	Breakfast; Senior Leaders and Installation Leadership	Commons
8:30 AM- 9:00 AM	Senior Leadership Planning Session	Commons
9:00 AM- 9:30 AM	Informal discussion with installation, community, and LEA leaders	Commons
9:30 AM- 9:45 AM	Welcoming statements from installation and community leaders; Brief Introductions	Commons
9:45 AM- 10:00 AM	Statement(s) from Senior Leadership Team about site visit purpose, method and goals	Commons
10:00 AM- 11:00 AM	LEA Briefing to Senior Leadership; Discussion session	Commons
11:00 AM- 11:15 AM	Morning Break	Commons
11:15 AM- 12:00 PM	Lunch	Commons
12:00 PM- 1:15 PM	Calcium Primary School tour and roundtable discussion with LEA leader, principal, teacher, 2-4 military parents	Calcium Primary School
1:15 PM- 1:45 PM	In transit to Fort Drum; break	Eagles Nest
1:45 PM- 2:45 PM	Installation briefing on planned growth; community and LEAs invited; Discussion session	Eagles Nest
2:45 PM- 3:00 PM	Afternoon Break	Eagles Nest
3:00 PM- 3:45 PM	Tour of installation, Senior Leadership Only (by MWR bus)	
3:45 PM- 4:00 PM	Adjourn and prepare to depart	Eagles Nest
4:00 PM- 6:15 PM	Depart Fort Drum for Washington, DC	Wheeler-Sack Army Airfield
6:15 PM- 6:30 PM	Arrive Washington, DC ~ 6:30 p.m. EDT	Andrews Air Force Base

Economic Adjustment Committee
Education Growth Senior Leadership Visit
to
Fort Drum, New York

October 16, 2007

EXECUTIVE SUMMARY

Representatives of the Economic Adjustment Committee (EAC) met with leaders from Fort Drum and the surrounding communities on October 16, 2007, to increase understanding about the impacts of growth on local schools at Fort Drum. The EAC operates under the authority of Executive Order 12788, January 15, 1992, as amended, and coordinates federal interagency and intergovernmental assistance to help communities respond to economic impacts caused by significant Defense program changes.

The Senior Leaders represented the White House Office of Intergovernmental Affairs, the Department of Education, Army Headquarters, and the Office of Economic Adjustment. Staff also attended from these and other offices, including the Office of the Deputy Under Secretary of Defense for Military Community and Family Policy. Local participants represented Fort Drum, the Jefferson-Lewis-Hamilton-Herkimer-Oneida Board of Cooperative Educational Services (BOCES), the Carthage, Indian River Central, and Watertown City School Districts, and the Fort Drum Regional Liaison Organization (FDRLO).

Key discussion points that emerged from the Senior Leadership visit are as follows:

- Fort Drum and the local school districts said that they are able to report historical *actual* numbers of military dependent students. Their experience working with actual military-related enrollment helps them develop sound estimates for future enrollment. They noted, however, that greater predictability in the projected number of soldiers at Fort Drum would be helpful. The school districts and Fort Drum understand and regularly review the statistical models that each uses to project future enrollment.

- Representatives from the school districts stated that they could absorb up to 3,000 additional students without substantial new construction.

- Military parents, teachers, and administrators stated that the overall quality of education is important, and that school facilities (and new construction) are one of several factors that affect quality.

- The school districts stated that the State of New York provides 95 percent or more of school capital construction funds. They also said that the community has been able to obtain school construction funds in anticipation of Army growth.

- School officials stated that it takes about 42 months from the inception of a new school construction project until the doors open on a new building.

- Community and Fort Drum officials stated that the community as a whole benefited from the Army's policy of having soldiers live in the broader community through the Section 801 housing program.

- The school districts stated that more Department of Defense Supplemental Impact Aid and Large Scale Rebasing Aid would help pay costs for additional teachers.

- Representatives from Fort Drum, the FDRLO, and the school districts commented on the importance of open communication among all of the stakeholders involved in Fort Drum's growth.

- Representatives from Fort Drum and the community stated that they recognize that growth at Fort Drum affects broader economic development in the region, not just schools.

MEETING SUMMARY

Growth of the number of military personnel and Department of Defense (DoD) civilian employees at many Army bases around the nation will present a variety of growth-related challenges for local communities. The impact on local schools is part of the challenge. Federal and state partners, communities, installations and local educational agencies (LEAs) must develop and implement plans for the infrastructure and operating resources that will be required due to the arrival of hundreds or thousands of new military dependent school-aged children over the next several years.

The Economic Adjustment Committee, defined in Executive Order 12788, as amended, conducted a Senior Leadership visit to the Fort Drum community on October 16, 2007. The purpose of the Senior Leadership visit was to provide program stakeholders with on-the-ground knowledge of issues surrounding military mission growth, improve communications among all partners, identify any gaps or lags in school capacities, and to establish the foundation for a subsequent consideration of education issues related to mission growth by the entire EAC.

The EAC participants represented the White House Office of Intergovernmental Affairs, the Department of Education, Army Headquarters, and the Office of Economic Adjustment. Staff also attended from these and other offices, including the Office of the Deputy Under Secretary of Defense for Military Community and Family Policy. Local participants represented Fort Drum, the Jefferson-Lewis-Hamilton-Herkimer-Oneida

Board of Cooperative Educational Services (BOCES), the Carthage, Indian River Central, and Watertown City School Districts, and the Fort Drum Regional Liaison Organization (FDRLO). A complete list of participants is provided at Attachment 1.

Meetings for the Senior Leadership visit were held on Fort Drum at the Fort Drum Commons, and at Calcium Primary School in Calcium, New York.

Welcoming Statements

BG Michael T. Harrison, Sr., Deputy Commanding General (Support) of the 10th Mountain Division (Light Infantry) and Fort Drum, convened the meeting and welcomed the participants.

Mr. Patrick O'Brien, OEA Director, thanked the installation and the community. He stated that the purpose of the Senior Leadership site visit was to observe how Fort Drum and the surrounding community absorbed mission growth impacts on K-12 education, and to share the lessons learned with other installation communities, and with the EAC agencies in Washington. He emphasized that the site visit was not connected to the Army's pending decisions on where to station additional units under its "Grow the Army" initiative.

The other members of the Senior Leadership also give brief introductory remarks. The Senior Leadership team was comprised of the following individuals:

- Mr. Geoffrey Prosch (Principal Deputy Assistant Secretary of the Army for Installations and Environment)
- BG Belinda Pinckney (Commanding General, Family and Morale, Welfare, and Recreation Command)
- Mr. Michell Clark (Assistant Secretary of Education for Management and Chief Human Capital Officer)
- Ms. Elizabeth Dial (Special Assistant to the President for Intergovernmental Affairs)

Ms. Catherine Schagh (Director of Impact Aid, Department of Education) and Ms. Susan Johnson (Office of the Deputy Under Secretary of Defense for Military Community and Family Policy) offered brief introductory remarks on behalf of their respective organizations, which could not be represented at the Senior Leadership level in person on October 16.

LEA Briefing to Senior Leadership and Discussion

Mr. Jay Boak, Board of Cooperative Educational Services District Superintendent, made remarks on behalf of the LEAs affected by growth at Fort Drum. During his presentation, Mr. Boak made the following key points:

- Collaboration among multiple stakeholders is a key to success. For BOCES, this means collaborating with 18 school districts, Fort Drum, the FDRLO, and the Development Authority of the North Country, which has helped the area grow by providing capital needed for infrastructure projects.

- Section 801 housing put soldiers into the community, which was a positive development for the area. Soldiers contributed to the community through service in volunteer fire departments, Boards of Education Boy Scouts, Girl Scouts, and many other worthy efforts, and through their diversity. The Army's leases for all of the Section 801 housing will expire in the next year or so, and the units will be rented at market rates.

- The school districts that serve Fort Drum are not over-crowded. A recent survey conducted by the regional liaison (Board of Cooperative Educational Services/BOCES) of the New York State Education Department found that the three LEAs most affected by growth at Fort Drum (Indian River Central, Carthage, and Watertown City) could immediately absorb another 1,300 students without major construction; other LEAs in the area could absorb an additional 2,000 students. Keeping class sizes small is a key priority for districts and an integral component in the delivery of high quality educational programs. School buildings are in excellent physical condition. It is important to focus on the quality of education overall, not just construction.

- School districts in New York State receive financial incentives (aid) to construct new facilities. The amount of aid is determined by the overall property wealth of a district. In light of the fact that Jefferson and Lewis Counties are rural farming communities with little development, the relative property wealth of districts is low. Districts that serve Fort Drum are reimbursed between 76% to 98% of new construction costs from the state depending on the districts property wealth aid ratio. Attachment 2 is a listing of the Building Aid Rates for all districts.

- New York State has rigorous certification requirements for teachers. Some military spouses with teaching experience may require additional coursework and training before they can be certified.

- Additional funding of DoD Supplemental Impact Aid and Large Scale Rebasing Aid could help fund additional teachers. Obtaining funding for new school construction is not a major challenge locally because the State of New York provides almost all funding.

- In response to a question from Mr. O'Brien, Mr. Boak stated that it takes 42 months from start (issuing a bond) to finish (opening the doors) for a

new school.

- The Indian River District has developed a accurate formula for predicting school district enrollments based on troop assignments and deployments. A summary of the formula is enclosed at Attachment 3.

A number of important points were raised in the discussion that followed Mr. Boak's remarks. These include the following:

- COL David Clark, the Fort Drum Garrison Commander, stated that the sooner decisions are made in Washington regarding the number of soldiers that will be stationed at Fort Drum, the easier it will be for the North Country community to prepare for growth.

- In response to a question from Mr. O'Brien regarding projecting future enrollments, Mr. Boak stated that the LEAs and BOCES develop their projections based on their own statistical model, actual enrollments, and input from the Army. He said that the accuracy of these projections over time (they compare projections with actuals) has created a high level of confidence in their projections both locally and in Albany. Mr. Boak also stated that there is regular communication between the LEAs and Fort Drum on numerous topics, including the models used to project future enrollment.

- Mr. Boak, Mr. Koch, and others stressed the importance of frequent, regular communication. For example, principals of schools with a high proportion of military dependents meet monthly, and the FDRLO meets about every 6 weeks. (Mr. Keith Caughlin, Chair of the FDRLO, stated that the organization started in 1990 and has 350 members, serving as a unified voice of the North Country to the installation.)

- Mr. Carl McLaughlin, the FDRLO Executive Director, stated that a shortage of child care exists in the broader community, and BG Pinckney stated that her organization can help address this issue.

Lunchtime Presentation

During a working lunch, Mr. Caughlin presented a briefing on the FDRLO, part of which highlighted the community's successful effort to address a previously identified shortfall of 2,000 housing units. A copy of this briefing may be found in Attachment 4.

Fort Drum Installation Tour

During a driving tour of the installation, COL Clark noted the success of the Residential Communities Initiative (RCI) in providing high quality, new housing and amenities on Fort Drum. He stated that over the next two years, a new connector road will provide a direct link between Fort Drum and Interstate 81, which will improve access to the installation. He also stated that Fort Drum does not have a hospital on the post, and as a result, military doctors practice in the local hospitals in the community. The Senior Leaders saw a large amount of new construction, from operational facilities to a new commissary and exchange.

Calcium Elementary School

The Senior Leaders traveled by bus to Calcium Primary School for a brief tour of the school and a discussion with military parents, teachers, and the principal. Principal Lynda Hart stated that 85 percent of Calcium Primary's students are military dependents. After the third grade class welcomed the Senior Leaders in song, and the Senior Leaders completed a brief tour of the school, a discussion was held, with the following points raised:

- The military parents that were present stated that they felt welcome at Calcium. They also said they appreciated the special support offered to children with deployed parents, and the diversity that Fort Drum families brought to the community.

- Parents commented favorably on the services available for children with special needs and with English as their second language. One parent stated a need for more interpreters for children with English as their second language.

- Parents, teachers, administrators, and the Senior Leaders discussed the importance of serving the unique needs of children with deployed parents through counseling and other programs. BG Pinckney discussed some of the efforts that are being implemented across the Army to address these needs.

- Parents also commented favorably on current class sizes, and stated that they hope growth at Fort Drum will not result in larger classes or a reduction in the quality of the education that their children are currently receiving.

- Parents stated that when they first arrived at Fort Drum, the installation's school liaison was especially effective in helping them understand the local schools.

- BG Harrison commented that military dependents who are high school juniors and seniors face a variety of issues when they transfer to a new school, such as trying out for sports teams (when individual roles are assigned based on last year's performance) and establishing their academic ranking (when being

compared against students who spend all four years in the same high school).

- All of the parents seemed pleased with the schools in the Fort Drum community and some compared them favorably to other locations.

- Calcium principal Lynda Hart spoke favorably of the "Piece of the Rock" program, under which soldiers and their units volunteer to help the school in different ways.

Adjournment

After completing the session at Calcium Primary School, the Senior Leaders traveled by bus to Wheeler-Sack Army Airfield and returned to Washington, DC.

Additional Information Received after Senior Leadership Visit

"Graduate Back" Concept (information received from Jim Koch)

This idea has been in effect informally since about 2000, and has been discussed by Military Child Educational Coalition instructors as one way to assist the student and still recognize and hold to the state standards for graduation. The agreement, however, is not with the state, but with the guidance offices of the receiving and sending school. Simply stated, if the courses at the receiving school are satisfactory for the required diploma course work at the sending school, the sending school agrees to issue the diploma with the transferred credits. The concept is similar to credit transfers between colleges and universities. The rationale was that it would work with high schools as well.

The number of students who received other state diplomas while attending Indian River High School in their senior year:

Year Graduated	Students Receiving Other State Diplomas	Reciprocity
2005	4	AL, TN, TX, Germany
2006	1	MD
2007	2	TX, MD
2008 (Pending)	3	TX, NJ, Germany

In 2007 Indian River had one senior who received an Indian River/New York State diploma while attending school in Maryland. In 2008 Indian River has two seniors who may receive an Indian River/New York State diploma while attending schools in

Alabama and Oklahoma. The district has only had one instance where a school would not extend reciprocity.

A senior who transferred to Lawton, OK was approved by the Indian River guidance office to receive instruction there. Indian River would accept the credit and issue the diploma. The student would not have met Oklahoma's standards in a timely fashion so Indian River cooperated with them.

Attachment 1: List of Attendees

Economic Adjustment Committee Senior Leadership Visit to Fort Drum, NY

October 17, 2007

Name	Title or Office	Phone	e-mail
Michell Clark	Assistant Secretary, Office of Management, US Dept. of Education	(202) 260-7337	michell.clark@ed.gov
Elizabeth Dial	White House Intergovernmental Affairs	(202) 482-8017	edial@doc.gov
Geoff Prosch	Principal Deputy Assistant Secretary, Installation and Environment	(703) 692-9802	geoffrey.prosch@us.army.mil
BG Belinda Pinckney	Commanding General, Family and Morale, Welfare, and Recreation Command	(703) 696-6275	belinda.pinckney@us.army.mil
Patrick J. O'Brien	Director, Office of Economic Adjustment	(703) 604-5114	patrick.o'brien@wso.whs.mil
BG Michael T. Harrison	Deputy Commanding General, 10th Mountain Division	(315) 772-5133	michael.harrison@us.army.mil
COL Dave Clark	Garrison Commander, Fort Drum	(315) 772-5501	david.j.clark@us.army.mil
Judy Gentner	Deputy to the Garrison Commander, Fort Drum	(315) 772-5501	judith.l.gentner@us.army.mil
Jay Boak	District Superintendent, BOCES	(315) 788-7010	jboak@mail.boces.com
James W. Corriveau, P.E.	Public Works Director, Fort Drum	(315) 772-4137	james.corriveau@us.army.mil

Name	Title or Office	Phone	e-mail
James R. Koch	School Business Manager, Indian River Central School District	(315) 642-3441	jkoch@mail.ircsd.org
Keith Caughlin	Chairman, Fort Drum Regional Liaison Organization	(315) 836-1533	caughlin@schwerzmannwise.com
Terry N. Fralick	Superintendent, Watertown CSD	(315) 785-3705	tfralick@watertowncsd.org
Dr. Betty Jones	Community Planner, Fort Drum Plans, Analysis, and Integration Office	(315) 772-7483	betty.j.jones1@us.army.mil
COL David L. Jones	Office of Economic Adjustment	(703) 604-5159	david.jones@wso.whs.mil
James Kettrick	Superintendent, Indian River CSD	(315) 642-3441	jkettrick@mail.ircsd.org
Carl McLaughlin	Executive Director, Fort Drum Regional Liaison Organization	(315) 836-1533	cmclaughlin@fdrlo.org
Carl Millitello	Superintendent, Carthage CSD	(716) 493-5120	cmillitello@carthage.org
Jim Newell	Carthage High School	(315) 493-5430	jnewell@carthagecsd.org
Catherine Schagh	Director, Impact Aid Program	(202) 260-3858	catherine_schagh@ed.gov
Joan Sigler	Office of Economic Adjustment	(703) 604-5177	joan.sigler@wso.whs.mil
Christie P. Smith	Office of the Assistant Chief of Staff for Installation Management	(703) 604-2450	chirstie.smith@hqda.army.mil
Barbara N. Webber	Fort Drum Regional Liaison Organization	(315) 773-2270	we2bser@aol.com
Susan Johnson	Education Partnership Directorate,	(703) 588-3216	susan.johnson@hq.dodea.edu

Name	Title or Office	Phone	e-mail
	DoDEA, MC&FP		
Chuck Clymer	FMWRC	(202) 433-4384	charles.clymer@us.army.mil
Gary O. Willis	Project Manager, Office of Economic Adjustment	(703) 604-5164	garry_willis@wso.whs.mil
Michael Berger	Booz Allen Hamilton	(703) 902-6801	berger_michael@bah.com
Roberto I. Ramos	Booz Allen Hamilton	(410) 297-4838	ramos_roberto@bah.com

Attachment 2:

2007-08 Building Aid Ratios: Includes 10% Incentive and HNSBAR* (information received from Jay Boak)

NOTE: The final column shows the effective Building Aid ratio after the application of the reorganization incentive factor.

Jefferson Co.	Sel. Aid Ratio	Incentive Decimal	HNSBAR	2007-08 Bldg. Aid Ratio	Reorg. Incentive Factor	Aid Ratio W/ Reorg. Incentive Factor
South Jefferson	0.841	0.100		0.941	0.25	0.9500
Alexandria	0.514	0.100	0.045	0.614	0.25	0.7675
Indian River	0.919	0.016		0.980	N/A	N/A
General Brown	0.784	0.100		0.884	N/A	N/A
Thousand Islands	0.562	0.100	0.029	0.662	0.25	0.8275
Belleville-Henderson	0.585	0.100		0.714	0.30	0.9282
Sackets Harbor	0.696	0.100	0.027	0.796	N/A	N/A
Lyme	0.556	0.100	0.032	0.683	N/A	N/A
La Fargeville	0.651	0.100	0.040	0.783	N/A	N/A
Watertown	0.811	0.100	0.044	0.951	0.25	0.9800
Carthage	0.881	0.055		0.980	N/A	N/A
Lewis Co.			0.043			
Copenhagen	0.873	0.064		0.980	N/A	N/A
Harrisville	0.740	0.100	0.041	0.840	N/A	N/A
Lowville	0.832	0.100	0.036	0.973	N/A	N/A
South Lewis	0.734	0.100		0.870	N/A	N/A
Beaver River	0.722	0.100		0.822	N/A	N/A

HNSBAR = High Need Supplemental Building Aid Ratio.

Attachment 3:

School Age Population Projection Model (information received from Jay Boak)

The model to project school age population is based on the existing demographic pattern at Fort Drum. The installation housing office collects and provides raw data on occupants. This data is best displayed in a matrix format charting a child's age on the X axis and the sponsor's pay grade on the Y axis. Each intersecting cell contains the raw number of children of a specific age for a service member of a specific paygrade. Additionally, the District annually surveys its school age population and collects information on the student's grade and the parent's rank and compares this to similar information collected at the installation level.

The information, as presented, is not statistically reliable because the population is generally below that required for any individual cell to have predictive value. Therefore, the district bands the information together across selected ranks and ages to produce a high enough population to offer a 90% level of confidence and a 10% margin of error.

The first piece of information derived is the expected number of school aged children for a given rank band in each housing unit. For example, company grade officers may present with 1.43 children per home, of which .95 are of school age. This number can then be reduced by a factor of 5-7% based on the experience of those who elect to send children to private schools or elect to home school them. Thus, for each company grade designated home, you can expect approximately .9 school age children. Multiply this across the number of company grade designated homes and you determine the expected school age population. This result is then distributed across age categories using the percentage factors in the table below (also developed from the raw data) to distribute the expected population across the ages.

Rank Bands		5-8yrs old	9-11yrs old	12-14 yrs old	15-19yrs old
JNCO	raw	367	158	205	179
	percent	**0.40**	**0.17**	**0.23**	**0.20**
FGO	raw	79	72	56	50
	percent	**0.31**	**0.28**	**0.22**	**0.19**
SNCO	raw	95	96	85	106
	percent	**0.25**	**0.25**	**0.22**	**0.28**
CGO	raw	83	47	32	21
	percent	**0.45**	**0.26**	**0.17**	**0.11**

The distribution can be applied to schools servicing the listed age groups and blended into a standard cohort survival model for each grade level. The result is a fairly accurate predictive model of expected populations based on growth in housing within the district of residence.

Attachment 4:

Fort Drum Regional Liaison Organization Briefing

FDRLO Officers

Current Officers

Chair	-	Keith Caughlin (Lawyer)
Vice-Chair	-	Elizabeth Fipps (Banker)
Treasurer	-	Terrence Roche (Retired Garrison Commander)
Secretary	-	Barbara Webber (Retired Teacher, former County Legislator)

Immediate Past Chair - John W. Deans (Retired Community College President)
Civilian Aide to Secretary of Army, New York (North) - F. Anthony Keating (Insurance)

FORT DRUM
Planned • Positioned • Proven

Board Members

Richard Babbitt
(retired Garrison Commander, CFO local business)

Joseph Baruth
(County Manager)

Ruth Ellen Blodgett
(Executive Director Social Agency)

Jay Boak
(District Superintendent of Schools)

Mary Corriveau
(City Manager)

Ray Fountain
(Executive Director Economic Development Agency)

John Johnson, Jr.
(Publisher Local Newspaper)

Robert Juravich
(Executive Director Development Authority)

Kevin Mastellon
(Clergy)

Jay Matteson
(Executive Director County Agriculture Program)

Carole McCoy
(President Community College)

Ron McDougall
(Local Labor Leader)

Vicki Roy
(County Treasurer)

Daniel Stern
(Executive Director Social Service Agency)

FORT DRUM
Planned • Positioned • Proven

Additional Involvement

Col. David J. Clark

Garrison Commander, Ft. Drum, NY

Betty Jones

Community Planner, Ft. Drum, NY

Professional Staff

Carl A. McLaughlin, Executive Director

Kathleen Mastellon, Administrative Staff Manager

FORT DRUM

Planned • Positioned • Proven

FDRLO Mission

- To foster effective communication, understanding and mutual support by serving as the primary point of coordination for resolution of those issues which transcend the specific interests of the military and civilian communities of the Fort Drum region.

FORT DRUM
Planned • Positioned • Proven

Housing Task Force

- Provide market analysis for community housing needs;
- Promote private housing development to address those needs;
- Develop the tools necessary to assist development in the housing areas that the market is not addressing;
- To keep all informed of how we are doing at meeting the communities housing needs.

FORT DRUM
Planned • Positioned • Proven

Economic Development Task Force

- Contracting with the Government- To ease entry into doing business with the government and develop a local PTAC;
- Business Development-Through a Gap Analysis identify and promote to compatible industries DrumCountry as a place to locate and grow;
- Workforce Development – To promote the area workforce and aid in training, development, and job opportunities for all.

FORT DRUM
Planned • Positioned • Proven

Growth Management Task Force

- Tell the Fort Drum story;
- Develop capacity among more than 20 surrounding city, towns, and villages in 3 different Counties to deal with growth issues;
- Provide smart growth options;
- Assist where necessary to overcome local problems.

FORT DRUM
Planned • Positioned • Proven

Drum 2020 Task Force

- To promote and address those issues related to quality of community life:
  - Child Care
  - Education
  - Recreation and Support
  - Develop identity as a defense community
- www.DrumCountry.com

FORT DRUM
Planned • Positioned • Proven

FORT DRUM
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Contact Information

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FORT DRUM
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Economic Adjustment Committee
Education Mission Growth Technical Visit
to
Fort Drum, New York

September 6, 2007

EXECUTIVE SUMMARY

Representatives from Army Headquarters, Fort Drum, the Jefferson-Lewis-Hamilton-Herkimer-Oneida Board of Cooperative Educational Services (BOCES), the Carthage, Indian River Central, and Watertown City School Districts, the Fort Drum Regional Liaison Organization (FDRLO), and the Office of Economic Adjustment (OEA) met on September 6, 2007, to increase understanding about the education growth impacts at Fort Drum on local schools. This meeting was a prelude to a subsequent visit by Senior Leadership from the Department of Education, the Army, OEA, and perhaps other federal organizations, planned for October 16, 2007.

Key discussion points that emerged from the meeting are as follows:

- The school districts believe that they have minimal school capacity issues and will be able to absorb planned growth.

- The Carthage, Indian River Central, and Watertown City school districts anticipate they will absorb about 95 percent of the growth in school-aged military dependents.

- Greater predictability in Army projections would help the school districts prepare for growth.

- Although Fort Drum is growing from 11,000 to 17,000 troops, no more than 12,000 have ever been on the base at the same time due to deployments. When deployments cease, there will likely be more school-aged military dependents in the community. Changing demographics, especially older enlisted military personnel at lower ranks with teens, may suggest the need for the Army to re-examine the quantitative factors that it uses to estimate the number of school-aged children per service member and their ages.

- On average, the State of New York provides 95% or more of school capital construction funds to those districts impacted by the expansion of Fort Drum. Any remaining costs are made up by school district taxes paid by local residents. This is unusual among the states. Since the initial expansion of Fort Drum in the mid-1980s, school districts have been able to absorb periodic spikes in the student enrollment. By working closely with officials from Fort Drum and the Defense Department, school officials have been able to effectively anticipate and manage

the two-year planning and construction cycle required to bring new facilities online to meet increases in student enrollment.

- The school districts track the number of enrolled DoD dependent children for New York State's Basic Educational Data System.

- Children attend school in the district in which they live, so there is a direct connection between housing availability and school enrollment.

- In recent years, Army Headquarters has expressed concern about the amount of available housing on and near Fort Drum.

- Because the increase demand on services caused by deployments and mission growth, school district leaders expressed concern about the possible shortage of mental health professionals in the community to serve military-dependent children.

A more detailed meeting summary follows.

MEETING SUMMARY

Background and Purpose

Growth of the number of military personnel and Department of Defense (DoD) civilian employees at many Army bases around the nation will present a variety of growth-related challenges for local communities. The impact on local schools is among the challenge. Working with federal and state partners, communities, installations and local educational agencies must develop and implement plans for the infrastructure and operating resources that will be required due to the arrival of hundreds or thousands of new military connected school-aged children over the next several years.

Through the Economic Adjustment Committee, Executive Order 12788, as amended, the U.S. Department of Army (Army) and the U.S. Department of Education (ED), in partnership with the Office of Economic Adjustment (OEA), organized a technical visit to the Fort Drum community on September 6, 2007. The purpose of the technical visit was to provide program stakeholders with on-the-ground knowledge of issues surrounding military mission growth, improve communications among all partners, identify any gaps or lags in school capacities, and to establish the foundation for a subsequent Senior Leadership visit.

The technical visit brought together representatives from Army Headquarters, Fort Drum, the Jefferson-Lewis-Hamilton-Herkimer-Oneida Board of Cooperative Educational Services (BOCES), the Carthage, Indian River Central, and Watertown City School Districts, the Fort Drum Regional Liaison Organization (FDRLO), and OEA. A list of meeting participants is included at Attachment 1. The group met in the BOCES Administration Building in Watertown, New York.

Meeting Summary

The meeting agenda is provided as Attachment 2. The following summary describes some of the key issues raised during the meeting.

Purpose of the Site Visits

Mr. Gary Willis of OEA spoke with reference to the presentation at Attachment 3. He discussed the purpose of the project, the Army base communities to be visited initially, partners, technical and Senior Leadership visits, and the fact the findings will be presented for consideration by the Economic Adjustment Committee. Ms. Joan Sigler of OEA noted that Fort Drum and the surrounding community has handled growth well in the past, and that its selection as part of this project provides a benchmark and reference point for the consideration of other installations and communities. She stated that the visit was not a part of the environmental impact statement process for "Grow the Army."

Fort Drum Growth Plans to 2010 and Beyond

Colonel David Clark, Mr. Jim Corriveau, and Ms. Betty Jones from Fort Drum discussed numerous issues related to growth. COL Clark discussed growth in housing and retail stores in the broader Watertown community. He also stated that while Fort Drum is growing from about 11,000 to 17,000 soldiers, no more than 12,000 have ever been physically at the post at one time. He stated that housing for Fort Drum soldiers is changing, going from meeting about 70 percent housing needs on post to about 40 percent; more soldiers will live in the community and send their children to the local schools. He also noted that older new recruits frequently have older children, which is a relatively new demographic, and which may require the Army to review the quantitative factors currently being used to estimate the number of school-aged children and their distribution among age groups. He stated that he recognized the value in having solid growth estimates for installation and community planning purposes. COL Clark also stated that of the 1,200 new homes on post, about half will send children to the Carthage and half to the Indian River district schools.

Mr. Corriveau discussed on-base housing issues. He explained how expiration in 2007 and 2008 of Army leases for 2,000 units of Section 801 housing will allow those units to be rented at market rates, which are much higher than the rates currently paid by the Army tenants, and, therefore, will mean that many of the current Army tenants will seek housing opportunities elsewhere in the community. He stated that the local school impacts will be felt in the districts to which these soldiers move. Mr. Corriveau stated that some families of Fort Drum military members "go home" during a deployment, which has an obvious school impact, i.e., fewer school-aged dependents are present today than would be expected if deployment cycles change.

Fort Drum Regional Liaison Organization Perspective

Mr. Carl McLaughlin of FDRLO stated that there are no schools on Fort Drum, so all children attend school in the community. He said that the percentages of military-dependent children are high in Indian River (about 55 percent); Carthage (about 46 percent); and Watertown City (about 30 percent). He stated that transient students are a factor and that class sizes tend to be relatively low.

He said there are no school capacity issues at the present time. He discussed recent school construction in the local school districts, such as the two new buildings in the past 12 months in Carthage and plans to expand three elementary schools.

He stated that the local community is very supportive of Fort Drum's growth and has taken steps, such as school construction and expansion, in anticipation of growth, even without "hard numbers" from the Army.

Local Educational Agency Perspectives

Mr. Carl Militello (Carthage) stated that Carthage has a commitment to growth and several projects ongoing, including 3 elementary school expansions, a middle school expansion, and artificial turf for athletic fields. He stated that his district could easily absorb up to 100 extra students at each level – elementary, middle, and high school, and that a new housing development of 1,000 units within the Carthage boundaries is under review by local authorities. Mr. Militello said that total enrollment in Carthage schools has dropped recently, due in part to the relocation of military families out of the Section 801 housing when the Army leases expired. Mr. Militello also noted that deployment cycles and the transient nature of military dependent students creates a variety of special needs, such as in counseling and mental health, that the District and the local community sometimes have a difficult time meeting.

Mr. James Kettrick (Indian River) stated that Indian River has a sufficient number of highly qualified teachers, low class size, and good facilities, and is prepared to accommodate more growth. Even though enrollment numbers are down this year compared to last year, he anticipates enrollment increasing from about 3,588 students currently to more than 4,300 for the 2009-2010 school year.

Mr. Terry Fralick (Watertown) stated that Watertown has $17 million in capital improvements underway, with additional classrooms planned at 3 elementary schools with substantial military dependent children. He said that Watertown recently took back a school that had been leased out. He also noted the generally good conditions of his district's facilities and low class sizes.

Mr. Fralick and Mr. Boak (of BOCES) stated that the lack of mental health professionals in the broader community is an issue, and Mr. McLaughlin noted a shortfall of child day care facilities and regional public transportation.

Mr. Boak also stated that 95 percent of the school impacts from growth at Fort Drum will be felt in the Indian River Central, Carthage, and Watertown City school districts.

Ms. Michele Carlton, the Fort Drum School Liaison, discussed the availability of data on military dependent students. The State of New York mandates the collection of this data through its Basic Educational Data System (BEDS), so all districts have it. She said that BEDS data are typically collected annually in the October-November timeframe, and available in January.

Mr. Kettrick and the other LEA leaders stated that the State of New York provides 95 to 100 percent of the cost of school capital projects. The LEAs must convince the New York State Education Department that construction or renovation is essential. However, the State, not the local area, provides almost all funding for school capital improvements and expansion.

Questions, Issues, Gaps, and Plans for Senior Leadership Visit
All of the LEA leaders state that they would welcome a Senior Leadership visit to one of their schools. COL Clark and the group discussed the importance of notifying congressional and gubernatorial staff of the upcoming Senior Leadership visit. COL Clark offered to engage the protocol office and other Fort Drum resources for the Senior Leadership visits.

Mr. Boak noted that it would be useful to have more certain growth estimates to take to the local constituents. The State typically provides funding only after students actually arrive. COL Clark commented on the community's positive response to growth at Fort Drum during the 1980s and 1990s. COL Clark also mentioned prior interest in housing availability at Fort Drum from the Assistant Secretary of the Army for Installations and Environment.

Tour of Schools and Housing

After the meeting, Mr. McLaughlin took the out of town participants on a driving tour of Fort Drum, Section 801 housing, and some of the schools in the local communities. At the end of the driving tour, Indian River Central School Business Manager, Mr. James Koch, met the group at Calcium Elementary to discuss growth in the Indian River District in general, and Calcium in particular.

Attachment 1: Meeting Participants

Name	Office/Title	E-Mail	Phone
Mr. James Kettrick	Indian River Central Superintendent	jkettrick@mail.incen.org	(315) 642-3441
Mr. Carl Millitello	Carthage Central School Superintendent	cmillitello@carthage.csd	(315) 493-5120
Mr. Terry Fralick	Watertown City School Superintendent	tfralick@watertownesd.org	(315) 785-3705
Mr. Jack Boak	BOCES District Superintendent	jboak@mail.boces.com	(315) 779-7000
Mr. Carl McLaughlin	FDRLO	cmclaughlin@fdrlo.org	(315) 836-1523
COL David Clark	Garrison Commander	david.j.clark@us.army.mil	(315) 772-5501
Mr. James Corriveau	Fort Drum Public Works Director	james.corriveau@us.army.mil	(315) 772-4948
Ms. Michele Carlton	Fort Drum School Liaison	michele.carlton@us.army.mil	(315) 772-3214
Ms. Betty Jones	Fort Drum PAI	betty.j.jones1@us.army.mil	(315) 772-7483
Mr. Bill Johnsen	Army/ACSIM	william.johnsen@hqda.army.mil	(703) 604-2451
Mr. Gary Willis	OEA	gary.willis@wso.whs.mil	(703) 604-5164
COL David Jones	OEA	david.jones@wso.whs.mil	(703) 604-5159
Ms. Joan Sigler	OEA	joan.sigler@us.army.mil	(703) 604-5177
Mr. Michael Berger	Booz Allen Hamilton	berger_michael@bah.com	(703) 902-6801
Mr. Roberto Ramos	Booz Allen Hamilton	ramos_roberto@bah.com	(410) 297-4838

Attachment 2: OEA Site Visit to Fort Drum Community Agenda

Time	Item	Leader
9:00 a.m. to 9:15 a.m.	Introductions	All
9:15 a.m. to 9:30 a.m.	Purpose of the Site Visits	Gary Willis, OEA
9:30 a.m. to 10:00 a.m.	Fort Drum Growth Plans to 2010 and Beyond	Fort Drum Representative
10:00 a.m. to 10:30 a.m.	Fort Drum Regional Liaison Organization Perspective	Carl McLaughlin, Executive Director
10:30 a.m. to 10:40 a.m.	Break	All
10:40 a.m. to 12:00 noon	Local Education Agency Perspectives	LEA Representatives
12:00 noon to 12:10 p.m.	Break	All
12:10 p.m. to 1:00 p.m.	Discussion of questions, issues, gaps, data, and plans for Senior Leadership Visit	All
1:00 p.m. to 1:15 p.m.	Wrap-up	All
1:15 p.m. to 5:30 PM	Site Visit to Local Schools	All

Attachment 3: Drum Presentation

FT Drum Education Site Visits

For Growth Impacted Locations

September 6, 2007

Education Site Visits

- **Purpose**
  - ✓ *Provide program stakeholders with on-the-ground knowledge of issues surrounding mission growth, improve communications among all partners and identify any gaps/lags in capacities*
- **Locations (*Initial visits to 4 installations*)**
  - ✓ *FT Drum – historical and current growth absorption*
  - ✓ *FT Bliss*
  - ✓ *FT Riley*
  - ✓ *FT Benning*
- **Partners**
  - ✓ *WHIGA, Army, Education, OEA*
  - ✓ *LEAs, installations and State and local governments*
  - ✓ *Others*

Description of Effort

- **2 Phases**
  - ✓ *Technical Pre-Visits*
    - Program staff participation - potential 2-3 day trip depending on location
    - Introduction of stakeholders, fact finding for background for leadership visit
  - ✓ *"Senior Leadership" Visits*
    - Assistant Secretary-level 1-day
    - Administration focus to assess local and state educational capacities to absorb projected/actual Army growth and identify any needs for assistance
- **Findings presented for consideration by the Economic Adjustment Committee**

Initial Sketch of School Expansion Needs

Arising from Military Personnel Increases

July 12, 2007

Fort Drum Excerpt

Description of Effort

- **Focus**
  - *10 installations with the currently projected largest Military personnel increases*
- **Profiles attempt to answer**
  - *Available capacity and recent expansions including funding sources*
  - *Anticipated expansions with funding requirements and potential sources, including shortfalls (both gaps and lags)*
  - *Overall LEA concerns*
- **OEA**
  - *Contacted 56 separate local educational agencies (LEAs)*
  - *Tabulated information for 42 LEAs where, due to the increases in school-age dependents of Military, civilian and contractor personnel working for the installation, impacts are likely to be the greatest*
- **LEAs validated their information for profiles**

Profile List

Installation & Affected LEAs

Installation	# of LEAs
Ft. Benning (1)	8
Ft. Bliss	3
Ft. Bragg-Pope AFB	3
Ft. Carson	7
Ft. Drum	3
Ft. Knox	3
Ft. Lee	4
Ft. Lewis-McChord AFB (2)	6
Ft. Riley	2
Ft. Sill	3
TOTAL	**42**

1. **Due to uncertainty over the numbers, we continue to track this**
   - **Community assumptions are not aligned with Army projections**
2. **Additional information required**

Ft. Drum, NY

3 LEAs

- **Available Capacity and Recent Expansions**
  - ✓ *LEAs - available capacity for more than 500 elementary students*
    - Previously closed ES re-opened
    - Construction of new wing for MS ($18.3M bond)
- **Anticipated Expansions**
  - ✓ *LEAs - 8 – 10 elementary classrooms*
    - 8 intermediate classrooms
    - 4 HS classrooms
    - Possibility of other MS - HS improvements
    - Recent bond passage (approximately $25M)
    - Possible additional bond activity of $20M
  - ✓ *State can pay up to 100% of approved capital improvement bond*
- **Local Concerns**
  - ✓ *Deployment affects on student projections*
  - ✓ *Operating budgets and lags in IA payments*
  - ✓ *Use of DOD Supplemental Impact Aid and DOD Large Scale Rebasing Assistance*

Next Steps

- Continual Army update/refinements to growth schedules (including student projections) and need for coordination
- Link Service components with Education, MC&FP, and local initiative
- EAC site visit
- Continue community planning efforts supporting "heightened" focus on school assessments where necessary
- Offer school business planning and fiscal impact analysis at the LEA level

Federal and State Officials

U.S. Senators:	Hon. Hillary Rodham Clinton Hon. Charles E. Schumer
U.S. Representative:	Hon. John M. McHugh, 23rd District
Governor:	Hon. Eliot Spitzer
Lieutenant Governor:	Hon. David Patterson
State Senator:	Hon. James W. Wright, 48th Senate District
State Assembly:	Hon. Darrel J. Aubertine, 118th District Hon. Deirdre Scozzafava, 122nd District

Bureau of Economic Analysis Regional Facts 1995 – 2005
Jefferson , New York [36045]

Jefferson is one of 62 counties in New York. It is part of the Watertown-Fort Drum, NY Micropolitan SA. Its 2005 population of 115,536 ranked 25th in the state.

PER CAPITA PERSONAL INCOME

In 2005 Jefferson had a per capita personal income (PCPI) of $30,137. This PCPI ranked 22nd in the state and was 75 percent of the state average, $39,967, and 87 percent of the national average, $34,471. The 2005 PCPI reflected an increase of 10.5 percent from 2004. The 2004-2005 state change was 3.9 percent and the national change was 4.2 percent. In 1995 the PCPI of Jefferson was $17,986 and ranked 42nd in the state. The 1995-2005 average annual growth rate of PCPI was 5.3 percent. The average annual growth rate for the state was 4.0 percent and for the nation was 4.1 percent.

TOTAL PERSONAL INCOME

In 2005 Jefferson had a total personal income (TPI) of $3,481,961*. This TPI ranked 24th in the state and accounted for 0.5 percent of the state total. In 1995 the TPI of Jefferson was $2,074,895* and ranked 27th in the state. The 2005 TPI reflected an increase of 11.6 percent from 2004. The 2004-2005 state change was 4.0 percent and the national change was 5.2 percent. The 1995-2005 average annual growth rate of TPI was 5.3 percent. The average annual growth rate for the state was 4.4 percent and for the nation was 5.2 percent.

COMPONENTS OF TOTAL PERSONAL INCOME

Total personal income includes net earnings by place of residence; dividends, interest, and rent; and personal current transfer receipts received by the residents of Jefferson. In 2005 net earnings accounted for 71.8 percent of TPI (compared with 67.5 in 1995); dividends, interest, and rent were 11.5 percent (compared with 14.7 in 1995); and personal current transfer receipts were 16.7 percent (compared with 17.8 in 1995). From 2004 to 2005 net earnings increased 14.6 percent; dividends, interest, and rent increased 6.4 percent; and personal current transfer receipts increased 3.6 percent. From 1995 to 2005 net earnings increased on average 6.0 percent each year; dividends, interest, and rent increased on average 2.8 percent; and personal current transfer receipts increased on average 4.6 percent.

EARNINGS BY PLACE OF WORK

Earnings of persons employed in Jefferson increased from $2,532,718* in 2004 to $2,900,493* in 2005, an increase of 14.5 percent. The 2004-2005 state change was 5.3 percent and the national change was 5.6 percent. The average annual growth rate from the 1995 estimate of $1,659,314* to the 2005 estimate was 5.7 percent. The average annual growth rate for the state was 4.9 percent and for the nation was 5.5 percent.

**Note: All income estimates with the exception of PCPI are in thousands of dollars, not adjusted for inflation.*

US Census Bureau State and County QuickFacts

People QuickFacts	Jefferson County	New York
Population, 2006 estimate	114,264	19,306,183
Population, percent change, April 1, 2000 to July 1, 2006	2.3%	1.7%
Population, 2000	111,738	18,976,457
Persons under 5 years old, percent, 2005	7.0%	6.5%
Persons under 18 years old, percent, 2005	24.8%	23.6%
Persons 65 years old and over, percent, 2005	11.6%	13.1%
Female persons, percent, 2005	48.3%	51.6%
White persons, percent, 2005 (a)	91.1%	73.8%
Black persons, percent, 2005 (a)	5.6%	17.4%
American Indian and Alaska Native persons, percent, 2005 (a)	0.5%	0.5%
Asian persons, percent, 2005 (a)	1.1%	6.7%
Native Hawaiian and Other Pacific Islander, percent, 2005 (a)	0.2%	0.1%
Persons reporting two or more races, percent, 2005	1.4%	1.5%
Persons of Hispanic or Latino origin, percent, 2005 (b)	4.2%	16.1%
White persons not Hispanic, percent, 2005	87.6%	60.9%
Living in same house in 1995 and 2000, pct 5 yrs old & over	51.6%	61.8%
Foreign born persons, percent, 2000	3.7%	20.4%
Language other than English spoken at home, pct age 5+, 2000	7.2%	28.0%
High school graduates, percent of persons age 25+, 2000	82.9%	79.1%
Bachelor's degree or higher, pct of persons age 25+, 2000	16.0%	27.4%
Persons with a disability, age 5+, 2000	17,257	3,606,147
Mean travel time to work (minutes), workers age 16+, 2000	18.4	31.7
Housing units, 2005	54,627	7,853,020
Homeownership rate, 2000	59.7%	53.0%
Housing units in multi-unit structures, percent, 2000	25.6%	50.6%
Median value of owner-occupied housing units, 2000	$68,200	$148,700
Households, 2000	40,068	7,056,860
Persons per household, 2000	2.58	2.61
Median household income, 2004	$35,546	$45,343
Per capita money income, 1999	$16,202	$23,389
Persons below poverty, percent, 2004	13.9%	14.5%
Business QuickFacts	**Jefferson County**	**New York**
Private nonfarm establishments, 2005	2,413	514,265
Private nonfarm employment, 2005	27,383	7,417,463
Private nonfarm employment, percent change 2000-2005	3.8%	0.9%
Nonemployer establishments, 2004	5,040	1,410,301
Total number of firms, 2002	6,834	1,707,168
Black-owned firms, percent, 2002	F	7.6%
American Indian and Alaska Native owned firms, percent, 2002	F	0.7%
Asian-owned firms, percent, 2002	S	8.5%
Native Hawaiian and Other Pacific Islander owned firms, percent, 2002	F	0.2%
Hispanic-owned firms, percent, 2002	F	9.6%
Women-owned firms, percent, 2002	25.5%	29.6%
Manufacturers shipments, 2002 ($1000)	595,221	147,317,463
Wholesale trade sales, 2002 ($1000)	328,683	343,663,041
Retail sales, 2002 ($1000)	1,151,710	178,067,530
Retail sales per capita, 2002	$10,108	$9,298
Accommodation and foodservices sales, 2002 ($1000)	126,958	27,835,952
Building permits, 2006	455	54,382
Federal spending, 2004 ($1000)	1,404,835	143,902,576
Geography QuickFacts	**Jefferson County**	**New York**
Land area, 2000 (square miles)	1,272.20	47,213.79
Persons per square mile, 2000	87.8	401.9
FIPS Code	45	36
Metropolitan or Micropolitan Statistical Area-	**Watertown-Fort Drum, NY Micro Area**	

(a) Includes persons reporting only one race.
(b) Hispanics may be of any race, so also are included in applicable race categories.
FN: Footnote on this item for this area in place of data
NA: Not available
D: Suppressed to avoid disclosure of confidential information
X: Not applicable
S: Suppressed; does not meet publication standards
Z: Value greater than zero but less than half unit of measure shown
F: Fewer than 100 firms

Source: US Census Bureau State & County QuickFacts

FORT DRUM HISTORY

Fort Drum has been used as a military training site since 1908, however the Army's presence in the North Country may be traced back to the early 1800's.

In 1809 a company of infantry soldiers was stationed at Sacket's Harbor to enforce the Embargo Act and control smuggling between northern New York and Canada. Following the outbreak of the War of 1812, Sackets Harbor became the center of United States Naval and military activity for the Upper St. Lawrence River Valley and Lake Ontario.

During the 1830's and 40's, the Patriots War in Canada prompted a new round of military preparations and Madison Barracks became the home of artillery units.In 1908, Brigadier General Frederick Dent Grant, son of General Ulysses S. Grant, was sent here with 2,000 regulars and 8,000 militia. He found Pine Plains to be an ideal place to train troops. The following year money was allocated to purchase the land and summer training continued here through the years. The camp's first introduction to the national spotlight came in 1935 when the largest peacetime maneuvers were held on Pine Plains and surrounding farm lands.

Thirty-six thousand, five hundred soldiers came from throughout the Northeast to take part in the exercise. Some soldiers traveled by trains which arrived in town every 15 minutes, coming from as far away as Buffalo and New York City.

For 36 hours, young men from offices, factories, and farms marched, attacked and defended in tactical exercises on the 100-miles the Army had leased for its war games. The maneuvers were judged to be most successful and the War Department purchased another 9,000 acres of land.

World War Two Expansion.

With the outbreak of World War Two, the area now known as Pine Camp was selected for a major expansion and an additional 75,000 acres of land was purchased. With that purchase, 525 local families were displaced. Five entire villages were eliminated, while others were reduced from one-third to one-half their size.

By Labor Day 1941, 100 tracts of land were taken over. Three thousand buildings, including 24 schools, 6 churches and a post office were abandoned. Contractors then went to work, and in a period of 10 months at a cost of $20 million, an entire city was built to house the divisions scheduled to train here.

Eight hundred buildings were constructed; 240 barracks, 84 mess halls, 86 storehouses, 58 warehouses, 27 officers' quarters, 22 headquarters buildings, and 99 recreational buildings as well as guardhouses and a hospital. Construction workers paid the price, as the winter of 1941-42 was one of the coldest in North Country history.

The three divisions to train at Pine Camp were General George S. Patton's 4th Armored Division (Gen. Creighton Abrams was a battalion commander here at the time), the 45th Infantry Division and the 5th Armored Division.

The post also served as a prisoner of war camp. Of those prisoners who died here, one Italian and six Germans are still buried in the Sheepfold Cemetery near Remington Pond.

Permanent Training Site

Pine Camp became Camp Drum in 1951, named after Lt. Gen. Hugh A. Drum who commanded the First Army during World War II. During and after the Korean Conflict a number of units were stationed and trained here to take advantage of the terrain and climate.

The post was designated Fort Drum in 1974 and a permanent garrison was assigned. In April 1980, B Company, 76th Engineer Battalion (Combat Heavy) was reassigned here from Fort Meade, Md. It was followed by the rest of the battalion, less Company D, three years later.

In January 1984, the Department of the Army announced it was studying selected Army posts to house a new light infantry division. On September 11, 1984, the announcement was made that Fort Drum would be the new home of the 10th Light Infantry Division.

The first division troops arrived at Fort Drum on December 3, 1984 and the unit was officially activated on February 13, 1985. The name was changed to the 10th Mountain Division (Light Infantry) at that time.

The division reached full strength in 1989. Between 1986 and 1992, 130 new buildings, 35 miles of roads, and 4,272 sets of family housing units were built at a cost of $1.3 billion.

The mission of the 10th Mountain Division (LI) is to be manned and trained to deploy rapidly by air, sea, and land anywhere in the world, prepared to fight upon arrival and win.

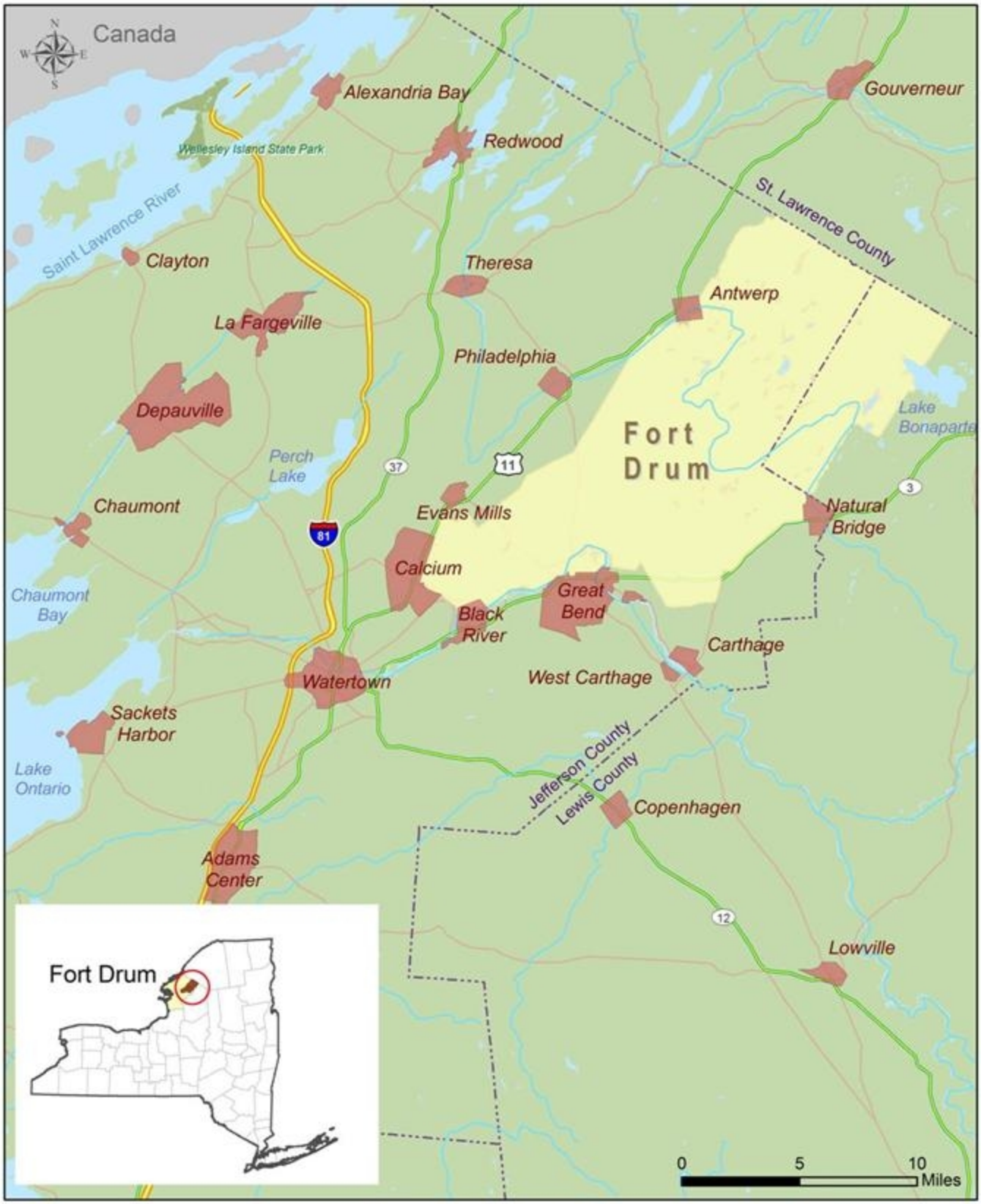
On June 4, 1985, the identity of a Roundout Brigade was announced. The brigade was composed of New York Army National Guard battalions from central and northern New York under the 27th Infantry Brigade.

On June 28, 1985, the 76th Engineer Battalion was inactivated.

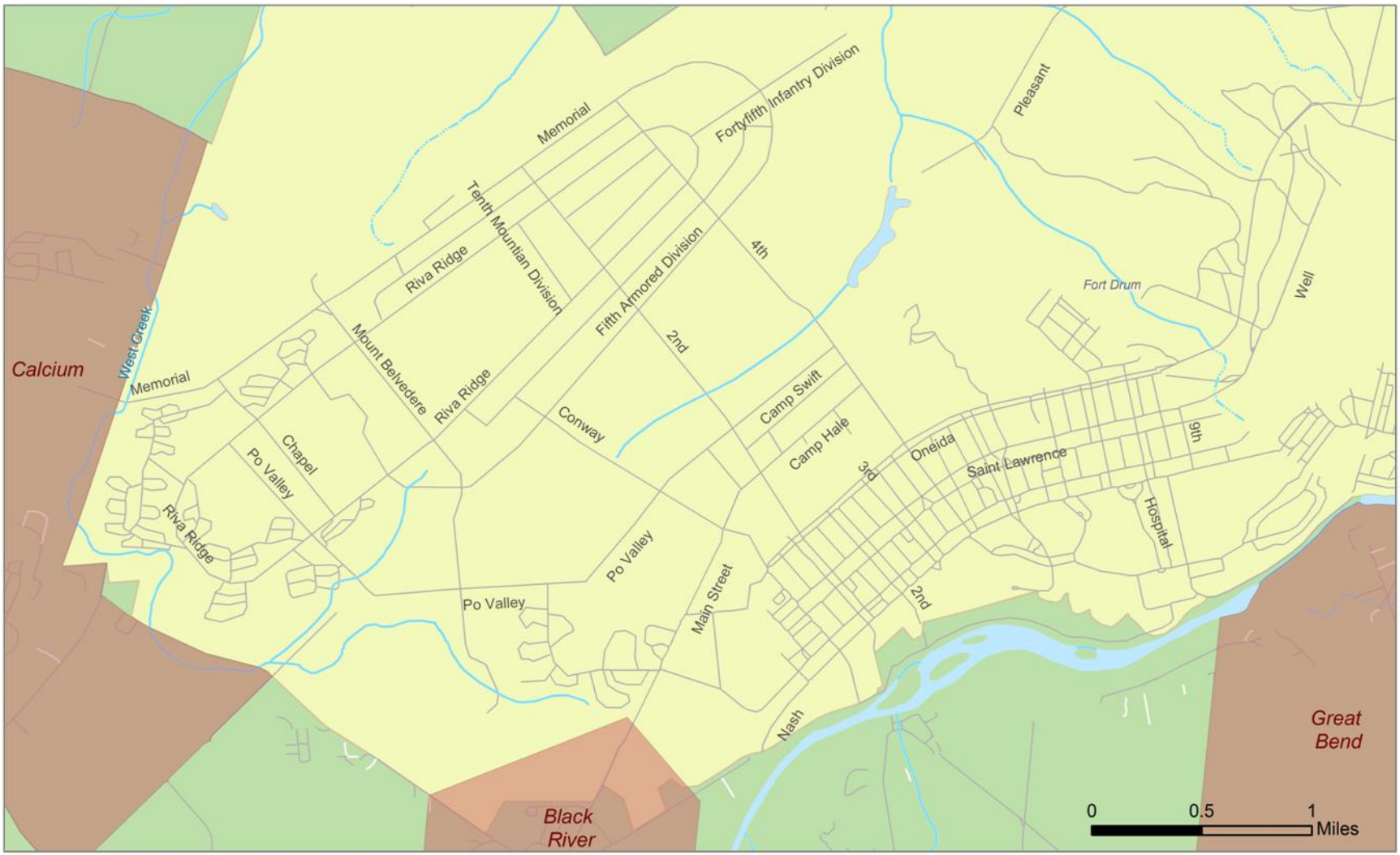
Today

Today, Fort Drum consists of 107,265 acres. Its mission includes command of active component units assigned to the installation, provide administrative and logistical support to tenant units, support to tenant units, support to active and reserve units from all services in training at Fort Drum, and planning and support for the mobilization and training of almost 80,000 troops annually.

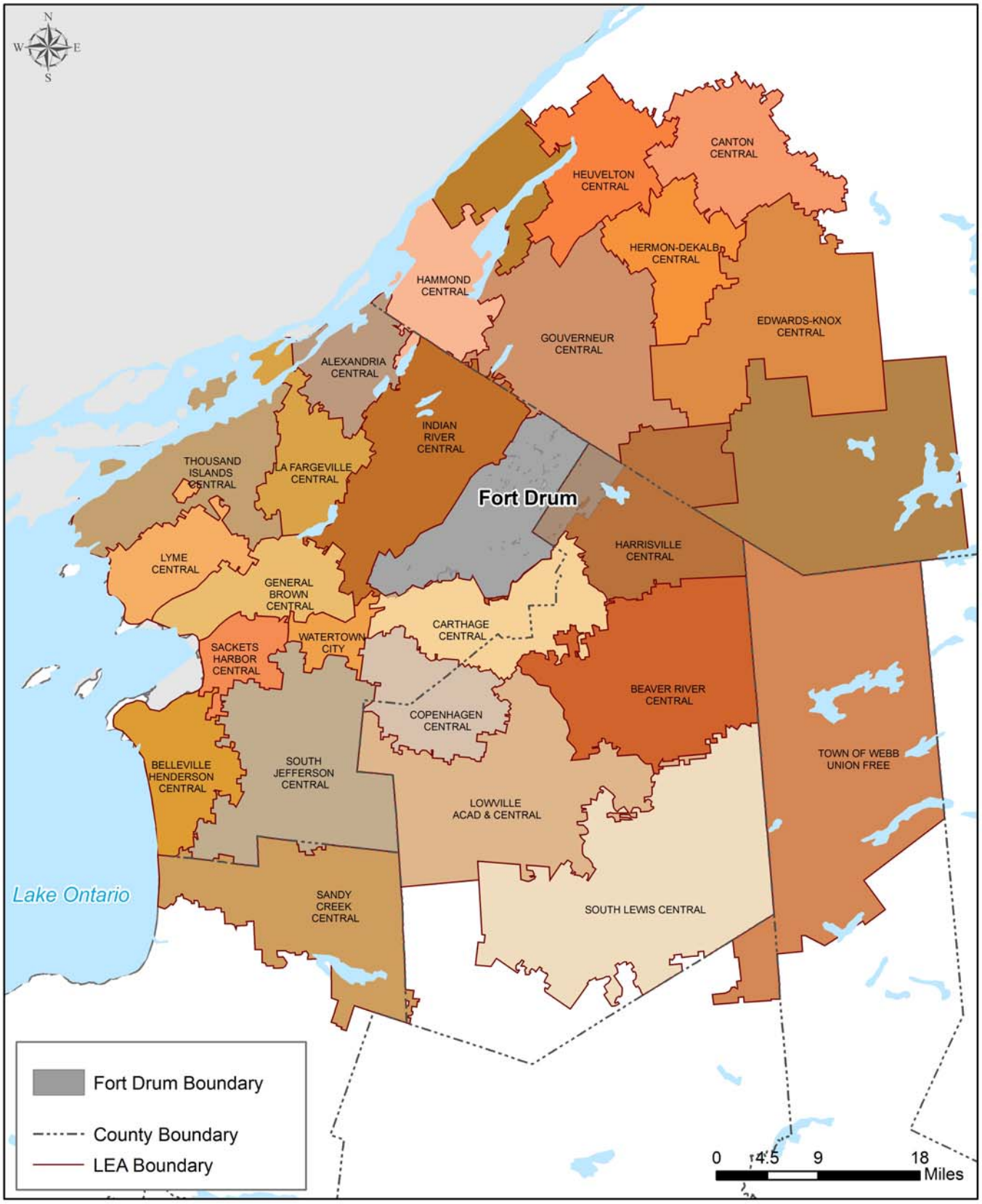
Fort Drum Local Area



Fort Drum, New York



Local Education Agencies Within 25 Miles Of Fort Drum



DATA ON SCHOOL ENROLLMENT AND IMPACT AID FROM LOCAL EDUCATIONAL AGENCIES AND THE ARMY

The spreadsheet that follows contains information on school enrollment and federal and state impact aid for Fort Drum and the three surrounding local educational agencies (LEAs). The Fort Drum community expects these LEAs, Carthage Central, Indian River Central, and Watertown City School Districts, to absorb 95% of Fort Drum's growth. This overview provides a brief explanation of the data and its sources as well as known data strengths and limitations.

Data Collected Through LEA Surveys

The three LEAs (Carthage Central, Indian River Central, and Watertown City School Districts) responded to a request for information that was sent for this project. The request asked the LEAs to provide actual enrollment and impact aid received from 2000 to 2006, and projected enrollment and impact aid for 2007 to 2013. The request asked the LEAs to provide detailed information on their total enrollment and the enrollment of associated school age dependents for Military, DoD civilian employees, and on-base contractors.

Overall, the LEAs collected and reported the requested data. For 2000 through 2004, some of the LEAs did not collect data on the number of students associated with DoD civilians and contractors. So the increase observed in the data for 2005 for DoD civilians and contractors represents the start of a more complete accounting of installation-related students by the LEAs, not necessarily a dramatic increase in their numbers.

Data Collected from Fort Drum (Installation)

Fort Drum also responded to a request for data for this project. The installation provided actual K-12 enrollments for 2004, 2005, and 2006. Fort Drum maintains this data at the K-12 aggregate level only, and was not able to disaggregate the data (K-5, 6-8, 9-12 grades).

Data Collected from Army Headquarters

The Office of the Assistant Chief of Staff for Installation Management (OACSIM) provided data on estimated school enrollment associated with Fort Drum. These data come from the July 2007 version of the Army Stationing and Installation Plan (ASIP). According to Army Regulation 5-18, the ASIP is "the official Department of the Army database that reflects the authorized planning populations for Army installations. As such, ASIP Installation Reports are intended for use by Army planners and programmers as the basis for identifying installation support requirements."

The ASIP derives the estimated number of military, civilian, and contractor school age dependents by applying quantitative factors to the number of assigned personnel in these three categories. ASIP data represents *estimates* derived through application of the quantitative factors, not actual counts.

Data Strengths and Limitations

The data provided by the LEAs must be viewed with two key considerations in mind. First, the summary in the spreadsheet represents a combination of these three LEAs only. The installation, community and LEAs believe that the three LEAs will absorb about 95% of the school growth from Fort Drum's expansion. Other LEAs, however, have Fort Drum dependents in their schools, and may also absorb growth from Fort Drum. Students generally attend school based on where they live, so the housing choices that new soldiers, civilians, and contractors will make in the coming years will largely determine which school districts will be affected by growth. Second, as noted above, it is important to note that a more complete accounting for the children of DoD civilians and contractors began in 2005, which helps explain the increase in those numbers beginning in that year.

School enrollment actuals from the LEAs cannot be compared with the actuals provided by Fort Drum on an "apples-to-apples" basis. Fort Drum's numbers include all school aged children (K-12), but some of these children will attend school outside of the three surveyed LEAs, for example, in different public school districts, private schools, or in home schools. For this reason, one may expect Fort Drum's actual count to be higher than the sum of the three surveyed LEAs, which, indeed, it is for the three years Fort Drum reported actual data (2004, 2005, and 2006).

School enrollment *estimates* from the ASIP tend to be higher than the *actuals* reported by Fort Drum or the LEAs. Again, it is not possible to compare the ASIP numbers with the LEA or Fort Drum numbers on an "apples-to-apples" basis. For example, if the ASIP bases its calculations of school-aged dependents upon the number of assigned military, civilian, and contractor personnel (complete end state) versus current boots on the ground, then the projections may be inconsistent with current conditions. During the technical visit, Fort Drum leaders noted that no more than 12,000 of the 17,000 assigned military personnel have ever been at the installation at the same time, due to deployments and other factors. The number of assigned personnel exceeds the number of personnel actually at the installation. For this reason, one would expect the ASIP *estimates* to be consistently higher than the *actuals* from the LEAs and from Fort Drum, and indeed they are.

Despite the differences in the estimates, however, during the technical visit the three LEAs indicated that although they would benefit from greater certainty in Army projections, the information that they obtain from Fort Drum and the Army provides them with a sufficient basis for planning school expansions and construction.

SCHOOL ENROLLMENT AND IMPACT AID FROM LOCAL EDUCATIONAL AGENCIES, FORT DRUM, AND ARMY HQ

Data Collected Through Surveys of 3 LEAs

(see Notes 1 & 2)

		Actual							*Projected*						
		2000	**2001**	**2002**	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**
Total Enrollment	All Years (K-12)	11,034	10,636	10,663	10,581	10,831	11,142	11,259	11,248	11,772	12,259	12,864	13,395	13,740	14,162
	DoD-related Enrollment														
	Military	3,546	3,521	3,513	3,716	4,432	4,438	4,628	4,775	4,994	5,220	5,497	5,611	5,757	6,004
	DoD-Civilian	107	98	91	316	313	738	683	759	725	792	829	877	909	947
	DoD Contractor**	40	60	67	64	72	82	82	90	90	95	85	75	65	65
	Total DoD Enrollment	3,693	3,679	3,671	4,096	4,817	5,258	5,393	5,623	5,809	6,107	6,412	6,563	6,731	7,016
	Other Federal Enrollment														
	Total Federal Enrollment	3,693	3,679	3,671	4,096	4,817	5,258	5,393	5,623	5,809	6,107	6,412	6,563	6,731	7,016
	Fed as a fraction of total	33%	35%	34%	39%	44%	47%	48%	50%	49%	50%	50%	49%	49%	50%
Impact Aid															
	Federal Impact Aid Received ($M)														
	Dept. of Education	$ 7.50	$ 13.87	$ 11.34	$ 11.04	$ 11.24	$ 7.71	$ 9.11	$ 8.86	$ 9.13	$ 9.61	$ 10.06	$ 10.56	$ 11.01	$ 11.31
	DOD Supplemental Impact Aid	$ 0.39	$ 0.32	$ 0.34	$ 0.38	$ 0.40	$ 0.34	$ 0.46	$ 0.91	$ 0.57	$ 0.60	$ 0.66	$ 0.71	$ 0.72	$ 0.76
	DoD Large Scale Rebasing	$ -	$ -	$ -	$ -	$ -	$ -	$ 0.18	$ -	$ 0.15	$ -	$ -	$ -	$ -	$ -
	Total Federal	$ 7.89	$ 14.19	$ 11.68	$ 11.42	$ 11.64	$ 8.05	$ 9.75	$ 9.77	$ 9.85	$ 10.21	$ 10.72	$ 11.27	$ 11.73	$ 12.07
	State Impact Aid Received ($M)	$ 2.30	$ 2.30	$ 2.30	$ 2.30	$ 2.30	$ 2.62	$ 3.12	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Total Federal & State Impact Aid ($M)	$ 10.20	$ 16.49	$ 13.98	$ 13.73	$ 13.94	$ 10.67	$ 12.87	$ 9.77	$ 9.85	$ 10.21	$ 10.72	$ 11.27	$ 11.73	$ 12.07
	Impact Aid Per DoD Dependent Student	$ 2,761	$ 4,483	$ 3,808	$ 3,351	$ 2,893	$ 2,030	$ 2,387	$ 1,736	$ 1,696	$ 1,672	$ 1,672	$ 1,717	$ 1,743	$ 1,720

Data Collected from Fort Drum

Total Enrollment	All Years (K-12)	n.a.	n.a.	n.a.	n.a.	5,526	6,074	6,261	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

Data Collected from Army HQ

		Estimates							*Projected*						
From the July 07 Army Stationing and Installation Plan (ASIP)		**2000**	**2001**	**2002**	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**
All Years (K-12)	DoD-related Enrollment														
	Military	5,399	5,322	5,457	5,427	6,864	7,936	7,923	8,051	8,304	8,396	8,451	8,620	8,624	8,682
	DoD-Civilian	1,073	1,099	1,100	1,193	1,339	1,466	1,364	1,487	1,467	1,480	1,480	1,479	1,479	1,479
	DoD Contractor**	-	-	-	-	-	479	518	512	512	512	512	512	512	512
	Total DoD Enrollment	6,472	6,421	6,557	6,620	8,203	9,881	9,805	10,050	10,283	10,388	10,443	10,611	10,615	10,673

Notes

1. See accompanying pages for detailed notes on data sources.
2. The three LEAs surveyed are Carthage Central, Indian River Central, and Watertown City School Districts. These LEAs expect to absorb 95% of Fort Drum's growth.
3. n.a. = not available.

Carthage Central School District

Summary (K–12)

Carl H. Militello

		Actual								Projected						
Enrollment -- LEA Estimates		**2000**	**2001**	**2002**	**2003**	**2004**	**2005**	**2006**		**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**
All Years (K-12)	Total Enrollment	3,120	3,034	3,060	2,980	3,006	3,048	3,092		3,050	3,250	3,400	3,550	3,700	3,800	3,900
December	DoD-related Enrollment															
	Military	640	613	615	771	1,183	944	982		1,000	1,100	1,200	1,300	1,350	1,400	1,450
	DoD-Civilian						405	342		400	350	400	425	450	475	500
	DoD Contractor*															
	Total DoDEnrollment	640	613	615	771	1,183	1,349	1,324	#	1,400	1,450	1,600	1,725	1,800	1,875	1,950
	Other Federal Enrollment															
	Total Federal Enrollment	640	613	615	771	1,183	1,349	1,324		1,400	1,450	1,600	1,725	1,800	1,875	1,950
	Fed as a fraction of total	21%	20%	20%	26%	39%	44%	43%		46%	45%	47%	49%	49%	49%	50%
Enrollment -- Army Estimates																
All Years (K-12)	DoD-related Enrollment															
	Military															
	DoD-Civilian															
	DoD Contractor*															
	Total DoD Enrollment	-	-	-	-	-	-	-	#	-	-	-	-	-	-	-
Capacity (Measured in seats available)																
All Years (K-12)	Total LEA Capacity	3,150	3,150	3,150	3,150	3,150	3,175	3,175		3,300	3,600	3,600	4,150	4,150	4,150	4,150
	% in temporary buildings	0%	0%	0%	0%	0%	0%	0%		0%	0%	0%	0%	0%	0%	0%
Load Factor (LEA Enrollment/Capacity)		**99%**	**96%**	**97%**	**95%**	**95%**	**96%**	**97%**		**92%**	**90%**	**94%**	**86%**	**89%**	**92%**	**94%**
Financial Information																
	Total LEA Budget ($M)	$ 31.6	$ 33.7	$ 33.7	$ 34.2	$ 35.4	$ 39.0	$ 41.9		$ 44.9	$ 48.9	$ 55.7	$ 58.4	$ 61.3	$ 64.5	$ 67.7
	Budget per enrolled pupil ($K)															
	LEA	$ 10.1	$ 11.1	$ 11.0	$ 11.5	$ 11.8	$ 12.8	$ 13.6		$ 14.7	$ 15.0	$ 16.4	$ 16.5	$ 16.6	$ 17.0	$ 17.4
	State average	unknown	unknown	unknown	unknown	unknown	unknown	unknown		unknown	unknown	unknown	unknown	unknown	unknown	unknown
	Federal Impact Aid Received ($M)															
	Dept. of Education	$ 0.61	$ 0.76	$ 0.84	$ 0.62	$ 0.60	$ 1.10	$ 1.56		$ 1.70	$ 1.76	$ 1.90	$ 2.10	$ 2.30	$ 2.50	$ 2.50
	DOD Supplemental Impact Aid	$ 0.10	$ 0.08	$ 0.09	$ 0.13	$ 0.07	$ 0.07	$ 0.12		$ 0.63	$ 0.28	$ 0.29	$ 0.31	$ 0.35	$ 0.36	$ 0.38
	DoD Large Scale Rebasing															
	Total Federal	$ 0.71	$ 0.84	$ 0.93	$ 0.75	$ 0.67	$ 1.17	$ 1.68		$ 2.33	$ 2.04	$ 2.19	$ 2.41	$ 2.65	$ 2.86	$ 2.88
	State Impact Aid Received ($M)	$ 0.46	$ 0.46	$ 0.46	$ 0.46	$ 0.46	$ 0.52	$ 0.63		$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Total Federal & State Impact Aid ($M)	$ 1.17	$ 1.30	$ 1.39	$ 1.21	$ 1.13	$ 1.69	$ 2.31		$ 2.33	$ 2.04	$ 2.19	$ 2.41	$ 2.65	$ 2.86	$ 2.88
	Impact Aid as a fraction of LEA Budget	4%	4%	4%	4%	3%	4%	6%		5%	4%	4%	4%	4%	4%	4%
	Tax base per pupil ($K)															
	LEA (assessed value)	$ 316.0	$ 347.7	$ 350.9	$ 369.4	$ 374.3	$ 412.9	$ 493.1		$ 552.2	unknown	unknown	unknown	unknown	unknown	unknown
	LEA (true value)	$ 345.6	$ 362.2	$ 372.0	$ 386.9	$ 388.7	$ 431.3	$ 534.0		$ 640.2	unknown	unknown	unknown	unknown	unknown	unknown
	State average	unknown	unknown	unknown	unknown	unknown	unknown	unknown		unknown	unknown	unknown	unknown	unknown	unknown	unknown

* Mission Support Contractors: Non-government employees who perform one or more of the military missions on the base, and whose work tasks are virtually identical to government civilian employees or military personnel, expressed in full time equivalents.

NOTES:

ENROLLMENT—
-Major non-DoD govt sources of enrollment growth
-Pre-K offerings & issues
Pre-K program began September 2006

CAPACITY—
-Significant new construction planned
A new 5th Grade wing is currently under construction and will be ready for occupancy September 2008. This will increase capacity for an additional 300 students. The construction is part of a $21.2 million capital expansion project approved by the voters May 2006 and August 2007.
-Other Capacity notes
As of September 1st, 2007, District had capacity for approximately 300 additional students. This capacity will allow for the arrival of additional students during the 2007-2008 school year.

Future Expansion-
The Board is currently exploring the possibility of a future expansion project that would address future growth K-12 and accommodate enrollment increases of 550+ after 2009.

FINANCE—
-Bonds issued to address school capacity expansion
Bonds will be issued for the $21.2 million capital expansion project currently under construction.
-Other finance notes
As of June 30th, 2007 the District has outstanding Bonds issued amounting to $32,762,000. The Current budget for Debt Service is $4.7 million.
For the current budget year (shown as 2007 in the chart) the New York State Impact Aid to Fort Drum has been absorbed into a Foundation Aid formula for general state aid to education. It is no longer a separate aid category and can not be accounted for into future years.

Carthage Central School District

Elementary (K–5)

Summary (K–12)

		Actual								Projected						
Enrollment -- LEA Estimates		**2000**	**2001**	**2002**	**2003**	**2004**	**2005**	**2006**		**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**
Elementary (K-5)	Total Enrollment	1,436	1,405	1,448	1,352	1,372	1,366	1,430		1,403	1,494	1,564	1,632	1,702	1,748	1,794
	DoD-related Enrollment															
	Military	294	282	283	355	544	434	452		460	506	552	598	620	644	666
	DoD-Civilian	-	-	-	-	-	186	157		184	161	184	195	206	219	230
	DoD Contractor															
	Total DoD Enrollment	294	282	283	355	544	621	609	#	644	667	736	793	826	863	896
	Other Federal Enrollment	-	-	-	-	-	-	-		-	-	-	-	-	-	-
	Total Federal Enrollment	294	282	283	355	544	621	609		644	667	736	793	826	863	896
	Fed as a fraction of total	21%	20%	20%	26%	40%	45%	43%		46%	45%	47%	49%	49%	49%	50%
Enrollment -- Army Estimates																
Elementary (K-5)	DoD-related Enrollment															
	Military															
	DoD-Civilian															
	DoD Contractor															
	Total DoD Enrollment	-	-	-	-	-	-	-	#	-	-	-	-	-	-	-
Capacity (Measured in seats available)																
Elementary (K-5)	Total LEA Capacity	1,450	1,450	1,450	1,450	1,450	1,450	1,450		1,450	1,650	1,750	1,900	1,900	1,900	1,900
	% in temporary buildings	0%	0%	0%	0%	0%	0%	0%		1750%	0%	0%	0%	0%	0%	0%
Load Factor (LEA Enrollment/Capacity)		**99%**	**97%**	**100%**	**93%**	**95%**	**94%**	**99%**		**97%**	**91%**	**89%**	**86%**	**90%**	**92%**	**94%**

NOTES:

Pre-K Program began September 2006
Fall 2008 the fifth grade wing will be completed at the Middle School adding an additional 250 seats to the elementary buildings.

A future expansion at the elementary school will add 400 seats.

The elementary level becomes grades PK-4 after the fall of 2008.

Carthage Central School District

Middle School (6–8)

Summary (K–12)

		Actual								Projected						
Enrollment -- LEA Estimates		**2000**	**2001**	**2002**	**2003**	**2004**	**2005**	**2006**		**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**
Middle (6-8)	Total Enrollment	732	690	684	688	697	720	698		701	748	782	817	851	874	897
	DoD-related Enrollment															
	Military	148	141	141	177	272	217	226		230	253	276	299	311	322	334
	DoD-Civilian	-	-	-	-	-	93	79		92	81	92	98	104	109	115
	DoD Contractor															
	Total DoD Enrollment	148	141	141	177	272	310	305	#	322	334	368	397	414	431	449
	Other Federal Enrollment	-	-	-	-	-	-	-		-	-	-	-	-	-	-
	Total Federal Enrollment	148	141	141	177	272	310	305		322	334	368	397	414	431	449
	Fed as a fraction of total	20%	20%	21%	26%	39%	43%	44%		46%	45%	47%	49%	49%	49%	50%
Enrollment -- Army Estimates																
Middle (6-8)	DoD-related Enrollment															
	Military-Driven															
	DoD-Civilian															
	DoD Contractor															
	Total DoD Enrollment	-	-	-	-	-	-	-	#	-	-	-	-	-	-	-
Capacity (Measured in seats available)																
Middle (6-8)	Total LEA Capacity	750	750	750	750	750	750	750		850	850	850	1,000	1,000	1,000	1,000
	% in temporary buildings	5%	10%	0%	0%	0%	0%	0%		0%	0%	0%	0%	0%	0%	0%
Load Factor (LEA Enrollment/Capacity)		**98%**	**92%**	**91%**	**92%**	**93%**	**96%**	**93%**		**82%**	**88%**	**92%**	**82%**	**85%**	**87%**	**90%**

NOTES:

A new 5th grade wing is currently under construction on the Middle School campus and will be ready for occupancy September 2008.

The middle school level becomes 5-8 after the fall of 2008.

Carthage Central School District

High School (9–12)

Summary (K–12)

		Actual								Projected						
Enrollment -- LEA Estimates		**2000**	**2001**	**2002**	**2003**	**2004**	**2005**	**2006**		**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**
High (9-12)	Total Enrollment	952	939	928	940	937	962	964		946	1,008	1,054	1,101	1,147	1,178	1,209
	DoD-related Enrollment															
	Military	198	190	191	239	367	293	304		310	341	372	403	419	434	450
	DoD-Civilian	-	-	-	-	-	126	106		124	108	124	132	140	147	155
	DoD Contractor															
	Total DoD Enrollment	198	190	191	239	367	418	410	#	434	449	496	535	558	581	605
	Other Federal Enrollment	-	-	-	-	-	-	-		-	-	-	-	-	-	-
	Total Federal Enrollment	198	190	191	239	367	418	410		434	449	496	535	558	581	605
	Fed as a fraction of total	21%	20%	21%	25%	39%	43%	43%		46%	45%	47%	49%	49%	49%	50%
Enrollment -- Army Estimates																
High (9-12)	DoD-related Enrollment															
	Military															
	DoD-Civilian															
	DoD Contractor															
	Total DoD Enrollment	-	-	-	-	-	-	-	#	-	-	-	-	-	-	-
Capacity (Measured in seats available)																
	Total LEA Capacity	950	950	950	950	950	975	975		1,000	1,100	1,100	1,250	1,250	1,250	1,250
	% in temporary buildings	0%	0%	0%	0%	0%	0%	0%		0%	0%	0%	0%	0%	0%	0%
Load Factor (LEA Enrollment/Capacity)		**100%**	**99%**	**98%**	**99%**	**99%**	**99%**	**99%**		**95%**	**92%**	**96%**	**88%**	**92%**	**94%**	**97%**

NOTES:

A future expansion project at the High School will add 150 seats by the fall 2010

Indian River Central School District

Summary (K–12)

James Kettrick

			Actual							Projected						
Enrollment -- LEA Estimates			**2000**	**2001**	**2002**	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**
All Years (K-12)	Total Enrollment	**SEPTEMBER**	3,559	3,443	3,480	3,381	3,446	3,577	3,580	3,770	4,032	4,309	4,624	4,705	4,800	5,005
	DoD-related Enrollment															
DECEMBER	Military		1,835	1,775	1,783	1,794	1,944	2,031	2,049	2,130	2,200	2,275	2,400	2,410	2,450	2,590
	DoD-Civilian		107	98	91	104	108	105	124	135	145	155	160	175	175	180
	DoD Contractor*		40	60	67	64	72	82	82	90	90	95	85	75	65	65
	Total DoD Enrollment		1,982	1,933	1,941	1,962	2,124	2,218	2,255	2,355	2,435	2,525	2,645	2,660	2,690	2,835
	Other Federal Enrollment		-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Federal Enrollment		1,982	1,933	1,941	1,962	2,124	2,218	2,255	2,355	2,435	2,525	2,645	2,660	2,690	2,835
	Fed as a fraction of total		56%	56%	56%	58%	62%	62%	63%	62%	60%	59%	57%	57%	56%	57%
Enrollment -- Army Estimates																
All Years (K-12)	DoD-related Enrollment															
	Military		-	-	-	-	-	-	-	-	-	-	-	-	-	-
	DoD-Civilian		-	-	-	-	-	-	-	-	-	-	-	-	-	-
	DoD Contractor*		-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total DoD Enrollment		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capacity (Measured in seats available)																
All Years (K-12)	Total LEA Capacity		3,500	3,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	5,500	5,500	5,500	5,500
	% in temporary buildings		10%	10%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Load Factor (LEA Enrollment/Capacity)			**102%**	**98%**	**77%**	**75%**	**77%**	**79%**	**80%**	**84%**	**90%**	**96%**	**84%**	**86%**	**87%**	**91%**
Financial Information																
Total LEA Budget ($M)			$ 46.7	$ 52.1	$ 55.0	$ 51.3	$ 50.1	$ 48.0	$ 49.5	$ 50.9	$ 52.1	$ 55.2	$ 61.5	$ 65.2	$ 69.1	$ 73.3
Budget per enrolled pupil ($K)																
	LEA		$ 13.1	$ 15.1	$ 15.8	$ 15.2	$ 14.5	$ 13.4	$ 13.8	$ 13.5	$ 12.9	$ 12.8	$ 13.3	$ 13.9	$ 14.4	$ 14.6
	State average		$ 11.2	$ 12.4	$ 13.0	$ 12.6	$ 13.7	$ 15.4	unknown	unknowr	unknowr	unknowr	unknowr	unknowr	unknowr	unknown
Federal Impact Aid Received ($M)																
	Dept. of Education		$ 6.75	$ 12.52	$ 10.11	$ 10.01	$ 10.26	$ 6.16	$ 6.88	$ 6.75	$ 6.96	$ 7.30	$ 7.55	$ 7.85	$ 8.10	$ 8.40
	DOD Supplemental Impact Aid		$ 0.29	$ 0.24	$ 0.25	$ 0.25	$ 0.33	$ 0.27	$ 0.34	$ 0.28	$ 0.29	$ 0.31	$ 0.35	$ 0.36	$ 0.36	$ 0.38
	DoD Large Scale Rebasing		$ -	$ -	$ -	$ -	$ -	$ -	$ 0.18	$ -	$ 0.15	$ -	$ -	$ -	$ -	$ -
	Total Federal		$ 7.04	$ 12.76	$ 10.36	$ 10.26	$ 10.59	$ 6.43	$ 7.40	$ 7.03	$ 7.40	$ 7.61	$ 7.90	$ 8.21	$ 8.46	$ 8.78
State Impact Aid Received ($M)			$ 1.54	$ 1.54	$ 1.54	$ 1.54	$ 1.54	$ 1.76	$ 2.11	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Federal & State Impact Aid ($M)			$ 8.59	$ 14.30	$ 11.90	$ 11.81	$ 12.13	$ 8.19	$ 9.51	$ 7.03	$ 7.40	$ 7.61	$ 7.90	$ 8.21	$ 8.46	$ 8.78
Impact Aid as a fraction of LEA Budget			18%	27%	22%	23%	24%	17%	19%	14%	14%	14%	13%	13%	12%	12%
Tax base per pupil ($K)																
	LEA (assessed value)		$ 251.9	$ 267.1	$ 269.0	$ 273.4	$ 285.0	$ 306.9	$ 358.8	$ 393.9	unknown	unknown	unknown	unknown	unknown	unknown
	LEA (true value)		$ 259.1	$ 271.4	$ 285.1	$ 280.2	$ 297.4	$ 333.1	$ 425.2	$ 503.7	unknown	unknown	unknown	unknown	unknown	unknown
	State average		unknown	unknown	unknown	unknown	unknown	unknown	unknown	unknown	unknown	unknown	unknown	unknown	unknown	unknown

* Mission Support Contractors: Non-government employees who perform one or more of the military missions on the base, and whose work tasks are virtually identical to government civilian employees or military personnel, expressed in full time equivalents.

NOTES:

ENROLLMENT—
-Major non-DoD govt sources of enrollment growth
NONE
-Pre-K offerings & issues
-Pre-K Pilot started Sep 2007
Other enrollment Notes:
- Enrollment is based on district residency, New York is not an open enrollment state. Housing availability drives residency choices.

CAPACITY—
-Significant new construction planned $40,693,800 project vote 17 Oct 07, net add of 38 classrooms.
school budget per pupil
-Crowding anticipated in 2009 and relieved in 2010 with completion of project.
Other Capacity notes:
-Completion of 2002 project eliminated temp modular classrooms. Ideal operating range is 85% of capacity or less.

FINANCE—
-Bonds issued to address school capacity expansion.
-Debt as of 30 Jun 07 is 34,792,839.
-Will issue approximately $37M to finance new project in 2010.
-Any bond ceiling or rating issues.
-Debt ceiling is mitigated by NY State Building Aid
Other finance notes:
- Implementation of GASB 45 reporting of "Other Post Employment Benefits" (specifically the accrual of the cost of retirement) will likely have a detrimental impact on our bond rating and on the rates we will receive. Implementation will occur in 2009.
- For the 05-06 school year (shown as 2005) the District no longer qualified for Heavily Impacted Aid under section 8003(b)(2) of the ESEA. As a result, the budget and the aid are substantially lower when compared to 2004. The district exceeded the PPE for the state in 2002, causing it to fall out of eligibility for the aid in 2004.
- For the current budget year (shown as 2007 in the chart) the New York state Impact Aid to Fort Drum has been absorbed into a Foundation Aid formula for general state aid to education. It is no longer a separate aid category and cannot be accounted for into future years.

Indian River Central School District | **Elementary (K–5)** | Summary (K–12)

			Actual								Projected						
Enrollment -- LEA Estimates			**2000**	**2001**	**2002**	**2003**	**2004**	**2005**	**2006**		**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**
Elementary (K-5)	Total Enrollment	**SEPTEMBER**	1,923	1,841	1,852	1,763	1,835	1,872	1,837		1967	2143	2358	2554	2567	2596	2703
	DoD-related Enrollment																
DECEMBER	Military		1,137	1,086	1,122	1,117	1,211	1,219	1,188		1,250	1,275	1,300	1,400	1,400	1,405	1,500
	DoD-Civilian		44	36	27	24	33	33	46		50	55	60	60	70	70	70
	DoD Contractor		11	22	26	22	33	27	29		30	30	30	30	25	20	20
	Total DoD Enrollment		1,192	1,144	1,175	1,163	1,277	1,279	1,263	#	1,330	1,360	1,390	1,490	1,495	1,495	1,590
	Other Federal Enrollment		-	-	-	-	-	-	-		-	-	-	-	-	-	-
	Total FederalEnrollment		1,192	1,144	1,175	1,163	1,277	1,279	1,263		1,330	1,360	1,390	1,490	1,495	1,495	1,590
	Fed as a fraction of total		62%	62%	63%	66%	70%	68%	69%		68%	63%	59%	58%	58%	58%	59%
Enrollment -- Army Estimates																	
Elementary (K-5)	DoD-related Enrollment																
	Military																
	DoD-Civilian																
	DoD Contractor																
	Total DoD Enrollment		-	-	-	-	-	-	-	#	-	-	-	-	-	-	-
Capacity (Measured in seats available)																	
Elementary (K-5)	Total LEA Capacity		1,850	1,850	2,250	2,250	2,250	2,250	2,250		2,250	2,250	2,250	2,950	2,950	2,950	2,950
	% in temporary buildings		15%	15%	0%	0%	0%	0%	0%		0%	0%	0%	0%	0%	0%	0%
Load Factor (LEA Enrollment/Capacity)			**104%**	**100%**	**82%**	**78%**	**82%**	**83%**	**82%**		**87%**	**95%**	**105%**	**87%**	**87%**	**88%**	**92%**

NOTES:

In 2002 the district opened an Intermediate School serving grades 4 and 5. The fourth grades came out of the primary schools and the fifth grade came out of the middle school. This project, along with additional space in the majority of the remaining buildings, completed the buildout started in 1989 with the initial expansion of Fort Drum. The District invested nearly $100M in new facilities, including three new school buildings and a new transportation center to accommodate the increase in population.

Indian River Central School District | **Middle School (6–8)** | Summary (K–12)

			Actual							Projected						
Enrollment -- LEA Estimates			**2000**	**2001**	**2002**	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**
Middle (6-8)	Total Enrollment	**SEPTEMBER**	781	788	787	774	790	809	832	844	883	919	1,006	1,054	1,106	1,148
	DoD-related Enrollment															
DECEMBER	Military		405	394	388	393	412	449	469	480	500	525	550	550	575	600
	DoD-Civilian		20	23	30	38	29	21	20	25	25	30	30	35	35	35
	DoD Contractor		14	14	17	14	16	22	23	25	25	30	25	20	20	20
	Total DoD Enrollment		439	431	435	445	457	492	512	530	550	585	605	605	630	655
	Other Federal Enrollment		-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Federal Enrollment		439	431	435	445	457	492	512	530	550	585	605	605	630	655
	Fed as a fraction of total		56%	55%	55%	57%	58%	61%	62%	63%	62%	64%	60%	57%	57%	57%
Enrollment -- Army Estimates																
Middle (6-8)	DoD-related Enrollment															
	Military															
	DoD-Civilian															
	DoD Contractor															
	Total DoD Enrollment		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capacity (Measured in seats available)																
Middle (6-8)	Total LEA Capacity		850	850	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150
	% in temporary buildings		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Load Factor (LEA Enrollment/Capacity)			**92%**	**93%**	**68%**	**67%**	**69%**	**70%**	**72%**	**73%**	**77%**	**80%**	**88%**	**92%**	**96%**	**100%**

NOTES:

Indian River Central School District | **High School (9–12)** | Summary (K–12)

			Actual								Projected						
Enrollment -- LEA Estimates			**2000**	**2001**	**2002**	**2003**	**2004**	**2005**	**2006**		**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**
High (9-12)	Total Enrollment	**SEPTEMBER**	855	814	841	844	821	896	911		960	1,006	1,032	1,064	1,084	1,098	1,154
	DoD-related Enrollment																
DECEMBER	Military		293	295	273	284	321	363	392		400	425	450	450	460	470	490
	DoD-Civilian		43	39	34	42	46	51	58		60	65	65	70	70	70	75
	DoD Contractor		15	24	24	28	23	33	30		35	35	35	30	30	25	25
	Total DoD Enrollment		351	358	331	354	390	447	480	#	495	525	550	550	560	565	590
	Other Federal Enrollment		-	-	-	-	-	-	-		-	-	-	-	-	-	-
	Total Federal Enrollment		351	358	331	354	390	447	480		495	525	550	550	560	565	590
	Fed as a fraction of total		41%	44%	39%	42%	48%	50%	53%		52%	52%	53%	52%	52%	51%	51%
Enrollment -- Army Estimates																	
High (9-12)	DoD-related Enrollment																
	Military																
	DoD-Civilian																
	DoD Contractor																
	Total DoD Enrollment		-	-	-	-	-	-	-	#	-	-	-	-	-	-	-
Capacity (Measured in seats available)																	
High (9-12)	Total LEA Capacity		800	800	1,100	1,100	1,100	1,100	1,100		1,100	1,100	1,100	1,400	1,400	1,400	1,400
	% in temporary buildings		10%	10%	0%	0%	0%	0%	0%		0%	0%	0%	0%	0%	0%	0%
Load Factor (LEA Enrollment/Capacity)			**107%**	**102%**	**76%**	**77%**	**75%**	**81%**	**83%**		**87%**	**91%**	**94%**	**76%**	**77%**	**78%**	**82%**

NOTES:

Watertown City School District

Summary (K–12)

Terry N. Fralick

			Actual							*Projected*						
Enrollment -- LEA Estimates			**2000**	**2001**	**2002**	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**
All Years (K-12)	Total Enrollment		4,355	4,159	4,123	4,220	4,379	4,517	4,587	4,428	4,490	4,550	4,690	4,990	5,140	5,257
	DoD-related Enrollment															
		Military	1,071	1,133	1,115	1,151	1,305	1,463	1,597	1,645	1,694	1,745	1,797	1,851	1,907	1,964
(not tracted until 2003)		DoD-Civilian	-	-	-	212	205	228	217	224	230	237	244	252	259	267
		DoD Contractor*														
		Total DoD Enrollme	1,071	1,133	1,115	1,363	1,510	1,691	1,814	1,868	1,924	1,982	2,042	2,103	2,166	2,231
	Other Federal Enrollment		-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Federal-driven Enrollme		1,071	1,133	1,115	1,363	1,510	1,691	1,814	1,868	1,924	1,982	2,042	2,103	2,166	2,231
	Fed as a fraction of total		25%	27%	27%	32%	34%	37%	40%	42%	43%	44%	44%	42%	42%	42%
Enrollment -- Army Estimates																
All Years (K-12)	DoD-related Enrollment															
		Military														
		DoD-Civilian														
		DoD Contractor*														
		Total DoD Enrollme	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capacity (Measured in seats available)																
All Years (K-12)	Total LEA Capacity		5,383	5,383	5,383	5,147	5,147	5,147	5,147	5,383	5,383	5,383	5,613	5,975	5,975	5,975
	% in temporary buildings		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Load Factor (LEA Enrollment/Capacity)			**81%**	**77%**	**77%**	**82%**	**85%**	**88%**	**89%**	**82%**	**83%**	**85%**	**84%**	**84%**	**86%**	**88%**
Financial Information																
	Total LEA Budget ($M)		$ 40.0	$ 41.8	$ 41.7	$ 42.2	$ 43.9	$ 46.1	$ 48.6	$ 50.1	$ 51.6	$ 53.1	$ 54.7	$ 56.3	$ 58.0	$ 59.8
	Budget per enrolled pupil ($K)															
		LEA	$ 9.2	$ 10.1	$ 10.1	$ 10.0	$ 10.0	$ 10.2	$ 10.6	$ 11.3	$ 11.5	$ 11.7	$ 11.7	$ 11.3	$ 11.3	$ 11.4
		State average	unknown	unknown	unknown	unknown	unknown	unknown	unknown	unknown	unknown	unknown	unknown	unknown	unknown	unknown
	Federal Impact Aid Received ($M)															
		Dept. of Education	$ 0.14	$ 0.59	$ 0.39	$ 0.41	$ 0.38	$ 0.45	$ 0.67	$ 0.41	$ 0.41	$ 0.41	$ 0.41	$ 0.41	$ 0.41	$ 0.41
		DOD Supplemental Impact A	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
		DoD Large Scale Rebasing	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
		Total Federal	$ 0.14	$ 0.59	$ 0.39	$ 0.41	$ 0.38	$ 0.45	$ 0.67	$ 0.41	$ 0.41	$ 0.41	$ 0.41	$ 0.41	$ 0.41	$ 0.41
	State Impact Aid Received ($M)		$ 0.30	$ 0.30	$ 0.30	$ 0.30	$ 0.30	$ 0.34	$ 0.38	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Total Federal & State Impact Aid ($M)		$ 0.44	$ 0.89	$ 0.69	$ 0.71	$ 0.68	$ 0.79	$ 1.05	$ 0.41	$ 0.41	$ 0.41	$ 0.41	$ 0.41	$ 0.41	$ 0.41
	Impact Aid as a fraction of LEA Budget		1%	2%	2%	2%	2%	2%	2%	1%	1%	1%	1%	1%	1%	1%
	Tax base per pupil ($M) (not per pupil-total assessed and true value															
		LEA (assessed value)	$ 822.9	$ 836.0	$ 860.1	$ 853.3	$ 868.3	$ 884.7	$1,125.0	$ 1,278.3	unknown	unknown	unknown	unknown	unknown	unknown
		LEA (true value)	$ 837.8	$ 836.3	$ 872.5	$ 862.9	$ 882.7	$ 940.7	$1,197.4	$ 1,385.3	unknown	unknown	unknown	unknown	unknown	unknown
		State average	unknown	unknown	unknown	unknown	unknown	unknown	unknown	unknown	unknown	unknown	unknown	unknown	unknown	unknown

* Mission Support Contractors: Non-government employees who perform one or more of the military missions on the base, and whose work tasks are virtually identical to government civilian employees or military personnel, expressed in full time equivalents.

NOTES:

ENROLLMENT—

-Major non-DoD govt sources of enrollment growth

None significant

-Pre-K offerings & issues

Have always offered a Pre-K program.

-Other enrollment Notes

CAPACITY—

-Significant new construction planned

Adding 10 additional elementary classrooms by 2010.

Adding 12 additional high school and elementary classrooms by 2011.

-Crowding in particular school levels

None

-Other Capacity notes

Re-opened Starbuck Elementary in 2007 to address capacity.

FINANCE—

-Bonds issued to address school capacity expansion

Will issue approximately $16.3M in 2008 to finance new renovation project

-Any bond ceiling or rating issues

None

-Other finance notes

For the current budget year (shown as 2007 in the chart) the New York State Impact Aid to Fort Drum has been absorbed into a Foundation Aid formula for general state aid to education. It is no longer a separate aid category and cannot be accounted for in future years.

Watertown City School District

Elementary (K–5)

Summary (K–12)

		Actual							*Projected*						
Enrollment -- LEA Estimates		**2000**	**2001**	**2002**	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**
Elementary (K-5)	Total Enrollment	2,024	1,998	1,982	2,048	2,135	2,192	2,267	2,127	2,147	2,167	2,267	2,367	2,417	2,467
	DoD-related Enrollment														
	Military	603	654	633	652	753	844	968	997	1,027	1,058	1,089	1,122	1,156	1,191
	DoD-Civilian				123	118	132	125	129	133	137	141	145	149	154
	DoD Contractor														
	Total DoD Enrollment	603	654	633	775	871	976	1,093	1,126	1,160	1,194	1,230	1,267	1,305	1,344
	Other Federal Enrollment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Federal-driven Enrollment	603	654	633	775	871	976	1,093	1,126	1,160	1,194	1,230	1,267	1,305	1,344
	Fed as a fraction of total	30%	33%	32%	38%	41%	45%	48%	53%	54%	55%	54%	54%	54%	54%
Enrollment -- Army Estimates															
Elementary (K-5)	DoD-related Enrollment														
	Military														
	DoD-Civilian														
	DoD Contractor														
	Total DoD Enrollment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capacity (Measured in seats available)															
Elementary (K-5)	Total LEA Capacity	2,783	2,783	2,783	2,547	2,547	2,547	2,547	2,783	2,783	2,783	3,013	3,013	3,013	3,013
	% in temporary buildings	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Load Factor (LEA Enrollment/Capacity)		**73%**	**72%**	**71%**	**80%**	**84%**	**86%**	**89%**	**76%**	**77%**	**78%**	**75%**	**79%**	**80%**	**82%**

NOTES:

Watertown City School District

Middle School (6–8)

Summary (K–12)

		Actual							Projected						
Enrollment -- LEA Estimates		**2000**	**2001**	**2002**	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**
Middle (6-8)	Total Enrollment	1,062	966	951	1,006	1,016	1,033	995	983	1,003	1,023	1,043	1,143	1,193	1,210
	DoD-related Enrollment														
	Military	250	253	251	261	288	323	317	327	336	346	357	367	379	390
	DoD-Civilian-Driven				47	45	50	49	50	52	54	55	57	59	60
	DoD Contractor														
	Total DoD Enrollm	250	253	251	308	333	373	366	377	388	400	412	424	437	450
	Other Federal Enrollment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Federal-driven Enrollm	250	253	251	308	333	373	366	377	388	400	412	424	437	450
	Fed as a fraction of total	24%	26%	26%	31%	33%	36%	37%	38%	39%	39%	39%	37%	37%	37%
Enrollment -- Army Estimates															
Middle (6-8)	DoD-related Enrollment														
	Military														
	DoD-Civilian-Driven														
	DoD Contractor														
	Total DoD Enrollm	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capacity (Measured in seats available)															
Middle (6-8)	Total LEA Capacity	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,312	1,312	1,312
	% in temporary buildings	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Load Factor (LEA Enrollment/Capacity)		**92%**	**84%**	**83%**	**87%**	**88%**	**90%**	**87%**	**85%**	**87%**	**89%**	**91%**	**87%**	**91%**	**92%**

NOTES:

Watertown City School District

High School (9–12)

Summary (K–12)

		Actual							Projected						
Enrollment -- LEA Estimates		**2000**	**2001**	**2002**	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**
High (9-12)	Total Enrollment	1,269	1,195	1,190	1,166	1,228	1,292	1,325	1,318	1,340	1,360	1,380	1,480	1,530	1,580
	DoD-related Enrollment														
	Military	218	226	231	238	264	296	312	321	331	341	351	362	373	384
	DoD-Civilian				42	42	46	43	44	46	47	48	50	51	53
	DoD Contractor														
	Total DoD Enrollm	218	226	231	280	306	342	355	366	377	388	400	412	424	437
	Other Federal Enrollment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Federal Enrollment	218	226	231	280	306	342	355	366	377	388	400	412	424	437
	Fed as a fraction of total	17%	19%	19%	24%	25%	26%	27%	28%	28%	29%	29%	28%	28%	28%
Enrollment -- Army Estimates															
High (9-12)	DoD-related Enrollment														
	Military														
	DoD-Civilian														
	DoD Contractor														
	Total DoD Enrollm	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capacity (Measured in seats available)															
High (9-12)	Total LEA Capacity	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,650	1,650	1,650
	% in temporary buildings	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Load Factor (LEA Enrollment/Capacity)		**88%**	**82%**	**82%**	**80%**	**85%**	**89%**	**91%**	**91%**	**92%**	**94%**	**95%**	**90%**	**93%**	**96%**

NOTES:

Local Education Agencies Profiles

Jefferson-Lewis-Hamilton-Herkimer-Oneida Board of Cooperative Educational Services
20104 State Route 3
Watertown, NY 13601
(315) 779-7000/(800) 356-4356
http://www.boces.com/jlboces/site/default.asp

B.O.C.E.S. District Administrator: Jack J. Boak

Carthage Central School District
25059 County Route 197
Carthage, NY 13619
(315) 493-0511
http://www.carthagecsd.org/district.cfm

Superintendent: Carl H. Militello

Number of Schools

High School (9-12)	1
Middle School (6-8)	1
Elementary Schools (K-5)	3

Indian River Central School District
Philadelphia, NY 13673
(315) 642-3441
http://www.ircsd.org/index.cfm

Superintendent: James Kettrick

Number of Schools

High School (9-12)	1
Middle School (6-8)	1
Intermediate School (4-5)	1
Primary Schools (K-3)	5

Watertown City School District
Administrative Office
1351 Washington Street
Watertown, New York 13601-4593
(315) 785-3700
http://www.watertowncsd.org/index.cfm?aid=10

Superintendent: Terry Fralick

Number of Schools

High School (9-12)	1
Middle School (7-8)	1
Intermediate School (5-6)	1
Elementary (K-4)	5
Pre-K	1

Michell C. Clark, Assistant Secretary for Management and Chief Human Capital Officer—Biography

Michell C. Clark is the Department of Education's Assistant Secretary for Management and Chief Human Capital Officer. He was nominated by President Bush on December 13, 2005, confirmed by the Senate on March 13, 2006, and was sworn in on March 17, 2006.

He was designated the acting assistant secretary for management, acting chief information officer and acting chief human capital officer, effective July 30, 2005. Prior to this designation, he served two years as deputy assistant secretary for management, providing the Department with budgetary guidance and leadership in all areas of information technology (IT) and security, including physical, personnel and computer network security. He concurrently served as the director of security services from March 17, 2003, through Nov. 12, 2004.

Prior to joining ED, Clark was employed with PricewaterhouseCoopers, L.L.P. headquartered in Fair Lakes, Va., for five years from 1998 to 2003. He served with PwC as the practice leader for its General Customer Relationship Management practice. Projects he managed included an e-Government assessment of Virginia's Department of Information Technology; an assessment for the former Immigration and Naturalization Service on integrating its Automated Biometric Identification System (IDENT) fingerprint data with the FBI's Integrated Automated Fingerprint Identification System; and a five-year e-Business plan for the Defense Contract Management Agency to support worldwide operations.

In 2001, Clark was a member of the electronic government advisory committee to the Joint Commission on Technology and Science, Virginia General Assembly.

Clark served 20 years in the U.S. Army, including one tour of duty directly supporting the chairman of the Joint Chiefs of Staff. He received his honorable discharge in June 1998 at the rank of lieutenant colonel.

During his last two years of service, the Army stationed Clark in the Pentagon's Program Analysis and Evaluation Directorate, where he worked on DOD budget issues, helping to coordinate both the Army's six-year $365 billion fiscal program as well as several annual budgets.

In 1995 and 1996, Clark worked on security and strategic planning issues for all four branches of the armed services while at the Pentagon's Office of the Director of the Joint Staff. There, among other duties, he improved the quality and timeliness of security and logistics information provided to the secretary of defense and the president.

From 1993 to 1995 at the Pentagon, Clark had his most memorable assignment working for the Office of the Chairman of Joint Chiefs of Staff as the executive assistant to the director. He worked on security, political, strategic planning and defense issues for the four armed services and also directed the Physical and Personnel Security Divisions of the Joint Staff. He managed IT operations and security activities, including a Top Secret-Sensitive Compartmental Information (TS-SCI) computer network, and he supervised military and civilian personnel from all four services and established a new Joint Staff Directorate of 140 personnel to consolidate executive management functions.

From 1991 to 1993 at the Yongsan Garrison, in Seoul, South Korea, Clark worked for the Office of the Comptroller, running a functional review of its operations throughout the peninsula. As a part of that review, he developed and implemented a program to identify and streamline the operations and functions of the 8th Army in Korea. He implemented and directed a U.S. Forces, Korea command-wide Study Program to streamline base operations and functions that identified $6.2 million in savings.

From 1990 to 1991, Clark attended the Command and General Staff College at Fort Leavenworth, Kan. In 1988, the Army sent him to Purdue University for two years, where he earned an M.S. degree in industrial engineering.

He began his Army career as a 1978 West Point graduate with a major in engineering. During his first ten years of service, he worked stateside for the Army in a number of posts. While stationed at Fort Lewis, Wash., he was an executive officer to a multidivisional branch providing comprehensive administrative support for more than 100,000 personnel. At Fort Greely, Alaska, he ran a full-service printing plant, processing more than 15,000 jobs per year. In his next post at the Reserve Components Personnel and Administration Center (RCPAC) in St. Louis, Mo., he managed a staff of 18 that anticipated, planned, and executed the personnel-related components of military operations for 15,000 soldiers while present at their home base and deployed to sites throughout the world. As a performance management and measurement chief at RCPAC, he also coordinated all high-level or sensitive information for an Army Field Operating Agency.

Clark is a frequent speaker on how government agencies, including the armed forces, can use technology to improve their business and procurement practices. He and his wife and two sons live in Woodbridge, Va.

Biography of Catherine E. Freeman
Deputy Assistant Secretary for Policy

Catherine E. Freeman serves as the Deputy Assistant Secretary for Policy in the Office of Elementary and Secondary Education. In this capacity, she acts as the principal advisor to the Assistant Secretary on the formulation, development and execution of policy affecting the delivery of education in Pre-K through grade 12. She also orchestrates the Office's activities required for the implementation of the *No Child Left Behind Act of 2001* (NCLB) to ensure states, districts, and schools are accountable for providing every child with a quality education.

Prior to her appointment, Freeman was a Senior Policy Advisor in the Office of Elementary and Secondary Education where she managed the implementation of the accountability and assessment provisions of NCLB. She began her career at the Department as a Research Associate with the Annual Reports Program at the National Center for Education Statistics.

Dr. Freeman's research includes resource allocation, the impact of racial segregation on teacher quality, teacher supply and demand, educational equity and adequacy, education reform strategies, educational accountability, and urban school reform. Additionally, she has written papers for Georgia's Governor's Education Reform Study Commission on increasing school level flexibility and the roles and responsibilities of state educational agencies and has worked with the Georgia Professional Standards Commission to study teacher labor market projections. She served on the staff of Georgia's "Closing the Gap Commission" and the Atlanta School Board Charter Review Commission.

A native of Maryland, Dr. Freeman has a Bachelor of Science from Vanderbilt University, a Master of Education from the University of Texas-Austin, and a Doctorate of Philosophy from Vanderbilt University.

Elizabeth H. Dial, Special Assistant to the President for Intergovernmental Affairs-Biography

Elizabeth H. Dial joined the White House in March 2007 as Special Assistant to the President for Intergovernmental Affairs. Elizabeth serves as a liaison to Governors and other state-wide elected officials and their staff members. Prior to joining the White House staff, Elizabeth served at the US Department of Commerce from January 2001 – March 2007, most recently as Director of Intergovernmental Affairs. Before moving to Washington, DC in 2001, she lived in Columbia, South Carolina, where she worked for then-Speaker of the South Carolina House of Representatives David H. Wilkins, as well as former Governor David M. Beasley and the late Governor Carroll A. Campbell, Jr. Born in Columbia, Elizabeth is a graduate of Columbia College where she received a Bachelor of Arts Degree in Public Affairs.

Mr. Geoffrey G. Prosch
Principal Deputy Assistant Secretary of the Army, Installations and Environment

Geoffrey G. Prosch was appointed Principal Deputy Assistant Secretary of the Army, Installations and Environment (PDASA IE) by President Bush in June 2001. He is responsible for assisting the Assistant Secretary of the Army (ASA IE) in policy development, program oversight and coordination for the design, construction, real estate, operations, maintenance and management of Army installations; privatization of Army family housing, utilities, lodging and other infrastructure programs; base realignment and closure (BRAC); environmental conservation, compliance, clean-up and site disposal programs; and management of the Army's safety and occupational health programs.

He began his public service career as an Army officer after graduation from the U.S. Military Academy (USMA). A decorated Vietnam and Desert Storm veteran, Colonel (Retired) Prosch served 31 years as an Infantry officer including over 12 years of command of infantry, special operations, and installation organizations.

Mr. Prosch is committed to the three components of the Army Vision: "achieving a high quality of life for people" through the Residential Communities Initiative and other infrastructure privatization programs; "strengthening the Army's readiness to prevail in every mission" by improving installation capacity for power projection and training support; and "making Army transformation a reality" via secretariat top cover for the Installation Management Command and execution of the Lean Six Sigma program to improve business practices. He is dedicated to efficiently managing and expanding the Army's $15B installation budget.

He has extensive federal and private industry senior level experience in all facets of commercial facility and military installation management and security, privatization of utility systems, large contract and budget management, business transformation, and construction program management. During his garrison command, Ft. Polk won the Vice Presidentís Hammer Award for streamlining efficiencies and implementing over 100 reengineering initiatives. Mr. Prosch served as the Acting ASA IE/Senior Official from January 2004 to August 2005.

Mr. Prosch earned a Master of Science degree from Long Island University and is a graduate of the US Army Command and General Staff and War Colleges. His civic affiliations include the Association of the U.S. Army, Association of Graduates, USMA (past president Ft Bragg/Sandhills, NC Chapter), Disabled American Veterans, and Boy Scouts of America (Eagle Rank). He and his wife of 34 years, Kappy, raised their two children, Kathryn (28) and Charles (25) 1LT USA (Afghanistan and Iraq veteran) on military installations worldwide.

BRIGADIER GENERAL
BELINDA PINCKNEY
COMMANDING GENERAL
FAMILY AND MORALE, WELFARE
AND RECREATION COMMAND

Brigadier General Belinda Pinckney, a native of Dublin, Georgia, entered the Army in September 1976 as a Finance Specialist. Upon completion of basic and advanced individual training, she was assigned to the 105th Finance Section, Augsburg, Germany. While holding various finance positions within the office, she was selected for Officer Candidate School in 1978 and was commissioned a Finance Officer in February 1979.

Brigadier General Pinckney earned a Bachelor of Science degree in Business Administration at the University of Maryland; a Master of Public Administration degree in Financial Management at Golden Gate University; and a Master of Science degree in National Resource Strategy from the Industrial College of the Armed Forces.

Brigadier General Pinckney assumed command of the Family and Morale, Welfare and Recreation Command on 11 May 2006. Her prior command and staff positions include: Brigade Commander, 266th Finance Command and US Army Europe Staff Finance and Accounting Officer, Heidelberg, Germany; Battalion Commander, Training Support Battalion, Soldier Support Institute, Fort Jackson, South Carolina; Military Assistant to the Assistant Secretary of the Army (Financial Management and Comptroller); Budget Analyst, Technology Management Office, Office of the Chief of Staff, Army; Congressional Appropriations Liaison Officer, Office of the Under Secretary of Defense (Comptroller); and Principal Deputy Director/Army Element Commander, Defense Finance and Accounting Service.

Her military awards include the Defense Superior Service Medal, two Legion of Merit medals, six Meritorious Service Medals, four Army Commendation Medals, two Army Achievement Medals, the Office of the Secretary of Defense Staff Badge, and the Army General Staff Identification Badge. Brigadier General Pinckney was inducted into the Officer Candidate School Hall of Fame in 2001.

BG Pinckney's better half for the past 27 years is Lieutenant Colonel (US Army Retired) Quinnsander M. Pinckney. They have one son, Andre' M. Pinckney, who attends Strayer University.

Director of OEA - Patrick J. O’Brien

As Director of the Office of Economic Adjustment under the Secretary of Defense, Mr. O’Brien leads a talented team of project managers in assisting local economic adjustment efforts. Additionally, he manages the Defense Economic Adjustment Program and is the Executive Director of the President’s Economic Adjustment Committee as it was recently updated by Executive Order to assist communities to respond to Defense base closures or realignments, contractor reductions, and base expansions.

He served as an OEA project manager for several local adjustment efforts from the previous ‘88, ‘91, ‘93, and ‘95 BRAC rounds, assisting various local efforts including those at Fort Ord, Loring AFB, Wurtsmith AFB, NTC San Diego, and Cameron Station. Additionally, he authored the OEA Community Guide to Base Reuse and several other technical resources for communities, and led different BRAC implementation policy reviews. He has demonstrated experience with all aspects of the BRAC process and has worked a range of issues, including: public-private initiatives; Federal real property disposal; local organization and business plan development; redevelopment planning; and, economic cost-benefit analyses.

Prior to joining OEA, he negotiated development packages of various sizes, reviewed labor policies, sized Federal loan participations, assisted distressed communities in evaluating proposed housing and economic projects, and crafted Executive legislative initiatives for the U.S. Department of Housing and Urban Development where he started his Federal career as a Presidential Management Intern. Preceding his tenure with the Federal government, Mr. O'Brien was an Assistant Business Developer for the City of Duluth, MN, where he assisted with the re-use of a closed air base; prepared marketing, finance, and business survey packages to assist local development efforts; and co-drafted the State's first enterprise zone bill. He also served as a citizen representative to the Duluth Joint Airport Zoning Board.

Mr. O'Brien has Bachelor of Arts degrees in Urban Affairs and Political Science from the University of Minnesota-Duluth, where he graduated "cum laude" and as a member of the Golden Key National Honor Society. He also received a Masters of Science degree in Public Management and Policy Analysis from the School of Urban and Public Affairs at Carnegie-Mellon University, where he graduated "with distinction," student-taught organizational management, and was elected to Pi Alpha Alpha. Mr. O'Brien is certified as an "Economic Development Finance Professional" by the National Development Council and graduated from the Federal Executive Institute’s "Leadership for a Democratic Society."

Major General Michael L. Oates

COMMANDER

10th Mountain Division (Light Infantry) and Fort Drum

Major General (MG) Michael Oates is from San Antonio, Texas. He was commissioned in the Infantry upon graduation from the United States Military Academy in 1979.

MG Oates' duty assignments include rifle platoon leader, company executive officer and battalion maintenance officer in 2nd Battalion, 7th Cavalry, 1st Cavalry Division, Fort Hood, Texas, from 1979 to 1982. From 1983 to 1986, he served as company commander and battalion S3 Air in 2nd Battalion, 187th Infantry (Airborne), 193rd Separate Infantry Brigade, Republic of Panama; and aide de camp to the CG, U.S. Army South.

MG Oates served as an Infantry assignment officer at Personnel Command from 1987 to 1989.

After graduation from CGSC, MG Oates served with 2nd Battalion, 187th Infantry (Air Assault), and 3rd Brigade, 101st Airborne Division (Air Assault), Fort Campbell, Ky., from 1990 to 1993 as Bn. S-3 and Bde. S-3 and S-4. From 1993 to 1995 he served in J3, Joint Chiefs of Staff (JCS).

MG Oates commanded 1st Battalion, 32nd Infantry, 10th Mountain Division (LI), Fort Drum, N.Y., from 1995 to 1997.

After graduation from the Naval War College, Newport, R.I., in 1998, MG Oates assumed command of 1st Brigade, 101st Airborne Division (AASLT), Fort Campbell, Ky., until 2000. He subsequently served as Division Chief of Staff from 2000 to 2002.

From 2002 to 2004 MG Oates served as Executive Officer to Honorable Tom White, Secretary of the Army; and as Chief of Staff to the Chief Operations Officer, Coalition Provisional Authority, Baghdad, Iraq. From 2004 to 2007, MG Oates served as Deputy Commanding General (Operations), 101st Airborne Division (AASLT), Fort Campbell, Ky.

MG Oates holds a Masters Degree in National Security Studies from the Naval War College. He has completed the following military courses: Airborne, Ranger, Pathfinder, Jumpmaster and Air Assault School.

Contact Information: Phone (315-772-5565)

Brigadier General Michael T. Harrison, Sr.

Deputy Commanding General - Support

10th Mountain Division (Light Infantry) and Fort Drum

Michael T. Harrison, Sr., a native of Surry, Virginia, entered the United States Army on 9 May 1980. He assumed the duties of Deputy Commanding General (Support) for the 10th Mountain Division (Light Infantry) on 4 June 2007.

His operational assignments include service as a commander and staff officer with Air Assault, Light Infantry, and training units in CONUS and OCONUS, culminating most recently with duties as the Deputy Commanding General (Programs) for the Combined Security Transition Command-Afghanistan (CSTC-A).

He has served in a variety of Joint Staff and Army Staff positions to include two assignments in the Office of the Chairman, Joint Chiefs of Staff, and as a staff officer in the Counter-Narcotics Division, J-3, Joint Staff. Army Staff assignments include duties as Chief of the Dominant Maneuver Division, Force Development Directorate, Executive Officer to the Army G-8, Director of Integration, Force Development Directorate, and Chief, Joint Requirements Oversight Council (JROC) Division, Deputy Chief of Staff, G-8, the Army Staff.

Brigadier General Harrison is a graduate of Howard University in Washington, D.C., where he earned a Bachelor of Arts Degree in English. He holds a Master of Science Degree in General Administration from Central Michigan University, and a Master of Science in Strategic Studies from the United States Army War College, Carlisle Barracks, Pennsylvania.

His military awards and decorations include the Legion of Merit, Bronze Star, Defense Meritorious Service Medal, Meritorious Service Medal, Joint Service Commendation Medal, Afghan Campaign Medal, the NATO Medal, Ranger Tab, the Expert Infantryman's Badge, the Joint Chiefs of Staff Identification Badge, the Army Staff Badge, and the Air Assault and Airborne wings. He is also a recipient of the Order of Bahrain Award (Class III), the National Guard's Minute Man Award and the National Infantry Association's Order of Saint Maurice (Primicerius) award.

Contact Information: Phone (315-772-5133)

Colonel Patrick G. Landry

Deputy Commanding General - Operations

10th Mountain Division (Light Infantry) and Fort Drum

Colonel Patrick Landry, a native of Louisiana, was commissioned in 1978 from the United States Military Academy at West Point, New York. Prior to assuming the position of Deputy Commander - Operations on 22 June 2007, he served as the Chief of Staff, 10th Mountain Division (Light Infantry) from 20 June 2005 and deployed as Chief of Staff, Combined/Joint Task Force-76 from February 2006 to February 2007 in support of "Operation Enduring Freedom."

His first assignment was in Germany with the 8th Infantry Division, where he served as Platoon Leader, Scout Platoon Leader, Executive Officer, Company Commander and Aide de Camp to the Assistant Division Commander. Later he served as an Instructor and Assistant Professor in the Department of Behavioral Science and Leadership at West Point. After attending the Command and General Staff College, he was assigned to the Korean Demilitarized Zone as a Battalion Operations Officer and Executive Officer in the 2d Infantry Division. He served on the Forces Command staff before becoming a Battalion Commander in the 10th Mountain Division (Light Infantry), Fort Drum, New York. This was followed by a tour in the office of the Deputy Chief of Staff, Operations, Department of the Army, Washington, DC. After leaving the Pentagon he served as the Executive Officer to the Commanding General, Forces Command at Fort McPherson, Georgia.

At Fort Polk, Louisiana, COL Landry served as the Deputy Commander of the Joint Readiness Training Center from July 2002 until June 2003. He commanded the Warrior Brigade from 5 June 2003 to 17 June 2005. Colonel Landry's military schooling includes Airborne School, the Infantry Officer Basic and Advanced Courses, Ranger School, Command and General Staff College, and the Air War College. His civil education includes a Master of Arts Degree in Social Psychology and Leadership from the University of North Carolina, Chapel Hill and a Master of Science degree in Strategy and National Security completed concurrently with the Air War College.

Contact Information: Phone (315-772-5566)

Colonel Jeff Smith

CHIEF OF STAFF

10th Mountain Division (Light Infantry) and Fort Drum

Colonel Jeff Smith was commissioned a second lieutenant of Infantry through ROTC at The Ohio State University in 1983. He started his career of service in the 505th Parachute Infantry Regiment at Fort Bragg, North Carolina, where he served as a Mortar and Scout Platoon Leader, Company Executive Officer and Battalion Air Operations Officer.

He commanded a rifle company in 2d Battalion, 327th Infantry Regiment, 101st Airborne Division (AASLT), from 1989 to1991, serving in OPERATIONS DESERT SHIELD and DESERT STORM. Key staff assignments from 1991 to1999 include Fellowship Officer in the Office of Secretary of Defense, Plans Officer in U.S. Army Pacific, Battalion and Brigade Operations Officer in 1-14th Infantry and 2th Brigade, 25th Infantry Division (Light) and infantry assignment officer at Personnel Command.

Colonel Smith commanded 2d Battalion, 327th Infantry Regiment, 101st Airborne Division (AASLT) from 1999 to 2001, including service in OPERATION JOINT GUARDIAN in Kosovo. After battalion command he served as the G3, 101st Airborne Division (AASLT).

Colonel Smith commanded 3d Brigade, 82d Airborne Division from 2003 to 2005, including service in OPERATION IRAQI FREEDOM. Following command he served as Executive Officer to General (Ret) John P. Abizaid, former Commander, United States Central Command.

He is a graduate of the U.S. Army Command and General Staff College and U.S. Army War College. He holds a Master of Science in Administration degree from Central Michigan University and a Master of Science in Strategic Studies from the U.S. Army War College.

His military courses include Airborne, Ranger, Air Assault, Jumpmaster, and Infantry Mortar Platoon Leader Course.

Contact Information: Phone (315-772-5566)

COMMANDER, U.S. Army Garrison – Fort Drum

COLONEL DAVID J. CLARK

Colonel David J. Clark is from St. Petersburg, Florida. He enlisted in the Army Reserve in 1980 and served in the 320th MP Company (USAR) after completing One Station Unit Training in 1981. He is a Distinguished Military Graduate of the University of South Florida ROTC program and was commissioned as a Second Lieutenant in the Military Police Corps in 1983. His MP assignments include Platoon Leader, 82nd MP Company (Abn), 82nd Airborne Division and Commander, 501st MP Company, 1st Armored Division. He served as Executive Officer at the United States Army Criminal Investigation Laboratory, Fort Gillem, Georgia.

COL Clark was the Chief, Long Range Plans for the 16th MP Brigade (Abn) and S3, 503rd MP Battalion (Abn) Fort Bragg, North Carolina. He served as the Professor of Military Science for Army ROTC at Florida Southern College in Lakeland, Florida before assuming command of the 254th Base Support Battalion in Schinnen, The Netherlands. COL Clark worked on the Army Staff (G8) as a systems synchronization officer responsible for military police and force protection equipment. His previous assignment was Executive Officer to the Director of the Installation Management Agency.

Colonel Clark's military education includes MP enlisted Basic Training, MP Officer Basic and Advanced Courses, Airborne School, Ranger School, Combined Arms Services Staff School, Command and General Staff College, and the Secretary of Defense Corporate Fellowship Program/Army War College Fellowship. He received his bachelor's degree in Criminal Justice from the University of South Florida and his Masters of Forensic Science degree from The George Washington University in Washington, D.C. He is a graduate of the F.B.I. National Academy.

Colonel Clark's awards include the Meritorious Service Medal (6 OLC) the Army Commendation Medal (1 OLC), the Army Achievement Medal and the Army Staff Identification Badge. He has earned the Ranger Tab, Master Parachutist Badge and German Parachutist wings.

Contact Information: Phone (315-772-5501)

DEPUTY TO THE GARRISON COMMANDER – U.S. ARMY GARRISON – FORT DRUM

Judith L. Gentner

Judith L. Gentner, Judy, is currently serving as the Deputy to the Garrison Commander at Fort Drum, New York. In this capacity, she exercises executive leadership, provides policy and programmatic oversight to the broad range of installation programs and represents the commander in his absence. She is responsible for managing the day-to-day base operations for the installation and tenant activities and for providing administrative program direction to various directors and special staff in finance, logistics, police and fire services, information technology, housing, engineering and environmental, mobilization/deployments, community activities, family programs and in the personnel arena.

Previously, Mrs. Gentner was the Executive Assistant for Base Operations at the Military Ocean Terminal in New Jersey. She was responsible for providing essential support services for the installation as well as for all tenant agencies and organizations. Her duties included providing administrative direction and management of subordinate directorates and special staff through sharing the commander's responsibility for the sustaining base.

Mrs.Gentner was formerly the Director of Personnel and Community Activities in Schweinfurt, Germany with responsibility for providing direction and supervision to Community Life Activities (recreation and libraries), Business Management activities (retail operations, hotel, and clubs), Army Community Service, Child Development Services, Youth Services, Alcohol and Drug Abuse Prevention and Control Program, Financial Management, Marketing, and Equal Opportunity.

While with the Army, Mrs. Gentner also served as an Assistant Director for Community and Family Activities. She held a number of positions in the Morale, Welfare and Recreation field, specializing in community recreation and youth activities.

Mrs. Gentner earned a Bachelor of Science degree from the University of Colorado and a Masters Degree in Public Administration from Shippensburg University in Pennsylvania. She is a 1997 graduate of the U.S. Army War College and a 1992 graduate of the Army Management Staff College. In addition to her outstanding performance awards, Mrs. Gentner was awarded the Army Meritorious Civilian Service Award

in 1996, the Superior Civilian Service Award in 2003 and 1993, the Achievement Medal for Civilian Service in 1993, and the Commander's Award
for Civilian Service in 1991 and 1989. Mrs. Gentner is a member of the International City Managers Association, the U.S. Army War
College Alumni Association, the American Society of Military Comptrollers and the Association of the United States Army.

Contact Information: Phone (315-772-5501)

Command Sergeant Major

James W. Redmore

Division Command Sergeant Major

10th Mountain Division (Light Infantry) and Fort Drum

CSM James W. Redmore enlisted into the United States Army in April 1981. He has held positions as a Team Sergeant; Platoon Sergeant; First Sergeant; Battalion Command Sergeant Major; DIVARTY Command Sergeant Major and Infantry Brigade Combat Team Command Sergeant Major. His previous assignments were with the 9th Infantry Division; 75th Ranger Regiment; 1st Special Forces Operational Detachment-Delta; 82nd Airborne Division; 1st Infantry Division; and United States Army Sergeants Major Academy Class 50. He has served as a Battalion Command Sergeant Major with 1-319th AFAR 82nd Airborne Division, 1-7th FA 1st Infantry Division, DIVARTY Command Sergeant Major and 3rd IBCT Command Sergeant Major with the 10th Mountain Division (LI) Infantry.

Command Sergeant Major Redmore has completed Basic Airborne School; Recondo School; Machine Gun Leaders Course; Jumpmaster School; Ranger School; Pathfinder School; Military Free-Fall School; DOD High Risk Survival Course; Combat Skills Course; Naval Gunfire Spotter Course; Joint Firepower Control Course; Tactical Air Control Party Course; and NATO Forward Air Controller Course. He is a graduate of all NCOES Schools including the Functional Courses, Battle Staff and First Sergeant Course. CSM Redmore has also earned a Baccalaureate of Science Degree and has been inducted as a Distinguished and Honorary member of the 75th Ranger regiment and 319th Airborne Field Artillery Regiment.

Command Sergeant Major Redmore’s awards and decorations include: the Bronze Star Medal; Meritorious Service Medal (with 4th Oak Leaf Clusters); Joint Service Commendation Medal; Army Commendation Medal (with 3 Oak Leaf Clusters); Joint Service Achievement Medal; Army Achievement Medal (with 1 Oak Leaf cluster); Good Conduct Medal (8th Award); National Defense Service Medal; Armed Forces Expeditionary Medal (with Arrowhead and 2 Bronze Stars); NCO Professional Development Ribbon (with Numeral 4); Army Service Ribbon; Kosovo campaign Medal; NATO Medal; Afghanistan Campaign Medal; Global War on Terrorism Service Medal; Joint Meritorious Unit Medal with oak leaf cluster; Valorous Unit Medal; Combat Action Badge; Master Parachutist Badge (with Bronze Service Star); Pathfinder Badge; Military Free-Fall Badge; Bahraini Parachutist Badge; and Ranger Tab.

Contact Information: Phone (315-772-3921)

COMMAND SERGEANT MAJOR, U.S. ARMY GARRISON – FORT DRUM

Terry E. Parham

CSM Terry E. Parham Sr., is a native of Dinwiddie, Va. He entered the U.S. Army on 3 August 1983, with Basic Training at Fort Dix, NJ and Advance Individual Training at Fort Jackson, SC.

He has served in numerous leadership positions for Dining Facility Manager to Command Sergeant Major. His assignments include: Food Service Specialist, 2/60TH ADA, Zwiebruken Germany (1984-86) and 504TH MI Fort Hood Texas (1986-87); Food Service NCO, 4/6 CAV (1987-89); Exchange NCO, British Army (1989-91); Senior Food Service Instructor, Co P. 266TH BN Fort Lee, Va. (1991-94); Dining Facility Manager and Senior Food Supervisor (BDE), 37TH TRANSCOM, Kaiserslautern Germany (1994-97); First Sergeant, HHC 37TH TRANSCOM (97-99); BNCOC Commander/First Sergeant, Fort Lee, Va (1999-2001); Division Food Service SGM, 4TH Infantry Division, Fort Hood, Texas (2002-2002); Command Sergeant Major, 548TH CSB, Fort Drum, NY (2004-).

Command Sergeant Major Parham's military education includes Air Defense Motivation Orientation Course, Primary Leadership Noncommissioned Officers Course, Air Assault School, Basic Noncommissioned Officers Course, Advanced Noncommissioned Officers Course, Food Management Course, and the United States Sergeant s Major Academy (Class 52). He has an Associate Degree in Applied Science from Central Texas College.

His awards and decorations include the Bronze Star Medal (1OLC), Meritorious Service Medal (3 OLC), Army Commendation Medal (5 OLC), Army Achievement Medal (10 OLC), Good Conduct Medal (7TH AWD), National Defense Medal with Bronze star, Iraq Campaign Medal, Global War on Terrorism Medal, Expeditionary Medal, Noncommissioned Officers Development Ribbon (w/numeral 4), Army Service Ribbon, and the Oversea Service Ribbon (w/numeral 3);Audie Murphy Member (1989) Fort Hood, Texas.

Contact Information: Phone (315-772-6787)

Michele L. Carlton – Fort Drum School Liaison Officer, Child and Youth Services

Michele L. Carlton has served as the School Liaison Officer for the Child and Youth Services at Fort Drum for the past four years. She worked for ten years as a New York state correctional officer, one year as a Florida state juvenile correctional officer, two years as a substitute teacher, and five years as a Jefferson County Youth Court Director.

A native of the Fort Drum area, she was born and raised Jefferson County and graduated from Indian River Central High School. She holds an Associates Degree in criminal justice and a Bachelors Degree in Social Theory, Structure and Change from the State University of New York.

Jack J. Boak
District Superintendent
(315) 779-7017
JBoak@mail.boces.com

Mr. Boak began his career in education with a Bachelor of Science in Education, State University of New York at Oneonta. After teaching Secondary English for four years, Mr. Boak returned to school and got his Master of Science in Educational Administration at Syracuse University.

From 1976 to 1981, Mr. Boak worked his way up from Administrative Intern at Cazenovia High School where he supervised 450+ students to Principal of Fayetteville-Manlius Senior High School supervising 2,000+ students. After three years as Principal, Mr. Boak left Fayetteville-Manlius Senior High School and began coordinating the activities of statewide teams of teachers/administrators charged with the review and redesign of all Vocational/Occupational, Industrial Arts and Home Economics curricula. The next 20 years Mr. Boak served first as the Assistant then the Deputy Superintendent and the Clerk of the Jefferson-Lewis-Hamilton-Oneida Board of Cooperative Educational Services. Since 2003 Mr. Boak has served as the District Superintendent of the Board.

Mr. Boak volunteers his time to serve as the Vice Chairman of the Board of Trustees for WPBS television, a member of the Board of Directors for the Greater North Country/Watertown Chamber of Commerce and Seaway Trails Foundation, and a Board Member for Fort Drum Regional Liaison Organization and Jefferson-Lewis Workforce Investment Board.

Terry N. Fralick
Superintendent of Watertown City School District
(315) 785-3705
tfralick@watertowncsd.org

Mr. Fralick has a Bachelors of Arts in Geology from Hartwick College where he graduated Magna Cum Laude, and a Masters of Science in Geology from Purdue University where he graduated Cum Laude. He also has a Certificate of Advanced Study in Instructional Administration from State University of New York at Oswego.

Mr. Fralick began his career as the District Manager and a Petroleum Geologist for City Service Oil Co., Getty Oil Co., Apache Corp., and Southwestern Energy Production Co. He then switched into education as a science teacher. He moved into administration as an Administrative Intern before becoming a Principal for 9 years. Mr. Fralick then went on to become the Superintendent of Schools for South Jefferson Central School District and is currently the Superintendent of Watertown City School District.

Mr. Fralick is happily married with two children.

James Kettrick
Superintendent of Indian River Central School District
(315) 642-3441
jkettrick@mail.ircsd.org

James Kettrick is the Superintendent of Schools for the Indian River Central School District, Philadelphia, New York. The district is heavily impacted by the military presence and population on neighboring Fort Drum, home of the Army's 10th Mountain Division (light infantry). The District is located in rural upstate New York where the main industry is agriculture.

In 1977 Mr. Kettrick began a career in education at Indian River as a science teacher. His service included 7 years as a Regents biology teacher, junior high science teacher and teacher of the Title IV C gifted and talented. During this time Mr. Kettrick also coached junior varsity and varsity football, junior varsity wrestling and varsity track.

The transition to administrator took place in 1984 with duties including Athletic Coordinator and Jr/Sr High School Principal. Mr. Kettrick served as the Middle School Assistant Principal beginning in 1990. He became the Indian River High School Principal in 1993, where he continued to serve the District for 13 years.

Mr. Kettrick spent the early years of his life in the New York City Public School System and is a graduate of Dewitt Clinton High School. He has a BA in biology from Colgate University, Hamilton, NY and holds a Masters in Education and Administration from St. Lawrence University, Canton, NY. He is married and has a son, Spencer and two daughters, Tessa and Aubrey. His hobbies include golf, cycling and skiing.

Carl Militello
Superintendent of Carthage School District
(315) 493-5000
cmilitello@carthagecsd.org

Mr. Militello is a graduate of Buffalo State College with majors in Elementary Education and Special Education, also earning a Masters Degree in Special Education. He attended Canisus College where he earned a degree in Educational Counseling. He has a certificate of Advanced Student in Educational Administration and Leadership from SUNY Fredonia.

Mr. Militello was a Special Education teacher for 6 years, served as an Assistant Principal for 6 years, and as a High School Principal for 4 years at the Eden Jr. High School. He also has been the Director of Adult Education, an adjunct professor for SUNY Fredonia, D'Youville College and Jefferson Community College. Mr. Militello has been Superintendent for the Wellsville and Dunkirk School Systems. Additionally, he is a member of the Phi Delta Kappa Fraternity, which is an organization of educational excellence and leadership.

He has over 20 years in Education, including 10 years as a Superintendent.

ECONOMIC ADJUSTMENT COMMITTEE
EDUCATION GROWTH SITE VISIT
-
TALKING POINTS

It is clear that a successful response to an increase in Military-related dependents in local schools does not occur without a genuine partnership between the local installation, state and local education agencies, and the U.S. Department of Education.

It is equally important to recognize that a response to this student growth for any particular area must be flexible to adapt to the circumstances, including public and private sector, found at each location.

Current projected Department of Defense growth is unprecedented in the number of students and locations experiencing growth at one time. Accordingly, the purpose of this visit is to equip Federal officials with firsthand knowledge of successful local and state responses to student growth to date as well as to better understand those areas where gaps may exist or third party assistance may be necessary.

The "Defense Economic Adjustment Program," as it is premised under Executive Order, relies upon a Federal inter-agency organization called the Economic Adjustment Committee (EAC), to directly support local efforts to respond to military growth and establishes a forum for the resolution of local adjustment issues.

Officials on this visit are hoping to gauge the true effects of the anticipated student growth, which can be influenced by several factors, including location, timing, and magnitude.

These visits are part of a more enduring partnership between the affected community and these Federal officials, a partnership that will continue to work with them into the future as the projected student growth occurs and is absorbed locally.

Some keys for local success that we would share:

- Partner with the local installation
- "Speak with one voice" through strong public and private leadership.
- Commit political and financial resources in support of the response.
- Take advantage of existing resources.
- Leverage public <u>and</u> private sector resources.
- Seek responses that are financially feasible.
- Coordinate with broader community development activities.
- Pace the effort so as to be responsive yet not premature nor over-extended.
- Understand the MILCON, mission growth processes.

Education Growth Site Visit to Fort Drum, NY
Sample Questions and Answers

1Q: What is the purpose of the visit?

1A: The purpose of the Senior Leadership trip is to improve understanding and communication among all stakeholders about the impact of Army growth on local school districts.

2Q: Is one of the purposes of the trip to see if our community qualifies for federal school construction funds?

2A: The purpose of the trip is to improve understanding and communication about local school impacts, of which construction, expansion, and renovation are obviously among the most important. What the Senior Leadership take away from this trip will help inform future discussions about appropriate federal, state, and local roles in responding to growth at Army installations, including those roles for school-related capital projects.

3Q: Why did you decide to come to Fort Drum? Are there particular issues that the community or installation should be aware of?

3A: There are several Army installations that have growth planned in the near future, say between now and 2015, as a result of BRAC realignments, Army modularity, and the reassignment of troops from Europe and Korea to the U.S. Fort Drum is among them. The Economic Adjustment Committee (E.O. 12788, as amended) through the office of Economic Adjustment (OEA) is scheduling technical and Senior Leadership visits to four installations to initially understand and foster greater communication around the issue. The Fort Drum community was selected as one of the early site visits in this project because of its prior recent experience in successfully accommodating Army growth. There are no particular issues affecting Fort Drum, its missions, or the local community that affected its inclusion.

4Q: Is one of the purposes of the trip to see if our community and Fort Drum are appropriate locations for a new brigade under the "Grow the Army" initiative?

4A: No. The visit and this project are not connected in any way to the "Grow the Army" initiative.

5Q: Are Army Headquarters and Fort Drum working from the same number of projected school-aged children?

5A: One of the key purposes of this project, in its entirety, is to develop a better understanding of projections being used by Army Headquarters, Fort Drum, and the local educational agencies. The Senior Leadership visit is an essential step in building this understanding.

6Q: Are the Army's models adequate for projecting the number of school-aged children? Do the models adequately account for demographic changes, such as more soldiers with older children, or deployments, when family members may not move to or remain at Fort Drum?

6A: The technical site visit team was told that the local school districts around Fort Drum are able to work with the Army estimates as a solid starting point for their planning efforts.

7Q: At the technical visit on September 6, 2007, the school districts expressed concern about the lack of resources in the community to provide counseling and mental health services needed by school-aged DoD dependents in their schools. What can be done about that?

7A: We understand that a number of issues may be in play here. There may be issues with the general availability of mental health services in the greater community. We understand that the local educational leaders told the technical site visit team that the number of psychologist/psychiatrists in the Watertown area will soon increase from one to three, but that a shortage of professionals may still remain. We know that the Army's provision of these services is receiving a high level attention across the Service. We look forward to learning more about how counseling, mental health, and related issues affect the education of military dependents from Fort Drum, and to continuing the dialogue.

8Q: How does the availability of housing affect the education of Fort Drum's children?

8A: Where our kids live generally determines where they attend school. So there is a close relationship between where housing is available and suitable for military families and where their children will attend schools. School leaders have told us that the vast majority of the impact of growth at Fort Drum will be felt by the Carthage, Indian River Central, and Watertown City school districts. Other school districts, however, could also be affected if military members choose to live within their jurisdiction.

9Q: What are the different federal agencies involved in this project?

9A: The White House Office of Intergovernmental Affairs Intergovernmental Affairs (IGA) serves as the President's liaison to state, local, and tribal governments.

The Office of the Assistant Secretary of Education for Elementary and Secondary Education promotes academic excellence, enhance educational opportunities and equity for all of America's children and families, and to improve the quality of teaching and learning by providing leadership, technical assistance and financial support.

The Office of the Assistant Secretary of Education for Management is a major contributor to the Department's commitment to excellence through its role as the Department's administrative component. OM is dedicated to promoting customer service; expanding staff performance capacity; using strategic approaches to management and the

management of the Department's human capital; and providing a high-quality workplace for the Department.

The Office of Economic Adjustment (OEA) is part of the Office of the Secretary of Defense. OEA is the Department of Defense's primary source for assisting communities that are adversely impacted by Defense program changes, including base closures or realignments, base expansions, and contract or program cancellations.

The Office of the Under Secretary of Defense for Military Community and Family Policy is directly responsible for programs and policies which establish and support community quality of life programs on military installations for service members and their families worldwide.

The Office of the Assistant Secretary of the Army for Installations and Environment has responsibility for policy development, program oversight and coordination of a wide variety of Army activities including: design, construction, operations, maintenance and management of Army installations; privatization of Army family housing, real estate, utilities and other infrastructure programs; environmental compliance, clean-up and site disposal programs; and management of the Army's safety and occupational health programs.

The Office of the Assistant Chief of Staff for Installation Management (ACSIM) provides policy guidance and program management on all matters relating to overall management and resourcing of Army installations worldwide. It ensures the availability of efficient, effective base services and facilities.

TRAVEL INFORMATION

FLIGHTS

Via military aircraft

Tuesday, October 16, 2007

Depart:	Andrews Air Force Base	6:00 a.m.
Arrive:	Fort Drum (Wheeler-Sack AAF)	7:30 a.m.
Depart:	Fort Drum (Wheeler-Sack AAF)	4:00 p.m.
Arrive:	Andrews Air Force Base	6:00 p.m.

HOTEL (STAFF ONLY; SENIOR LEADERS DO NOT STAY OVERNIGHT)

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