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Urban Design Studio

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ADAPTIVE
REUSE
OF
STATE
CAMPUSES
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ADAPTIVE REUSE OF STATE CAMPUSES

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The University of Oklahoma Urban Design Studio

Project Jury
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 Shawn Schaefer

The University of Oklahoma Research Day

2nd Place Poster Community Outreach Category

Special Thanks

To my family who has been very patient and supportive of my pursuit for the past two years. You are a fine example of encouragement and grace.

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OBJECTIVE

To create an awareness of state owned campuses through a state memo based on the case study of Thunderbird Youth Academy. In addition, the development of cohesive long-term planning goals for the City of Pryor as related to Thunderbird Youth Academy capitalizing on the new master plan (TYA), existing assets, and creating a more fit community.

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INTRODUCTION

TYA

Thunderbird Youth Academy is located in Pryor, Oklahoma and exemplifies many campuses owned by the State of Oklahoma. These vacant and underutilized properties are draining to our states fiscal budget and often become unsightly and dangerous structures in desperate need of adaptive reuse or even demolition. Reminiscent of many state programs TYA is worthy of subsistence but their fiscal needs acutely exceed their current funding. Finding solutions for adaptive reuse comes with many challenges. The following report will address adaptive reuse issues related to TYA by analyzing three levels of encumbrance: STATE|OKLAHOMA, CITY|PRYOR, and LOCAL|TYA.

PROFESSIONAL PROJECT

The case study of Thunderbird Youth Academy was part of a professional master's project. I selected TYA after considering the components of the commission. I felt several were relevant to my interest and to a good professional project. Initially, TYA had solicited the help of Shawn Schaefer, director of the Urban Design Studio for a new master plan. Creating a master plan would provide me with the real work skills, necessary for my career. Unfortunately, an architect had already been hired to do a master plan; as a result I shifted my focus slightly. In addition, historic preservation was a key component; TYA has several historic buildings on its mature campus. I knew I could realize the opportunity and make a contribution to an outstanding organization and community.

DIRECTION

My primary TYA contact was Colonel Wright. Col. Wright provided me with valuable information and

DIRECTION CONTINUED

support through out the process. After our initial visit I narrowed my options to three clear directions.

- (1) Vacant Property Policy Memorandum to the Oklahoma General Assembly and office of the Governor
- (2) Pryor Development Authority
- (3) Thunderbird Youth Academy Design Guide

Concluding my first defense I decided to take on all three components. Looking at breadth rather than depth.

As the project grew, I began to interface with the community of Pryor in an effort to create a development authority. As a result, I conducted over ten interviews with stakeholders. These stakeholders are all passionate about TYA and want to see the academy succeed. However as time passed, it was increasingly difficult to get a group together. Just before the third defense, I scrapped the idea of creating a development authority in lieu of a visual survey of the area surrounding TYA complete with recommendations for integrating walking trails and shared uses of amenities in the area.

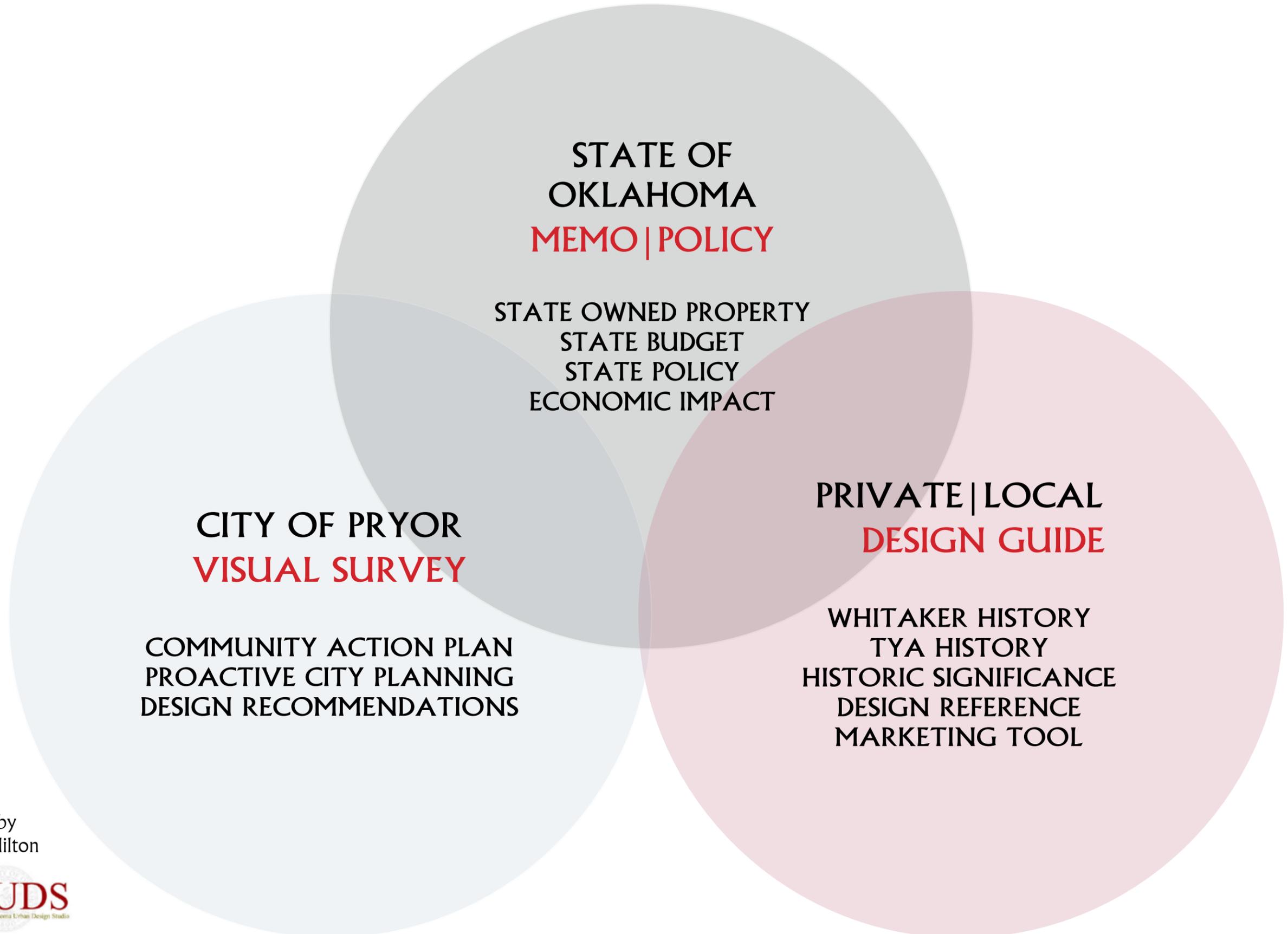
POTENTIAL

As the Thunderbird Youth Academy proceeds with creating a new master plan for its campus; this case study will provide additional relevant components for their success. A potential state policy may result from the memo. The City of Pryor (COP) will have recommendations for an interconnected community plan which capitalizes on the existing infrastructure around the TYA campus; laying the groundwork for a healthy sustainable community. Lastly, marketing tools and design recommendations will be laid out for TYA through the design guide.

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ORGANIZATIONAL ANALYSIS
TYA AS RELATED TO STATE MEMO | CITY OF PRYOR | DESIGN GUIDE



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MEMO | POLICY

METHODOLOGY | POLICY MEMO

Policy Memo:
Research was conducted through a literature review of articles and books concerning vacant and underutilized real state property. A primary source of information was the February 2011 report by the United States Government Accountability Office titled "Private Redevelopment of Underperforming Federal Buildings" author David Wise. This article provided valuable insight on how the federal government was tracking property, the costs related to these real properties and the obstacles of disposing said properties. Several states were reviewed in regard to departmental management of vacant and underutilized properties. In addition, one or two other studies regarding large cities provided relevant procedures for the process of identification and potential challenges. The following areas were recommended for policy implementation:
(1) Strategy for identifying vacant and underutilized properties
(2) Create State Office of Property to serve as a clearing house for state real property
(3) Establish governmental leadership and management
In addition, a close look was taken at potential challenges and consequences to the process.



VISUAL SURVEY

METHODOLOGY | VISUAL SURVEY

Visual Survey:
A visual survey of the campus and surrounding areas of Pryor consists of:
Extensive photo survey
Identification
Paths
Edges
Districts
Nodes
Landmarks
Demographics
Interviews were conducted with more than half a dozen local officials and community leaders. A top ten list of recommendations was created for the City of Pryor (COP) available to stakeholders from Pryor and Thunderbird Youth Academy.



DESIGN GUIDE

METHODOLOGY | DESIGN GUIDE

Design Guide:
Photos have been taken of all the academy structures. Details of architectural elements were recorded and placed into a guide format. The result will yield a guide which reflects the following three areas:
(1) Historical context of the campus and buildings
(2) Recommendations and selection of specific elements for implementation in the new facilities
(3) Identification of structural weaknesses and/or areas needing preservation, reconstruction, or rehabilitation.

STATE OF OKLAHOMA

MEMO | POLICY

STATE OWNED PROPERTY
STATE BUDGET
STATE POLICY

GOAL:

Create Memo on Adaptive Reuse of State Campuses

METHODOLOGY:

Research Books | Articles

- Vacant Government Properties
 - Identifying and Appraising Vacant Properties
 - State Growth Management
 - Measuring the economic effects of military base closures
 - Vacant Property Policy and Practice
 - Regional Assessments
- Write White Paper

RECOMMENDATIONS:

- Submit to Governors Office
- Submit to Oklahoma Assembly
- Submit to State Board of Regents
- Potential Policy

The following areas were recommended for policy implementation:

- 1) Strategy for identifying vacant, and underutilized state properties
- 2) Create State Office of Property to serve as a clearing house for state real property
- 3) Establish governmental leadership and management

In addition, a close look was taken at potential challenges and consequences to the process

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CURRENT TYA CAMPUS



CITY OF PRYOR VISUAL SURVEY

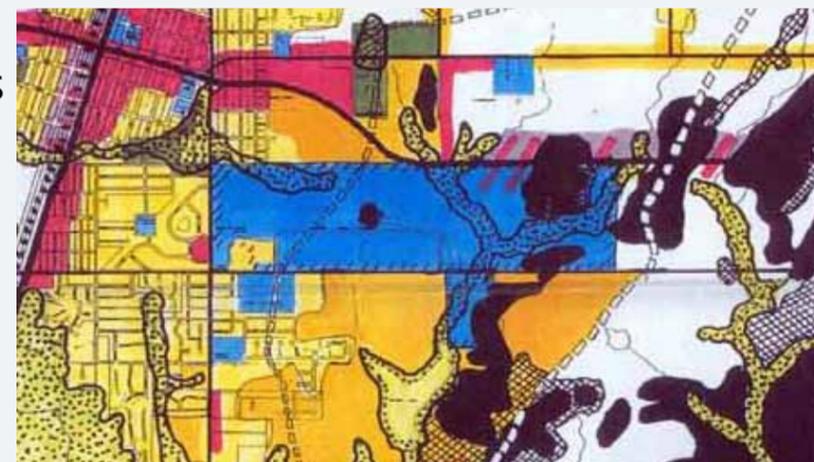
CREATE COMMUNITY ACTION PLAN DESIGN RECOMMENDATIONS

■ **GOAL:**
Complete a Visual Survey Layout

■ **METHODOLOGY:**
IDENTIFY
Paths
Edges
Districts
Nodes
Landmark
Physiographic Features
Demographic Data
Highlights of area
Interview Local Officials and Residences
Evaluate Area Surrounding TYA
Photograph areas surrounding TYA

■ **RECOMMENDATIONS:**
■ Integrated planning between City of Pryor and Thunderbird Youth Academy concerning land surrounding TYA.
■ Shared biking | hiking trails
■ Shared use of facilities
■ Top ten recommendations for the City of Pryor

Source: 1999 Pryor Comprehensive Plan, Pryor Creek Planning Commission 499



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MERRIT HALL

**PRIVATE | LOCAL
DESIGN GUIDE**

**HISTORY OF CAMPUS
HISTORIC SIGNIFICANCE
DESIGN REFERENCE**



SANFORD HALL

GOAL:

- Create a Design Guide TYA | Make recommendations for future design
- The design guide will provide general historical information for the Whitaker Children's Home, TYA site and buildings.
- The design guide will act as reference for any future facility design.
- The design guide will serve as a potential marketing tool simplifying the plans and potential concepts for design by providing general information about the campus

METHODOLOGY:

Research Books | Articles
 DG for The Oklahoma National Guard | Muskogee, OK
 University of Texas | Austin Texas | Interior Design Guide
 Photograph interiors | exteriors
 Research architectural styles
 Review historic status



CROW
EDUCATION CENTER



STAFFORD
DINING FACILITY

RECOMMENDATIONS: Photos have been taken of all the academy structures interiors and exteriors. Details of architectural elements and historical documentation will be included in the guide. The result will yield a guide which reflects the historical context of the campus and buildings.

This guide may be used in the future as a marketing tool, historical or design reference.

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FALL

AUG ★		SEPT ★ ★ ★			OCT ★ ★		NOV ★ ★		DEC ★ ★	
<ul style="list-style-type: none"> •Book List •Establish Method of Research •Set Goals •Examine Issues •Visit Pryor •Set up format for final project 		<ul style="list-style-type: none"> •Organize Photo's •Contact: •Cherokee Tribe-GIS •Col. Wright •Facilities Manager • Chuck Fraley Selser Schaefer Hank Speiker •Mayes County: •Accessor •Planning department 			<ul style="list-style-type: none"> •Prepare for Jury •Review SS Master Plan •Visit Pryor •Meet/Interview: •First Lady •Kim Henry •President RSU •Larry Rice •Evaluate Options •Select Plan of Action •Get zoning info 		<ul style="list-style-type: none"> •Visit Pryor •Attend Planning Meeting in Pryor •Evaluate Interviews/Ideas •Expand Plan of Action •Set New Goals •Prepare for Jury •Finalize written research 		<ul style="list-style-type: none"> •Prepare for Jury •Review Critique of Jury 	
FINALIZE ISSUE/TOPIC		VISUAL SURVEY			CONTACT POTENTIAL PARTNERS		CONTACT SELSER SCHAEFER		ADDITIONAL RESEARCH	
					PREPARE FOR JURY		CONTINUE TO VISIT PRYOR, EVALUATE NEW INFORMATION		FINALIZE NEW INFORMATION	
									PREPARE FOR JURY	
									REVIEW CRITIQUE OF JURY	
									RELAX ONE WEEK MERRY CHRISTMAS	

SPRING

JAN ★		FEB ★		MAR ★		APR ★		MAY ★	
<ul style="list-style-type: none"> •Read research on state campuses •Begin writing memo 		<ul style="list-style-type: none"> •Complete memo •Outline final project •Begin assembling pages in final book •Create outline for design guide •Create cover page for PDF formats 		<ul style="list-style-type: none"> •Finalize memo by- Monday, March 21st •Take final photos for design guide- Wednesday the 9th •Finalize design guide- Friday March 25th •Create poster for Research Day •Finalize visual survey of Pryor- Friday, April 8th •Schedule meetings? 		<ul style="list-style-type: none"> •Finalize all work submit final progress Friday April 22nd •Review recommendations from Jury •Prepare for final defense 		<ul style="list-style-type: none"> •Finalize all work •Make recommended changes from Jury •Graduate 	
SET FINAL PLAN OF ACTION		REVIEW ALL WORK		PREPARE FINAL WRITTEN DOCUMENTS		PREPARE FOR RESEARCH DAY		FINALIZE FINDINGS	
				NETWORK ON BEHALF OF TYA		CREATE POSTER		GRADUATE :o	
						PREPARE FOR FINAL JURY			

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LITERARY REVIEW

Donnelly, John M. "In Time, a Silver Lining For Many Closed Bases." CQ Weekly (2005): 875-877. CQ Weekly. Web. 18 July 2010. <<http://library.cqpress.com/cqweekly/weeklyreport109-000001609757>>. This article takes a close look at how the closing of military bases potentially affects the lives of residents and the financial stability of the community.

Despres, Carole, Nicole Brais, and Sergio Avellan. "Collaborative planning for retrofitting suburbs: transdisciplinarity and intersubjectivity in action." Futures Vol 36.4 (2004): 471-486. sciencedirect.com. Web. 23 June 2010. This paper presents the research program undertaken by the Interdisciplinary Research Group on Suburbs. In addition it addresses the collaborative planning process put forward to familiarize the future of Quebec City's first ring suburbs.

Fishbein, Rand H. "Base Closure Alternative." Armed Forces Journal International 140.2 (2002): 22. Academic Search Premier. EBSCO. Web. 18 July 2010. This paper discusses the closing of military bases for commercial use as well as other conversion ideas.

Garde, Ajay. "City Sense and Suburban Design: Planners' Perceptions of the Emerging Suburban Form." Journal of the American Planning Association 74.3 (2008): 325-342. informaworld.com. Web. 23 June 2010. This article is a proposal to design and extend the sense of community in urban neighborhoods beyond network sociality, through a lens of 'suburban nostalgia'. The paper shares the vision of how neighborhood interactions might be retrofitted in new ways through civic engagement in the expansion of environments.

"Helping base closure communities." Nation's Cities Weekly 22.8 (1999): 7. Academic Search Premier. EBSCO. Web. 18 July 2010. This report looks closely at the effects of base closings and how the government through the National Association of Installation Development is helping with reuse funding.

Holladay, Martin. "Preservation Green Lab Will Promote Rehab of Historic Buildings | GreenBuildingAdvisor.com." GreenBuildingAdvisor.com | Designing, Building and Remodeling Green Homes. Web. 30 June 2010. <<http://www.greenbuildingadvisor.com/blogs/dept/green-building-news/preservation-green-lab-will-promote-rehab-historic-buildings>>. The Preservation Green Lab will partner with cities and states to suggest sustainable development policies for existing buildings. The lab will also serve as a national clearinghouse for best practices for green retrofit work.

Hooker, Mark A., and Michael M. Knetter. "Measuring The Economic Effects of Military Base Closures." Economic Inquiry 39.4 (2001): 583-598. Academic Search Premier. EBSCO. Web. 18 July 2010. This article focuses on the economic effects of military base closures between 1971-1994, as related to employment costs and job losses.

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LITERARY REVIEW

Howard, Lucy, et al. "A Military-Base Bidding War." *Newsweek* 138.7 (2001): 6. Academic Search Premier. EBSCO. Web. 18 July 2010. This article looks at the criteria for closing military bases and the effect it is having on communities particularly the community of San Antonio, TX and the Brooks Air Force Base.

Kelly, John T., and Curt Cornelssen. "Military base closures can change...lands to parks." *Parks & Recreation* 31.1 (1996): 70. Academic Search Premier. EBSCO. Web. 18 July 2010. This paper looks at the National Park Service's Federal Lands to Parks program, and the opportunities, processes and identification of potential parks on previously operating military bases.

Langmead, Sarah G. "Sustainable Heritage: Retrofitting Historic Buildings for Improved Environmental Performance." *Architecture Theses and Dissertations* (2009). DRUM: Sustainable Heritage: Retrofitting Historic Buildings for Improved Environmental Performance. University of Maryland. Web. <<http://hdl.handle.net/1903/10038>>. This thesis explores how we can alter our existing building stock to become more environmentally sustainable. By examining the common ground between the conservation of the built world and the conservation of the natural world, we can redefine stewardship for the present age.

Liebig, Phoebe S. "State Units on Aging and Housing for the Elderly: - Journal of Housing For the Elderly." *State Units on Aging and Housing for the Elderly*. Informa World. Web. 30 June 2010. <http://www.informaworld.com/smpp/content~db=all~content=a904381024~frm=titlelink?words=aging,housing>>. This article reports on the results of a recent survey of SUA housing efforts and roles played, collaborations and networks, resources, and priorities, accomplishments and future initiatives.

Nishita, Christy M., and Jon Pynoos. "Retrofitting Homes and Buildings: Improving Sites for Long-Term-Care Delivery." *Generations* 29.4 (2006): 52-57. Academic Search Premier. EBSCO. Web. 18 July 2010. This article takes a look at the issues of funding, policy and programming as it relates to retrofitting housing for the aged in our country.

Phelps, Nicholas. "Retrofitting suburbia: urban design solutions for redesigning suburbs." *Environment & Planning B: Planning & Design* 36.6 (2009): 1125-1126. Academic Search Premier. EBSCO. Web. 18 July 2010. This textbook style reading gives detailed analysis of retrofitting buildings in urban settings, as well as discussing options and ideas as pertaining to retrofitting and planning in the suburbs.

Randall, Todd. "dissertations." *DigitalCommons@McMaster*. Version AAINQ80717. McMaster University, 1 Jan. 2002. Web. 23 June 2010. <digitalcommons.mcmaster.ca/cgi/query.cgi?field_1=Iname&value_1=Randall&field_2=fname&value_2=Todd%20A&advanced=1>. "This dissertation develops a conceptual model providing decision support for suburban retrofitting, with the intent that the retrofitted suburbs exhibit a greater degree of sustainability than existing conventional suburban developments. This model, applicable at the neighborhood scale, represents a departure from current sustainable community planning which is more focused on greenfield developments."

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LITERARY REVIEW

Satchell, Christine , Marcus Forth, Greg Hearn, and Ronald Schroeter. "Proceedings of the 20th Australasian Conference on Computer-Human Interaction: Designing for Habitus and Habit." OZCHI 287 (2008): 243-246. ACM PORTAL. Web. 23 June 2010. This is a report on the pilot study of open ended interviews which investigate the different user archetypes whose needs are considered when designing social technology for urban spaces, then suggest a design to extend the sense of community.

Schauman, Sally. "Restoring nature in the city: Puget Sound experiences ." Landscape and Urban Planning 42.2-4 (1998): 287-295. sciencedirect.com. Web. 23 June 2010. This research looks closely at restoring nature within American urban areas. At first glance it seems basic to sustainability both in theory and in practice. In addition to valid science, restoration of urban green locales requires two harmonizing efforts, one is a plan or process to locate and to rank probable restoration sites and second to understand how restoration designs will be accepted, and therefore, maintained by nearby residents.

Seive, Laura. "Retrofits Are Go!" The Ecologist. Web. 01 July 2010. <http://www.theecologist.org/green_green_living/home/269792/the_retrofit_revolution_domestic_makeovers_that_can_help_save_the_world.html>. A close look at houses and how eco homes can also be retrofits from all ages, shapes and sizes ranging from 17th century cottages to 1920s semis.

Smith, Stanley K., Stefan Rayer, and Eleanor A. Smith. "Aging and Disability: Implications for the Housing Industry and Housing Policy in the United States - Journal of the American Planning Association." Aging and Disability: Implications for the Housing Industry and Housing Policy in the United States. Informa World, June 2008. Web. 30 June 2010. <<http://www.informaworld.com/smpp/content~db=all~content=a794429453~frm=titlelink>>. This article demonstrates the impact of population growth and aging on the projected number of households with at least one disabled resident and estimate the probability that a newly built single-family detached unit will have at least one disabled resident during its expected lifetime.

Stenberg, Peter L., and Thomas D. Rowley. "A comparison of military base closures in metro and nonmetro counties." Government Finance Review 9.5 (1993): 11. Academic Search Premier. EBSCO. Web. 18 July 2010. The investigation of base closures from 1969-1988 and the effects on urban and rural communities

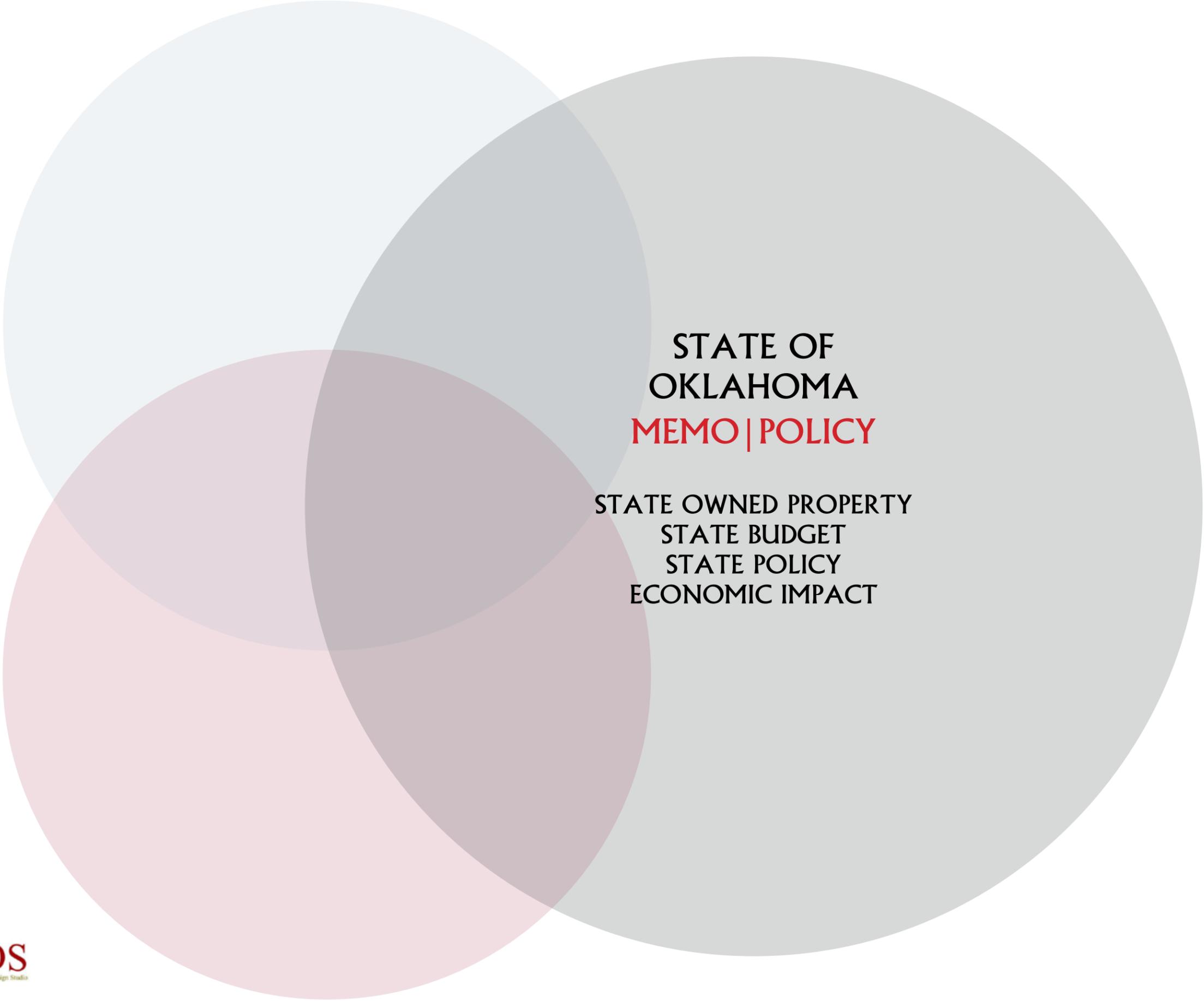
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STATE POLICY MEMO

About the author: Marcae' Hilton is a graduate student at the University of Oklahoma, College of Architecture, Urban Design Studio. Marcae' chose to partner with the Thunderbird Youth Academy in Pryor, Oklahoma for her professional project requirement and degree completion in Urban Design. Marcae' resides in Tulsa, Oklahoma. This white paper provides recommendations for the 53rd Oklahoma General Assembly concerning vacant and underutilized state-owned properties. Vacant and underutilized public properties are common in Oklahoma and throughout the United States. These buildings and properties are often a drain on fiscal budgets, an inducement for crime, and a threat to public safety. Addressing these issues will require political application, policy-making strength and administrative fortitude from our state government. The first step for the State of Oklahoma is to classifying all state owned properties. There are currently modest amounts of data available on the number of vacant public buildings in the United States but the federal government, several universities, and some municipalities are beginning to research this topic and report their findings. Within the state of Oklahoma the process is cumbersome and lengthy. For the purpose of a valid case in point we will examine several such reports and develop a plan to initiate the process of identifying and cleaning up state properties that represent fiscal vulnerabilities to our communities. As a result, the state will begin the process of identifying public properties for potential redevelopment and the removal of underutilized properties from the real property portfolio

Vacant and underutilized properties are significant barriers to healthy communities.

In this paper, I have defined a vacant public property as a building or parcel that is lacking the presence of people on the premises. This definition will vary according to each governmental entity. Underutilized properties may refer to real properties, which are not being used at maximum potential or lacking elementary improvements, such as, repairs on rotting wood, or cracked sidewalks or further defined as not being used efficiently. Three areas to consider would be: time, space, or function. An example of time: the building is used for only 5 hours a week when it has the capacity to be used forty or more hours. It is not uncommon to find a large space being used to office a small group of employees when in fact it could office two or three times more people. Function inefficiency could be described as using a multi-million dollar fitness facility to house offices while the equipment is shoved into a corner. An abandoned property is recognized as property that has been deserted. These vacant, underutilized and occasionally abandoned properties may be a building, or parcel of land. For the sake of simplicity, I will refer to all the definitions as vacant structures or properties unless otherwise specified.

The Oklahoma General Assembly is encouraged to act swiftly to enact policy that will identify said properties, and set coordinated steps in place to implement adaptive reuse.

Transparency requires change in policy and in approach.

It is clear while studying current reports that deep budget cuts are beginning to take place in order to balance the budget of our state. This environment of economic uncertainty presents legislators with the greatest opportunity to make positive policy change. However, before that can be done additional information concerning vacant land and property must be gathered. The time to start planning is now. One such opportunity to change our environment is by creating policy that prioritizes strategies to identify vacant properties for reuse including but not limited to

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commercial, industrial, office, housing, and lots. “Acknowledging the importance of existing vacant buildings, therefore, encourages an efficient use of resources, involving fewer environmental impacts (than building new each time)” (Meyers, 2004). It is critical to get relevant property information out and available to stakeholders while fostering an environment of transparency to the general public.

Consolidation of information yields less waste.

The State of Oklahoma will benefit from a change in the management and consolidation of data related to public structures. While I recognize the Oklahoma Department of Central Services has several agencies in place to deal with state owned properties, the state seems to lack a cohesive and detailed inventory of all state owned properties. Once an inventory of the public properties is taken the second step would be to classify the properties and determine which will qualify for further evaluation and recommendation based on occupancy levels, and underutilization. This second step would require rigorous questioning as seen by the following sample of questions. Which agency at the state is responsible for evaluating property based on space, function, and time? How much money is spent heating and cooling a building that is only used for one hour a day? How many rooms are being used in these buildings where the heat and air is on twenty-four hours a day? Could some campuses be combined for better use of human resources? It is necessary to have multiple campuses in the same city? Is fiscal responsibility applied to state properties? Which of the state properties can be sold, leased, redeveloped or demolished to save money? How much does the state spend on insurance for vacant or underutilized properties? How much does the state spend on maintenance and grounds keeping for said properties? Does the state provide additional operational funding after the maintenance of new properties? How many campuses have rooms in new facilities which are never or rarely used?

In the following paragraphs we will look at the federal government and other states as related to policy, transparency and fiscal management of surplus public properties. These examples demonstrate the procedures the federal and state governments took in applying principles of consolidation to publicly owned properties.

FEDERAL LEVEL: In March of 2010, ABC news reported that hundreds of millions of taxpayer dollars are being spent on vacant buildings such as Federal Building Number 8 which has been sitting empty since 2002 with property values of over \$100 million, waiting for funding from congress for renovation. The Government Accountability Office (GAO) estimates the Veterans Administration alone pay out over \$170 million annually in maintenance costs for vacant structures (Karl, 2010).

The United States (GAO) just released a memo February 10, of 2011 titled: Private Redevelopment of Underperforming Federal Buildings. This report summarizes the status of federal real property held by the GAO which has been identified as high risk due to being excess and underperforming, over-reliance on leasing and issues concerning terrorism protection for assets (Wise, 2011). The federal government collected their data primarily from field office officials. The officials were asked to evaluate properties and report any vacant structures which represented potential risk for the following: “(1) lost dollars because such properties are costly to maintain; and (2) lost opportunities because

the properties could be put to more cost-beneficial uses, exchanged for other needed property or sold to generate revenue for the government” (Goldstein, 2003). As a result, the GSA was asked to “remove all assets from its real property inventory that are not financially self-sustaining or for which there is not a substantial, long term, federal purpose....in order to enhance customer service and control costs through the closing and consolidation of unneeded facilities

(Goldstein 2003).” The following numbers from the Wise report are staggering:

FEDERAL GOVERNMENT -2009

- Over 30 federal agencies control real property assets (facilities and land)
- 2009-federal inventory included over 3 billion square feet of building space
- 900,000+ buildings and structures worth hundreds of billions of dollars
- 83 percent of federal buildings and structures are owned by the feds
- 17 percent of federal buildings and structures are leased or otherwise managed
- 2009 agencies reported 45,190 underutilized buildings
- 2009 341 million square feet of underutilized buildings
- Increase of 1,830 such buildings from 2008 fiscal year
- Cost to taxpayers \$1.66 billion in annual operating costs

GSA-2009

- GSA had 282 excess buildings
- Cost of \$93 million annually
- 18 million square feet in 43 states
- Example: Fort Worth, Texas-GSA spent 1.3 million in 2009 on an office and warehouse complex covering 1 million square feet (Wise, 2011)

This is not the first time the federal government has looked to decrease assets in order to increase cost efficiency, savings and improve operations. In 1990 Congress enacted the Defense Base Closure and Realignment Act. This act was revisited in 2005 having the same purpose, it required the federal government to look closely at 3 levels: Level I identify assets, Level II determines excess and shortages; Operational Capacity analysis which examined capacity in terms of unit requirements Level III; Surge analysis which looked at the army’s ability to meet unforeseen circumstances (BRAC, 2005). Further studies have been completed to evaluate the impact these closures have had on counties where base closures occurred. There is no evidence supporting negative effects of military base closures, “evidence suggests that local economies possess surprising resilience in the face of external shocks” (Hooker, 2001). This protocol is not unlike the reports done by the universities and municipalities. However, the results remain to be seen concerning the Wise Report since most of the conclusions have just being finalized. Other reports are still in the process of data collection. The federal government outlined a clear straightforward process of managing public properties. However, benchmarks of state procedures for public property management are hard to find. The following states have taken steps to address their real property issues.

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STATE LEVEL: The North Carolina “State Property Office” (NCSPPO) keeps a current record of state owned properties, with the right to sale or lease and policy in place to carry out the transaction. In addition, NCSPPO has a Property Reporting Form, which comprises detailed owner information, as well as, building assessment particulars including but not limited to square footage, historic register, fire alarm, and heat-A/C conditions (NC, 2011). The following quote was taken from their website: “currently, the State Property Office inventory consists of 11,810 buildings containing 107 million square feet, more than 780 thousand acres of state owned land and nearly 5.2 million square feet of leased office space” (NC, 2011). The NC property inventory is available to the public online with detailed mapping available as well. North Carolina’s SPO is one of the only examples found on the management of state government property and serves as a good example of state property accountability and transparency (NC, 2011).

New York State has had some success in organizing and eliminating state properties, with their closing of state institutions for the care of people with mental disabilities. One piece of advice Castellani gives after examining the implementation and management of these closures was the placement of a strong team of middle managers, and intergovernmental management perspectives being crucial to a successful policy implementation (Castellani, 1992). These two states give us a brief look at what might be expected from state policy addressing vacant state properties.

RECOMMENDATIONS FOR STATE ACTION

The state should develop a strategy for identifying vacant and underutilized real properties. The following information is primarily adopted from recommendations by the Kromer report: “Vacant-property Policy and Practice: Baltimore and Philadelphia, 2002”

In the United States the federal government has set the precedence for the eradication of vacant structures in order to eliminate the waste of over \$3 billion in taxpayer dollars and energy resources by the end of fiscal year 2012 (Wise, 2011). The State of Oklahoma must coordinate its real estate activities to create genuine transformation in surplus public owned properties particularly in the urban areas, to maximize expected performance of properties. The first step is to create a State Property Office serving as a clearing station of the Department of Central Services. The function would be to coordinate all information and publish the “Annual Report of the State of Oklahoma-State Owned Real Properties” which will deal specifically with the states real property, the second step it to identify all state real property, excesses (underutilization) and shortages while the third and final step is to create a plan of action

1. Creation of State Property Office (SPO) as Property Clearing Station
 - o The state should create multi-level governmental partnerships by closely examining state policy
 - o Identify offices within the Department of Commerce which currently handle state owned property
 - o Establish SPO governmental leadership and management team
 - o Streamline administration of state property classifying and evaluation processing
 - o Create continuous flow of responsibility through each division for state owned property evaluations
 - o Assign one staff person to coordinate the identification properties

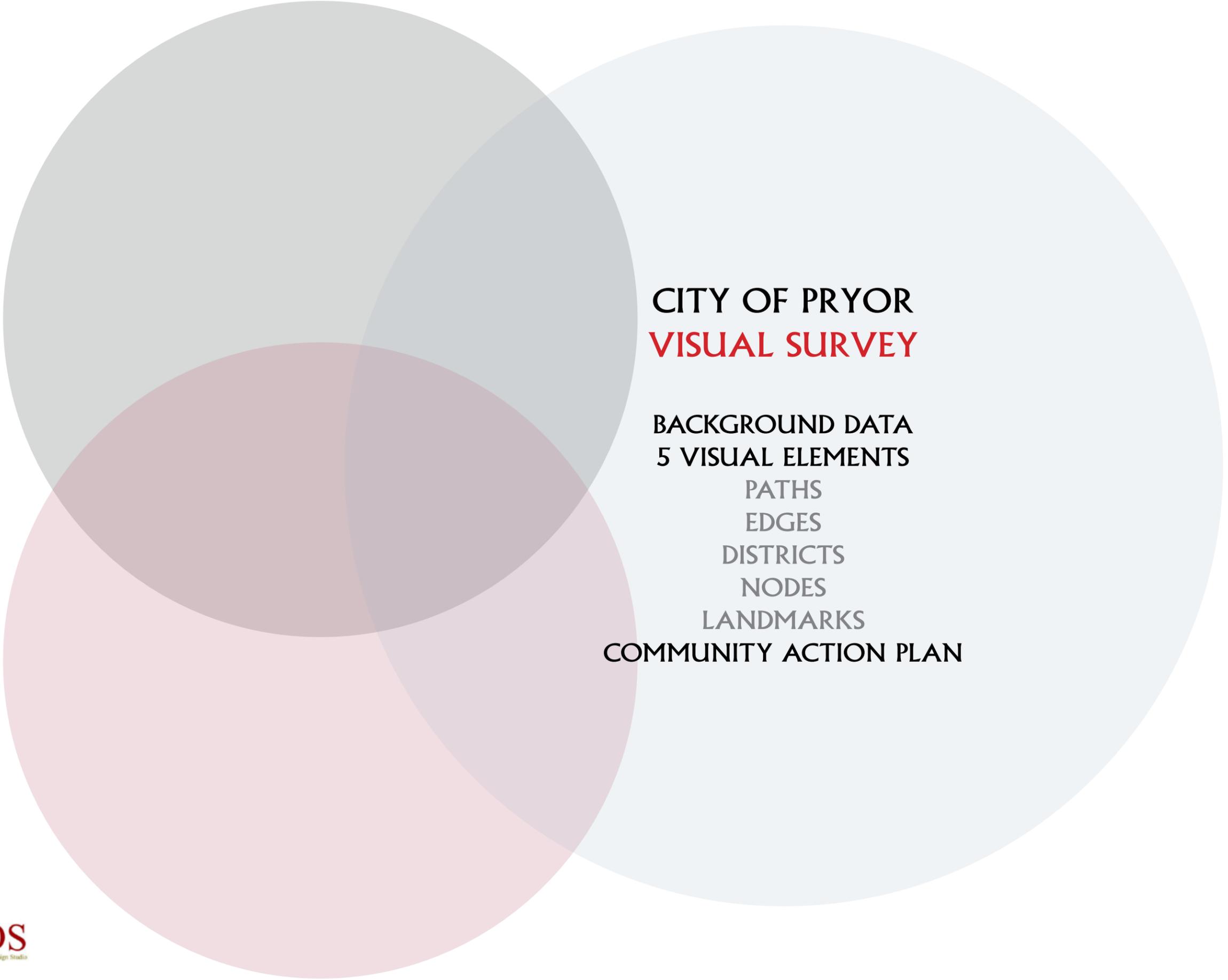
2. Identify all state real property, excesses (underutilization), and shortages
 - o Identify and consolidate basic state property information
 - o Utilize GIS computer program
 - o Monitor state agency performance through collection and mapping of data
 - o Reduce processing time/reduce the number of officials required to approve property conveyance
 - o Transparency by allowing access to property information
 - o Implement a vertical transition to computerization and integration of real estate records
 - o Involve the State Universities in gathering the data
 - o Create address specific databases: size of property, owner's name, date of purchase etc.

3. Make recommendations for reuse of vacant and underperforming properties Government support
 - o State/Government Bond Recommendations:
 - o Installation of computerized data base management and program tracking/monitoring
 - o Identify possible vacant properties for demolition
 - o Stabilization of qualified properties for future rehab
 - o Provide assistance in the rehabilitation of viable properties
 - o Private Activity and Taxable Bond Recommendations:
 - o Sell vacant property to attract private investment with the assembly of large developable sites
 - o The state should identify natural and historic assets
 - o Provide state tax incentives supporting rehabilitation of historic properties
 - o Tax incentives to properties located in designated historic areas
 - o Identify real estate development near attractive natural areas such as parks forests, and rivers
 - o Create open space network to link neighborhood assets including communal nodes, parks, rail stations, alleyways in largely vacant streets, develop vacant land to serve as a buffer between residential areas and major streets

When planning, we must look far into the future. To create an adaptive reuse of a building might only involve a developer and an architect, but to create genuine land reform regarding state owned real properties will require a team along with sound policy, political stamina and strong urban planning. The State of Oklahoma should create a State Property Office (SPO) to serve as a clearing station for real property. Secondly the state should identify all state real property, excesses (underutilization), and shortages, as well as, identify and consolidate basic state property. Thirdly, the SPO should make recommendations for reuse of vacant and underperforming state owned properties. With much opportunity at hand regarding reform, let us forge a path together of partnership, accountability and transparency.

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**CITY OF PRYOR
VISUAL SURVEY**

**BACKGROUND DATA
5 VISUAL ELEMENTS**

PATHS

EDGES

DISTRICTS

NODES

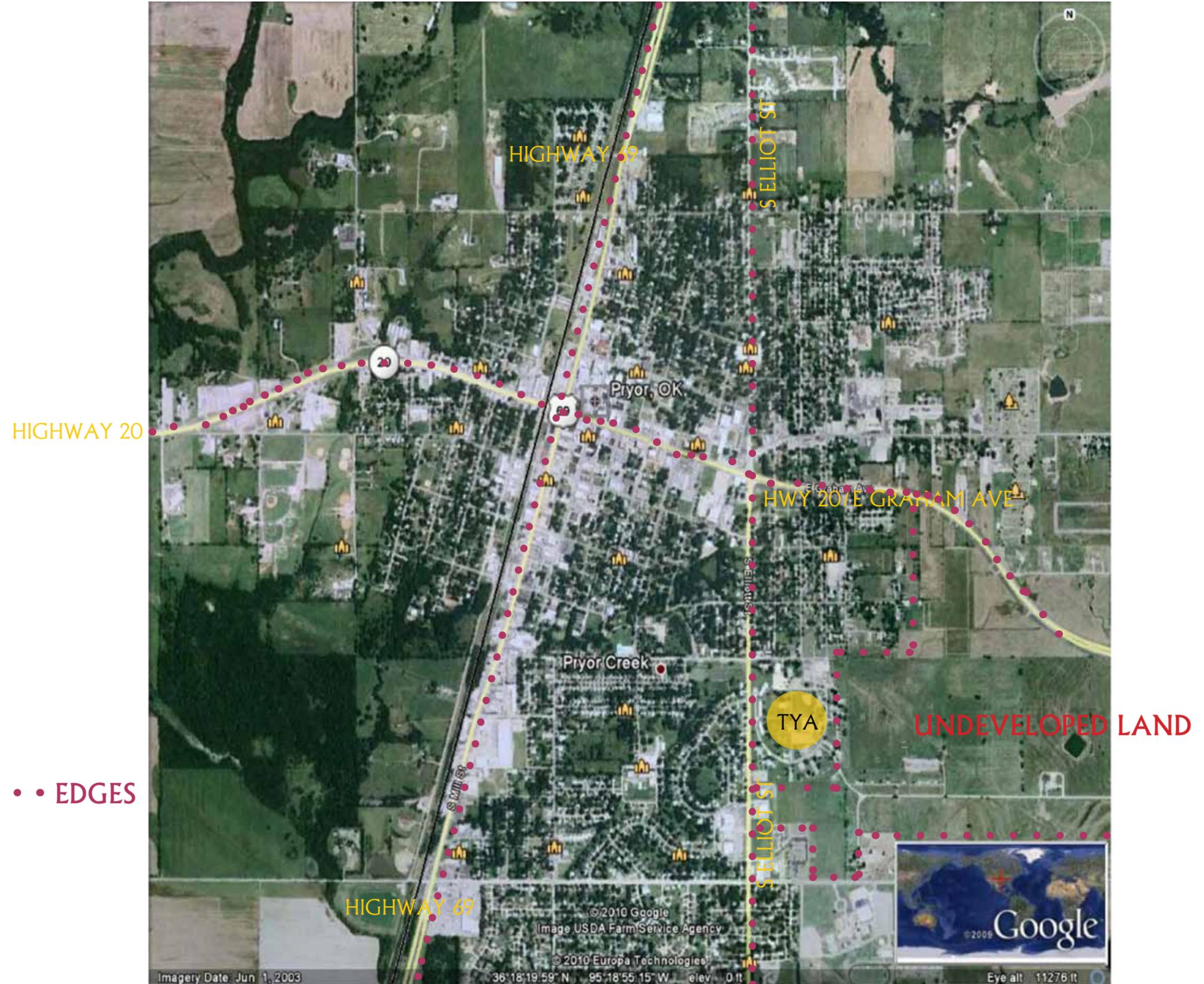
LANDMARKS

COMMUNITY ACTION PLAN

Prepared by
Marcae' Hilton



CITY OF PRYOR | VISUAL SURVEY | EDGES

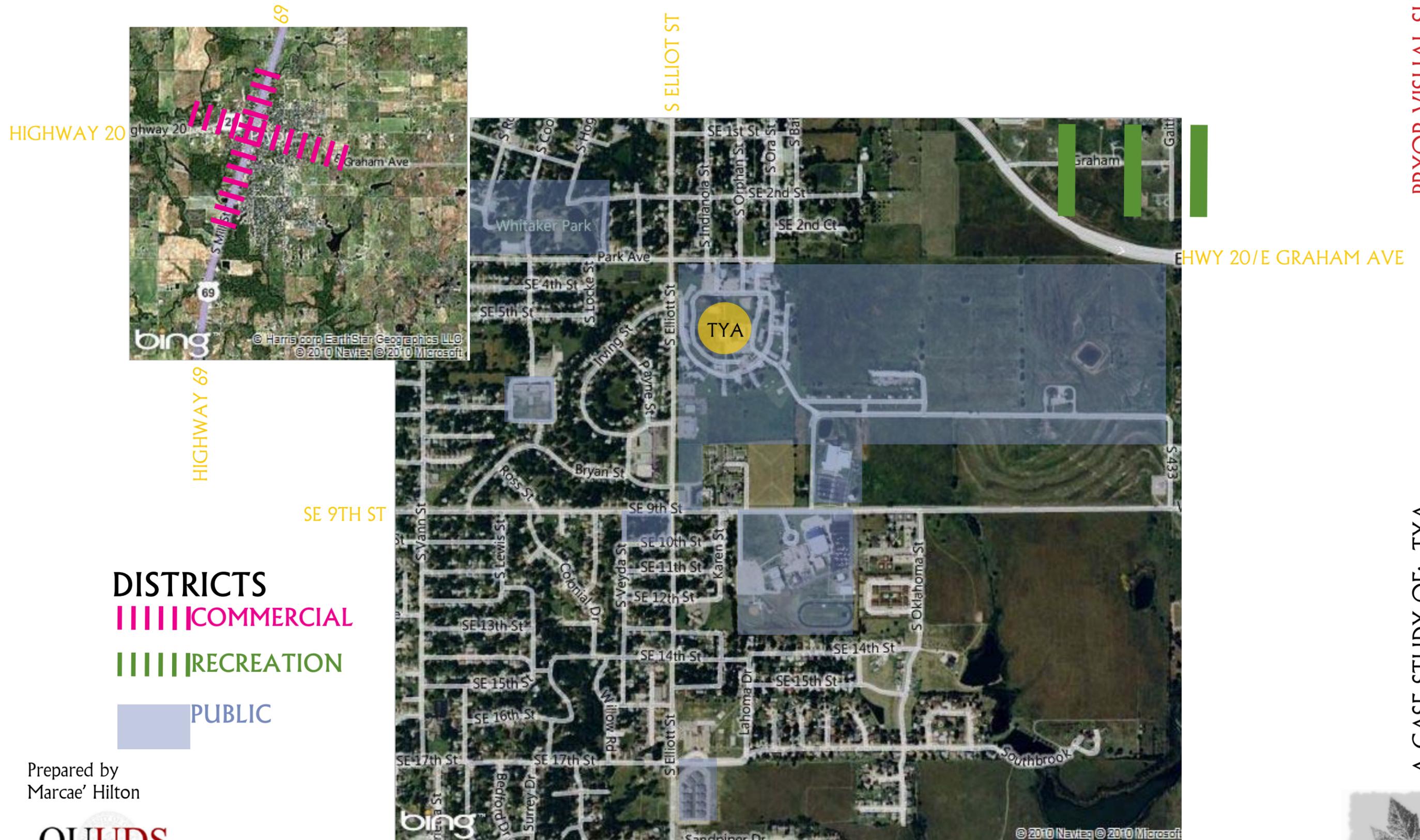


Prepared by
Marcae' Hilton



Map provided by: GOOGLE MAPS

CITY OF PRYOR | VISUAL SURVEY | DISTRICTS



- DISTRICTS**
- |||| COMMERCIAL
 - |||| RECREATION
 - PUBLIC

Prepared by
Marcae' Hilton



Map provided by: BING

PRYOR VISUAL SURVEY

A CASE STUDY OF: TYA

CITY OF PRYOR | WHITAKER CITY PARK | LANDMARKS



COVERED PICNIC AREA



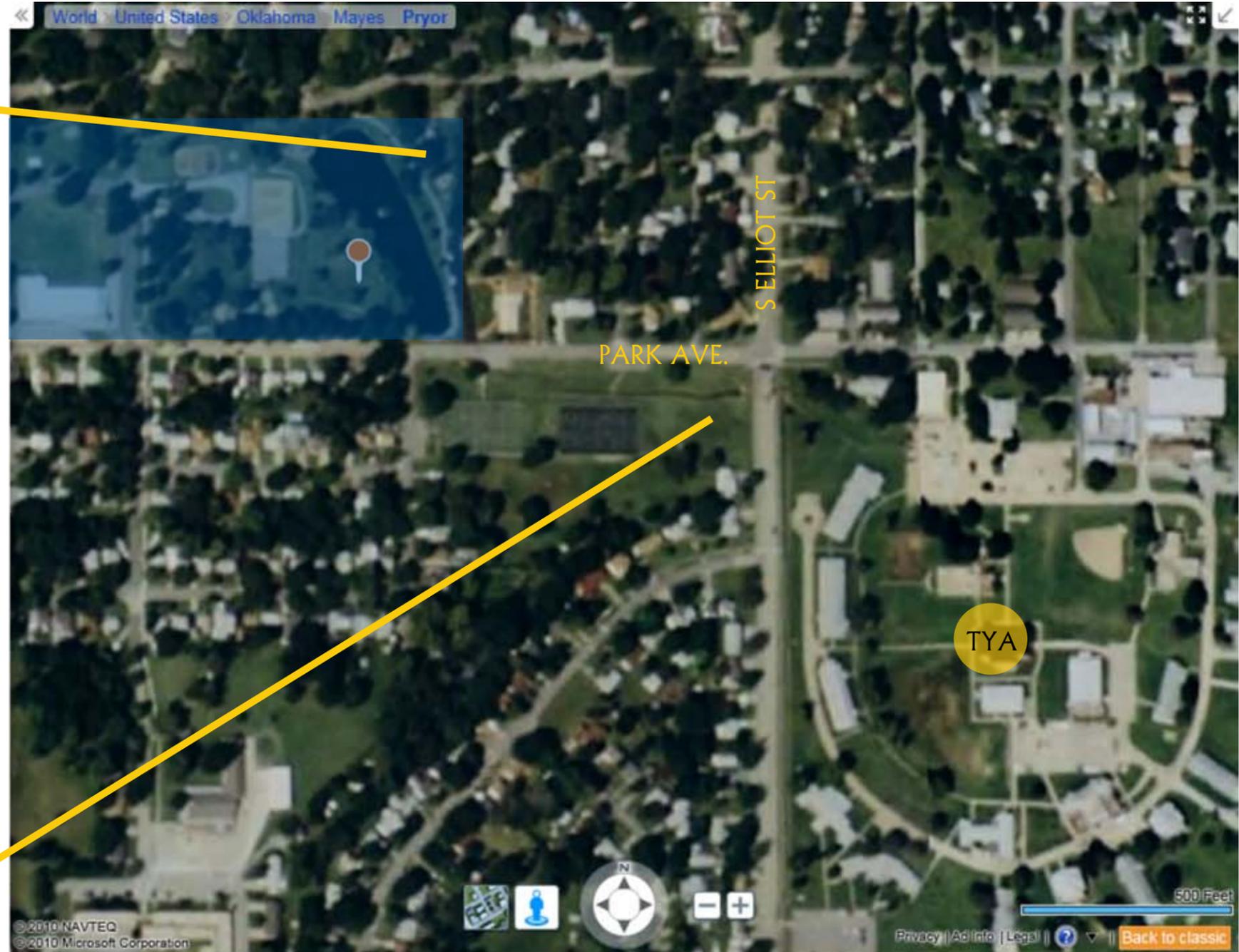
PARK AREA



POND



COP MAINTENANCE BARN



Map provided by: BING

CITY OF PRYOR | LANDMARKS | NODES

COMMUNITY SERVICES | NODE

OKLAHOMA DEPARTMENT OF HUMAN SERVICES



FIRE STATION

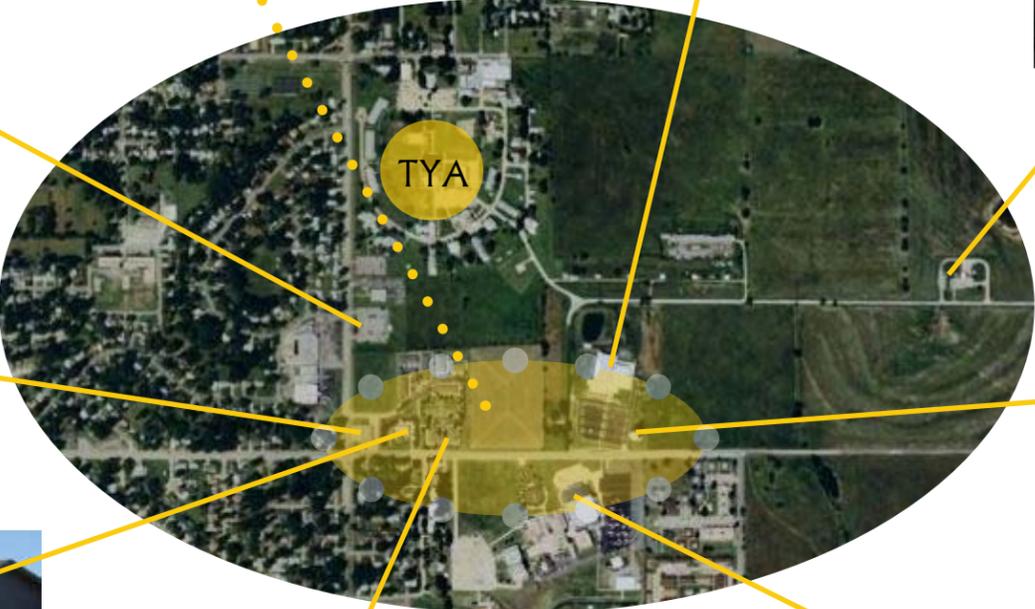


MAYES COUNTY NUTRITION CENTER



MAYOR WALLIS MANOR

PRYOR CREEK COMMUNITY RECREATION CENTER



PRYOR CREEK HIGH SCHOOL
BURDICK PERFORMING ARTS CENTER



PRIVATE RANCH
TYA LAND LEASED TO RANCH



WATER TOWER | LANDMARK

MAP: GOOGLE EARTH
PHOTOGRAPHS: Marcae' Hilton | 2011

Prepared by
Marcae' Hilton



CITY OF PRYOR | NODES



PRYOR CREEK COMMUNITY RECREATION CENTER

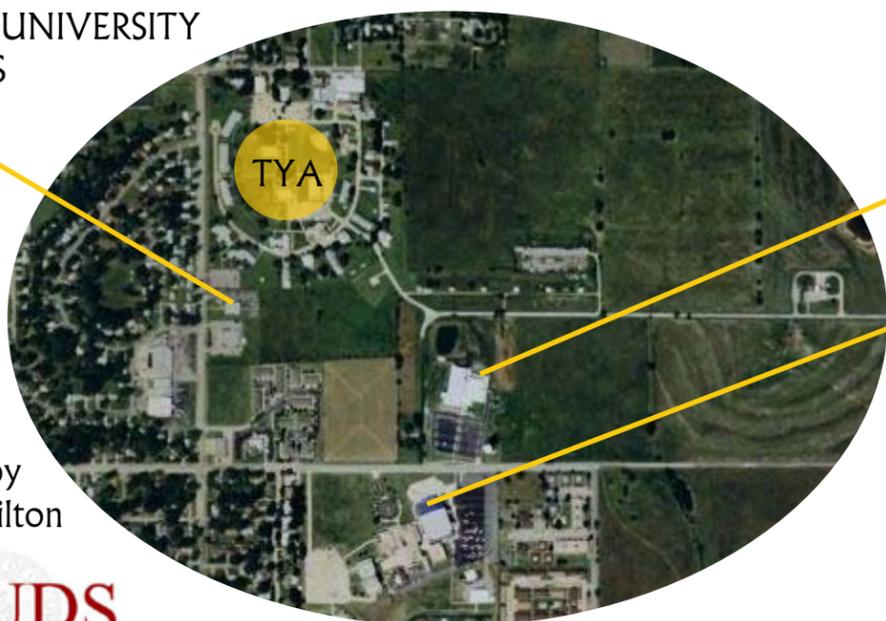
The area surrounding Thunderbird is prime for development. Currently they have what I have titled a community services node. Within this area is a satellite campus for Rogers State University (which is scheduled to move next year to MidAmerica), the Pryor Creek High School and Burdick Performing Arts Center, the Mayes County Nutrition Center, the fire station, the health department and the state of art Pryor Creek Community Recreation Center.

The area also has adequate utility infrastructure but is lacking sidewalks. Another issue is the high traffic counts on South Elliot Street as well as 9th Street which would prohibit most pedestrians from walking to these community services amenities.

Pryor has an opportunity to engage its citizens as a friendly walkable community with some good planning and strategic goals.



ROGERS STATE UNIVERSITY
PRYOR CAMPUS



PRYOR CREEK COMMUNITY RECREATION CENTER



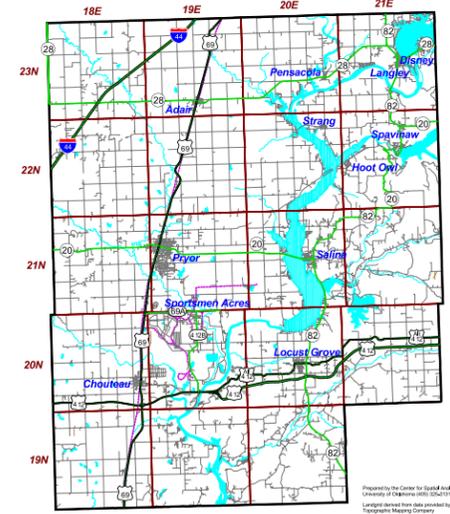
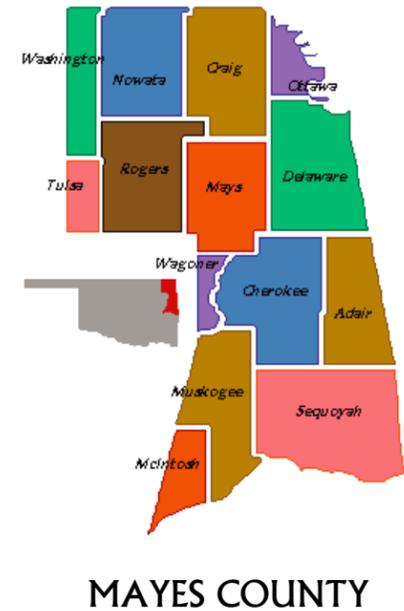
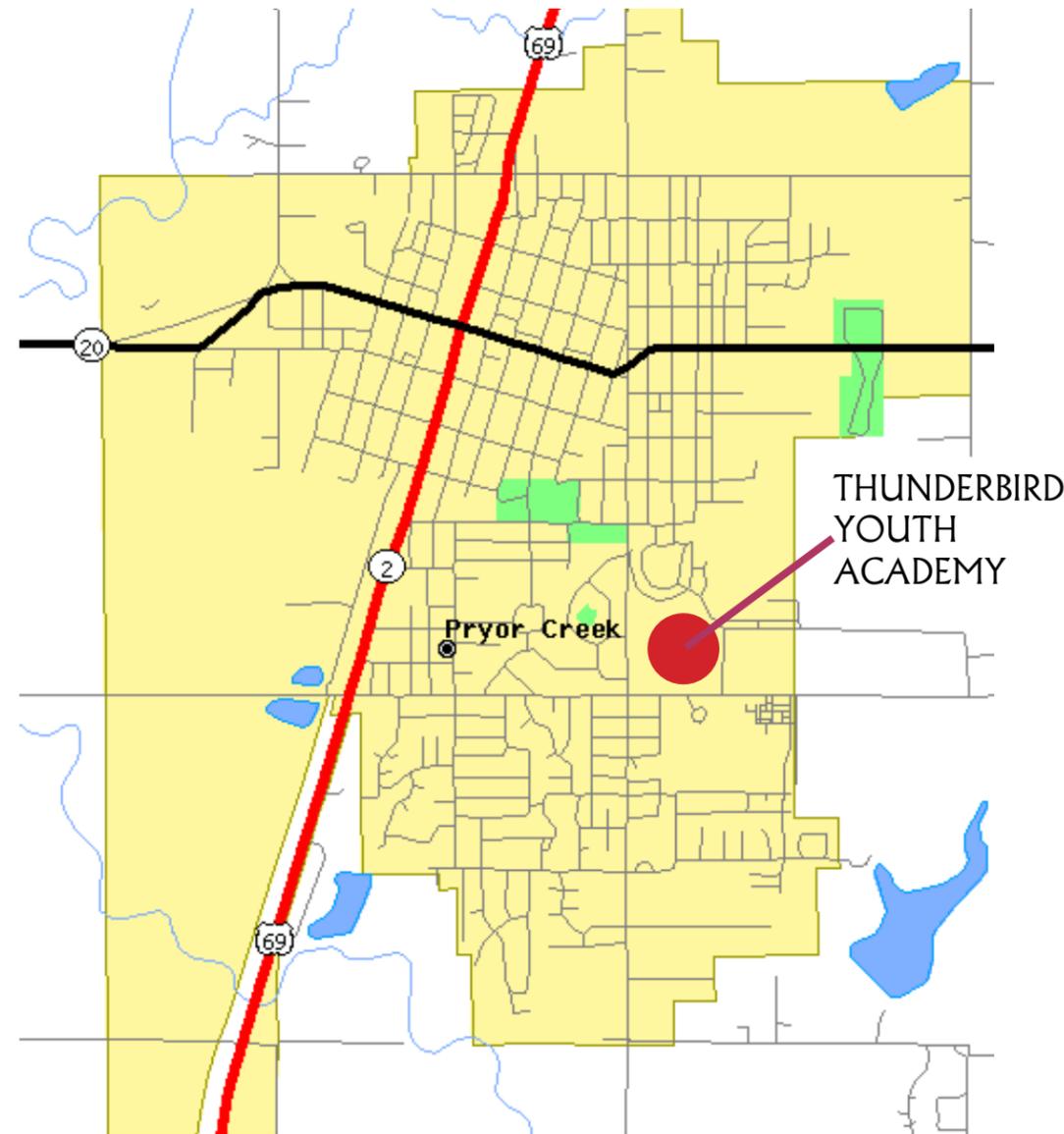
PRYOR CREEK HIGH SCHOOL
BURDICK PERFORMING ARTS CENTER

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MAP: GOOGLE EARTH
PHOTOGRAPHS: Marcae' Hilton | 2011

CITY OF PRYOR | MAYES COUNTY | NE OKLAHOMA



COUNTY DATA
 Population: 39,274
 Area: 656 sq. miles
 County Seat: Pryor
 Area Code(s): 918
 Time Zone: Central

Pryor, the seat of Mayes County
 Town of 8,500-½ live within a five-mile radius of the city limits.
 “Cozy housing developments are popping up everywhere in the rural community.” “But the real reason for people to be drawn to Pryor, the real beauty of Pryor is: Her people think large, by taxing themselves in recent years, Pryorites have built: \$6 million recreation center \$6 million gymnasium \$9 million county courthouse \$4 million county jail.”
 Four miles south: MidAmerica Industrial Park (MAIP), 60+ industries, largest industrial park in rural America.

<http://www.pryorok.org/cgi-bin/WebObjects/Pryor.woa/wa/room?id=90h05>

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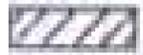
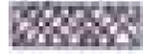
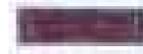


MAPPING

Natural Detriments of Development 1999

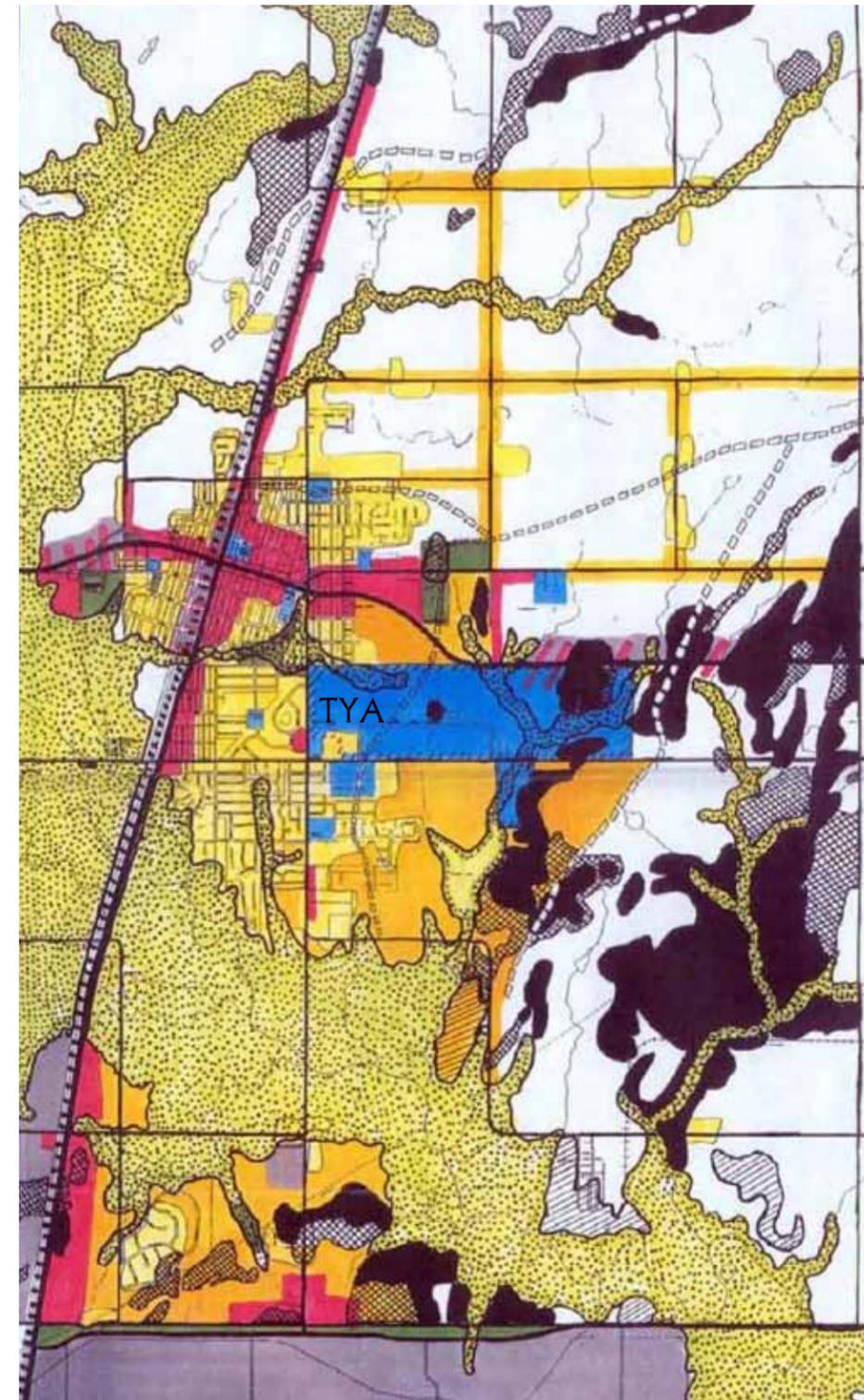
Urban Form Alternative Trend Line

NATURAL DETRIMENTS OF DEVELOPMENT

-  SOILS SUITABLE FOR SEPTIC
-  MODERATE SOIL LIMITATIONS
-  SEVERE SOIL LIMITATIONS
-  DEPTH OF HARD ROCK
-  100 YR FLOOD HAZARD
-  FLOOD LINES

LAND ACTIVITY

-  EXISTING RESIDENTIAL
-  NEW RESIDENTIAL
-  PUBLIC FEATURES
-  RECREATION
-  COMMERCIAL
-  INDUSTRIAL



Map provided by: 1999 Pryor Comprehensive Plan,
Pryor Creek Planning Commission 499

Prepared by
Marcae' Hilton



MAPPING

Natural Detriments of Development

GEOMORPHIC PROVINCES

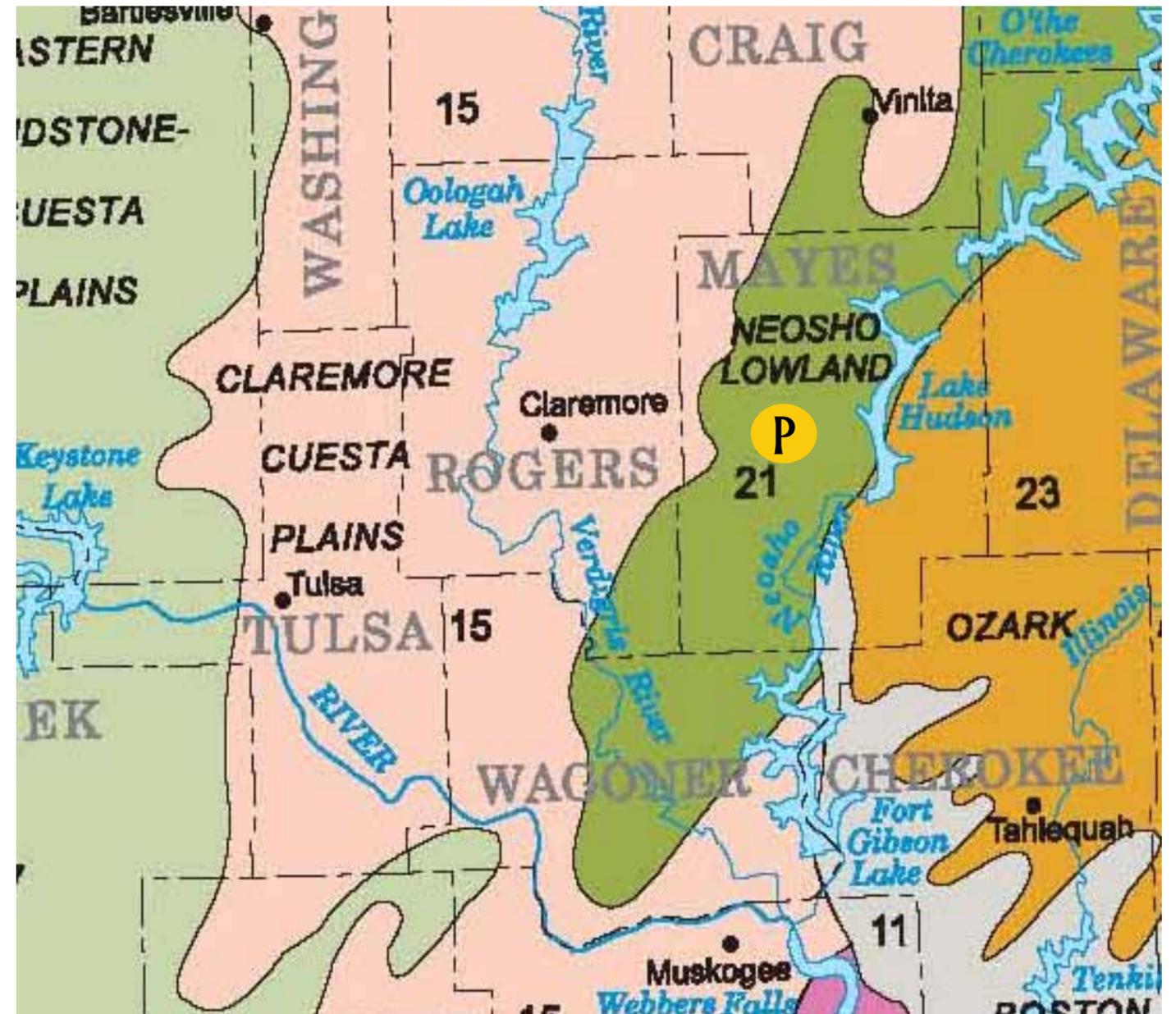
Explanation

Sediments and Sedimentary Rocks

This GEOMORPHIC MAP shows the vast shale, sandstone and limestone within the area surrounding Pryor. During an interview with the Marketing Director of Mid America, it was suggested that one reason housing did not develop around TYA was due to the large deposits of limestone. The local sandstone is a common architectural material in the area and was used in the construction of the first building (Whitaker Mansion) on the TYA Campus

- 16 Claremore Cuesta Plains-Resistant Pennsylvanian sandstones and limestones dip gently westward to form cuestas between broad shale plains
- 21 Neosho Lowland-Gently rolling shale lowlands, which few low escarpments and buttes capped by Pennsylvanian sandstones and Mississippian limestones.
- 23 Ozark Plateau-Deeply dissected plateau formed in gently dipping Mississippian limestones and cherts. Locally abundant sinkholes and caves occur
- P CITY OF PRYOR

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Marcae' Hilton



Map & Data provided by: GEOLOGIC MAP OF OKLAHOMA
Kenneth S. Johnson, Oklahoma Geological Survey,
EDUCATION PUBLICATION, 9, 2008



MAPPING

GEOLOGIC MAP

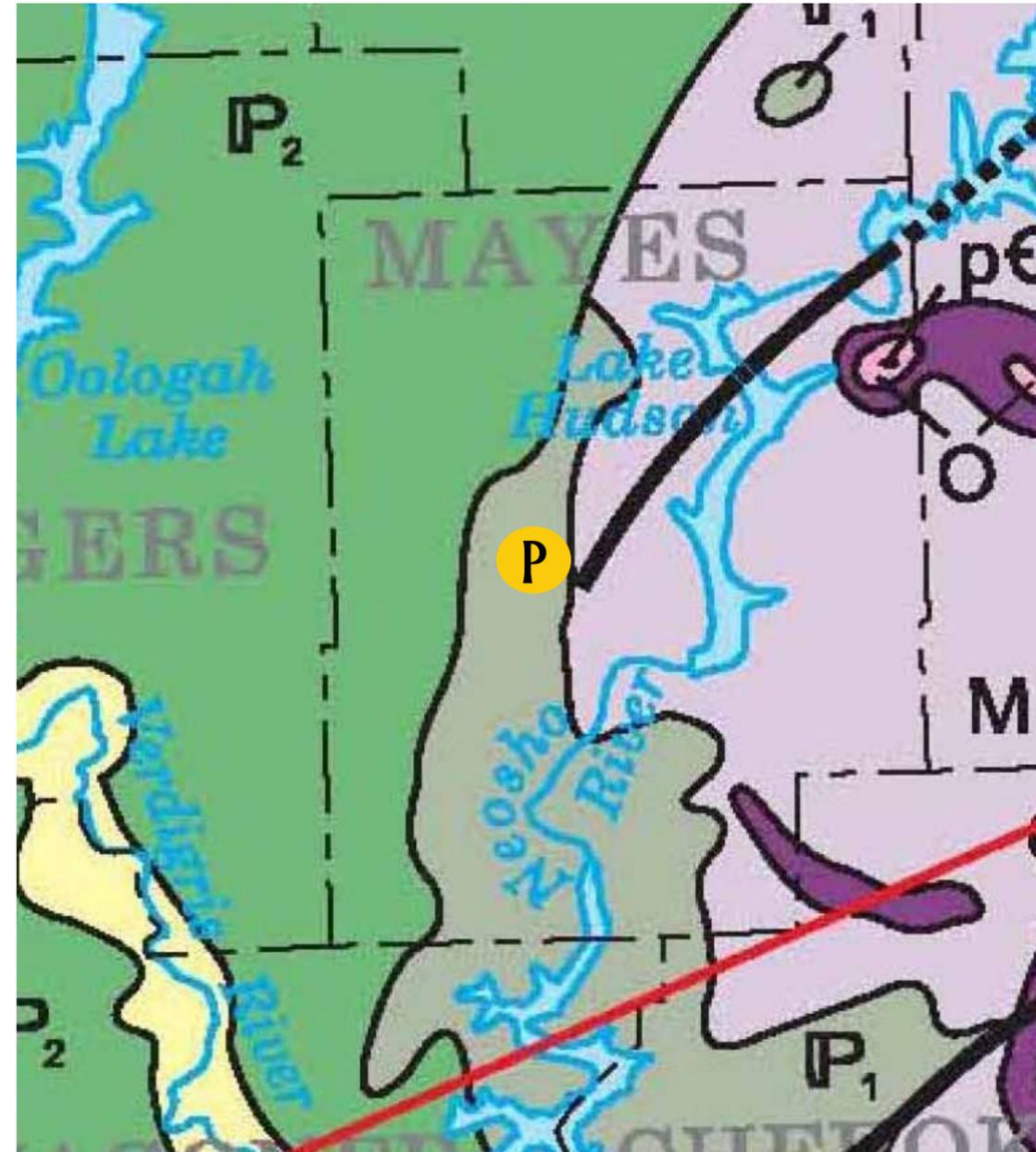
Explanation

Sediments and Sedimentary Rocks

Pennsylvanian-Mostly marine shale, with inter bedded sandstone, limestone and coal. Thickness is commonly 2,000-5,000 ft. Units are divided into:

- P₃ Lower (P₃) Pennsylvanian
- P₂ Middle (P₂) Pennsylvanian
- P₁ Upper (P₁) Pennsylvanian
- P CITY OF PRYOR

Natural Detriments of Development



Map & Data provided by: GEOLOGIC MAP OF OKLAHOMA
Kenneth S. Johnson, Oklahoma Geological Survey,
EDUCATION PUBLICATION, 9, 2008

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CITY OF PRYOR MAPPING



COST CATEGORY

GAS	25%
WATER	25%
SEWER	25%
ELECTRIC	25%
STREET LIGHTING	100%
ENGINEERING	50%

The percentage on the right represents the percent of costs reimbursed to developer by the Municipal Utility Board of Pryor.

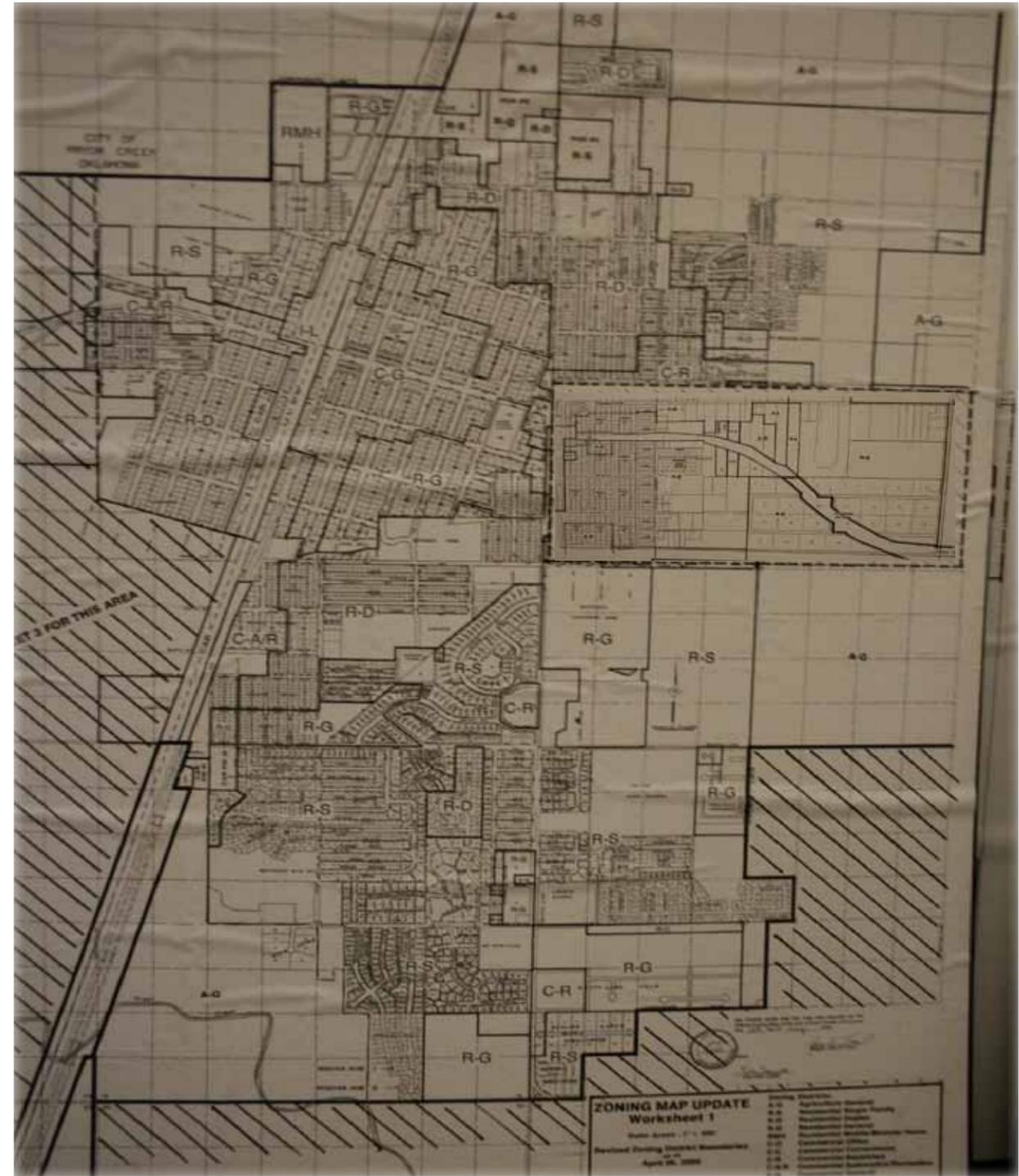
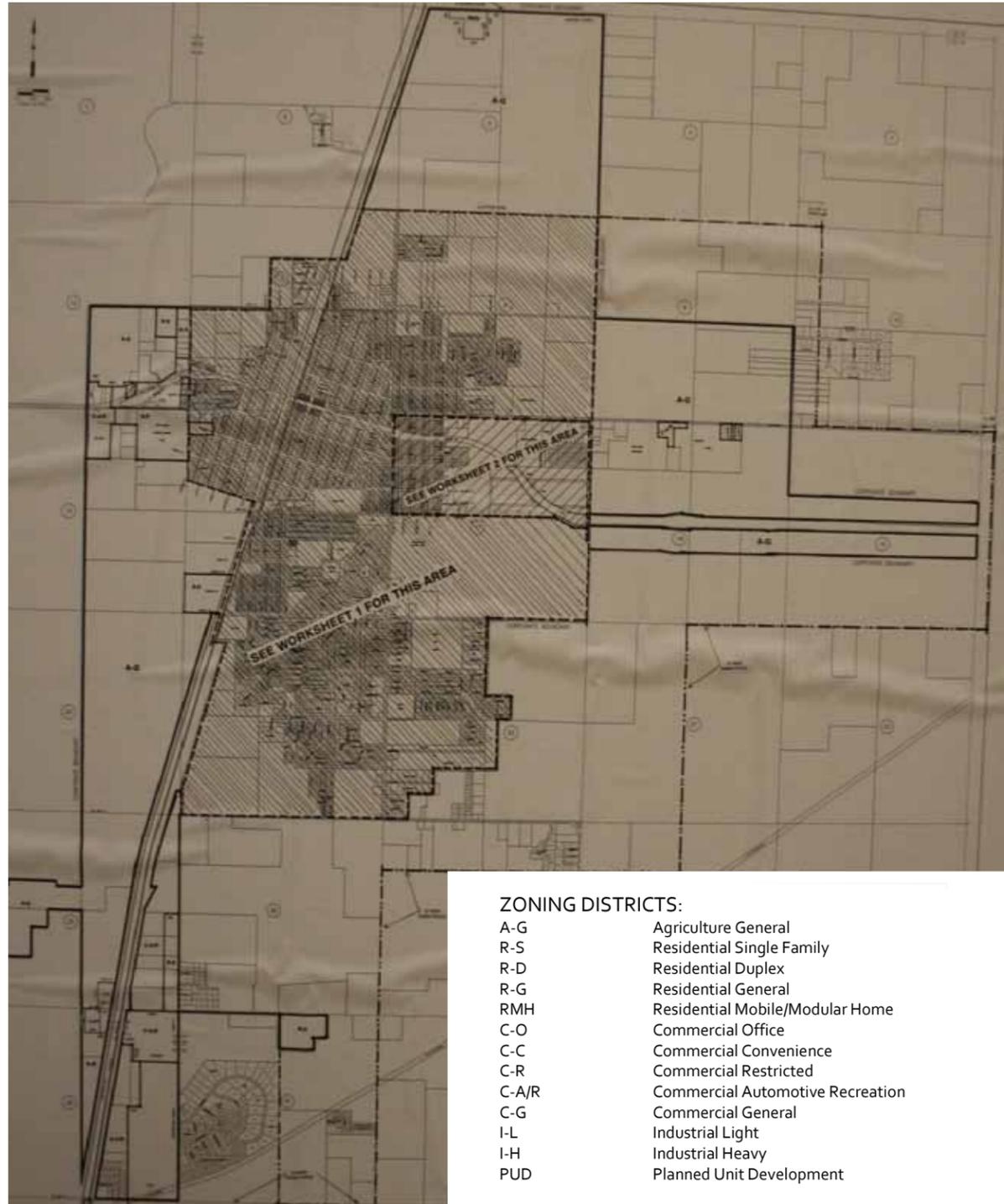


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UTILITY MAPS
Map provided by: Municipal Utility Board City of Pryor
Photographs provided by Marcae' Hilton

CITY OF PRYOR MAPPING



These maps as well as the sewer, water, electric and gas maps were photographed in the early phase of TYA research 2010. They serve as the only record for the City of Pryor regarding utilities. The maps were updated in 1992 by a local architect. This method of mapping is common in small rural communities and small cities.

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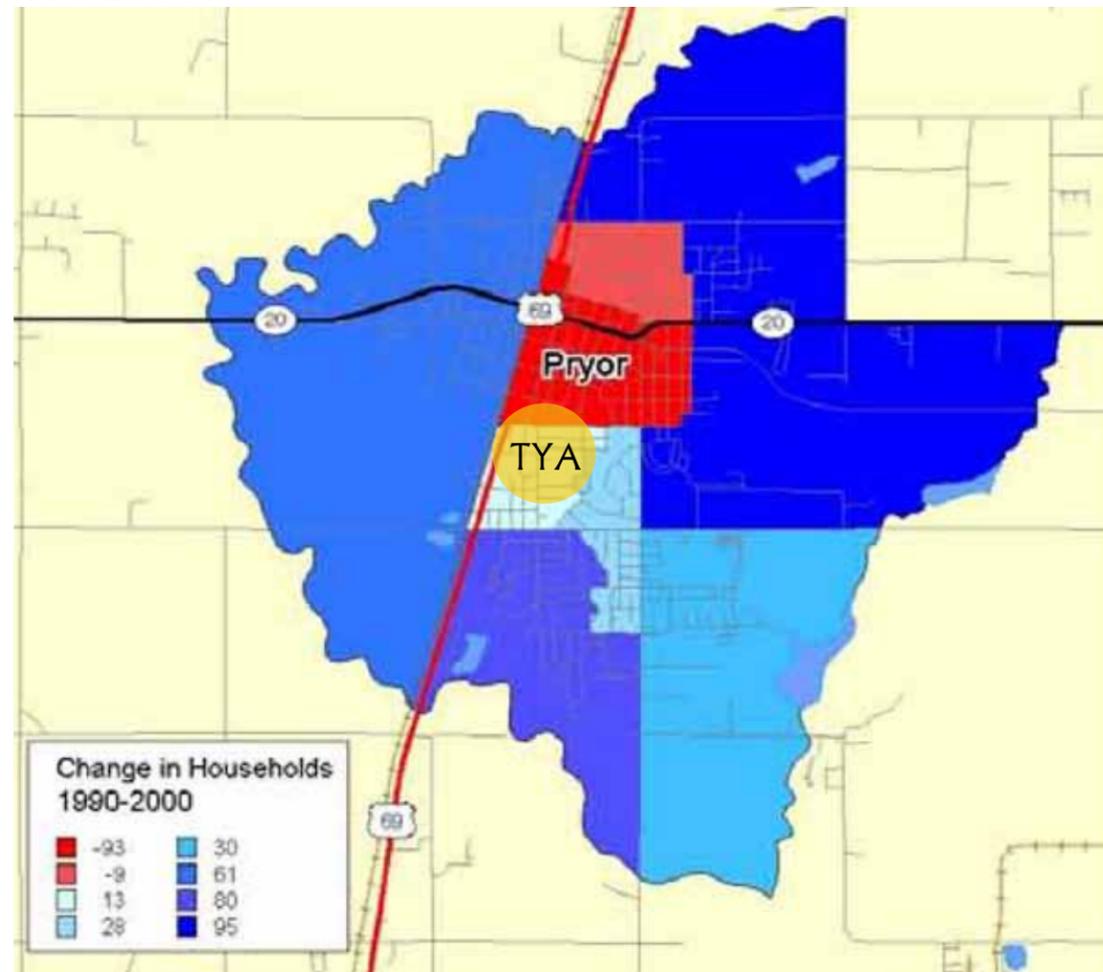


ZONING MAP

Map provided by: Municipal Utility Board City of Pryor
Photographs provided by Marcae' Hilton

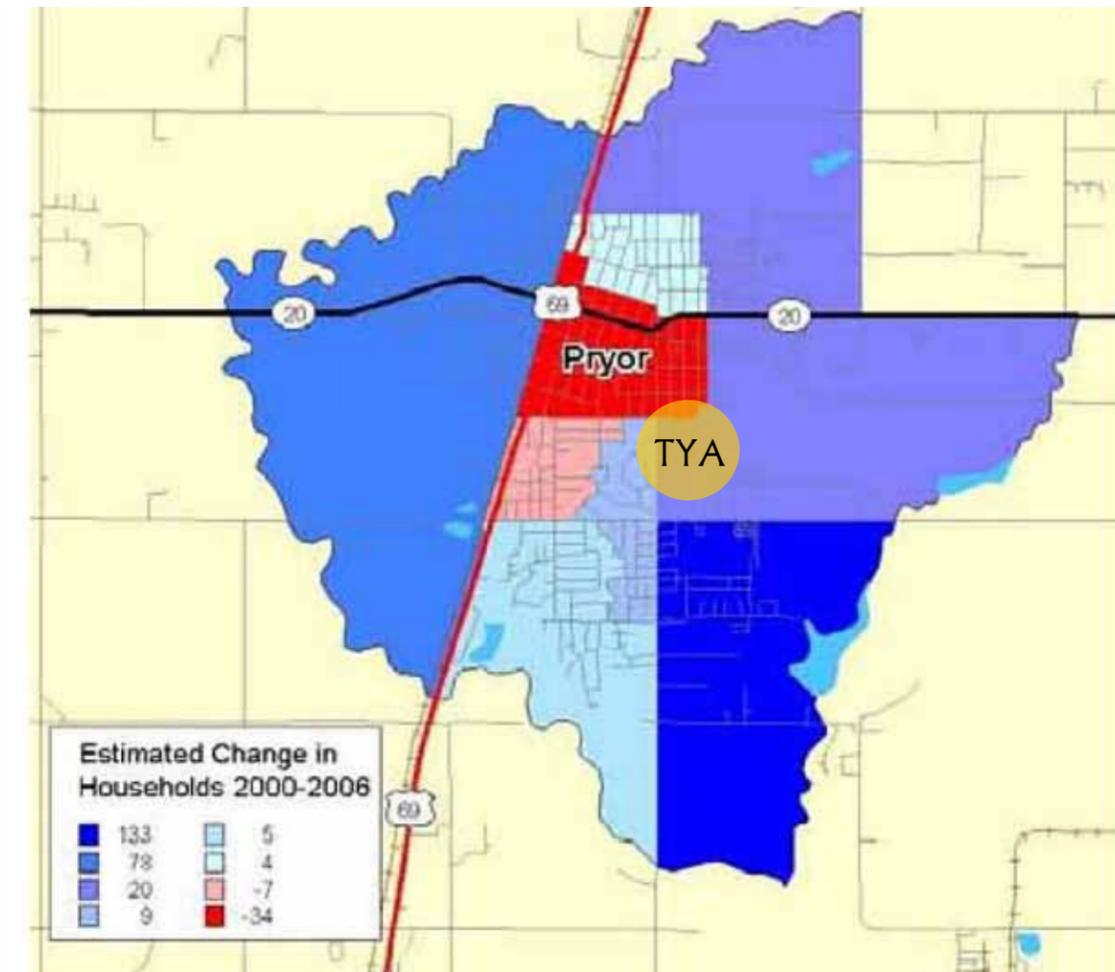
DEMOGRAPHIC DATA

1990-2000



SOURCES: PCensus for MapInfo; CDS | Spillette

2000-2006



SOURCES: PCensus for MapInfo; CDS | Spillette

The following charts indicate the housing trends for the last two plus decades within Pryor city limits. As seen in many urban areas, rural Pryor Oklahoma has experienced a loss of households in the center of the city representing signs of sprawl. Another notable change is the increase in households from the northeast to the southeast (CDS | Spillette, 2008). This study was created for the Pryor Chamber of Commerce with funding from multiple sources.

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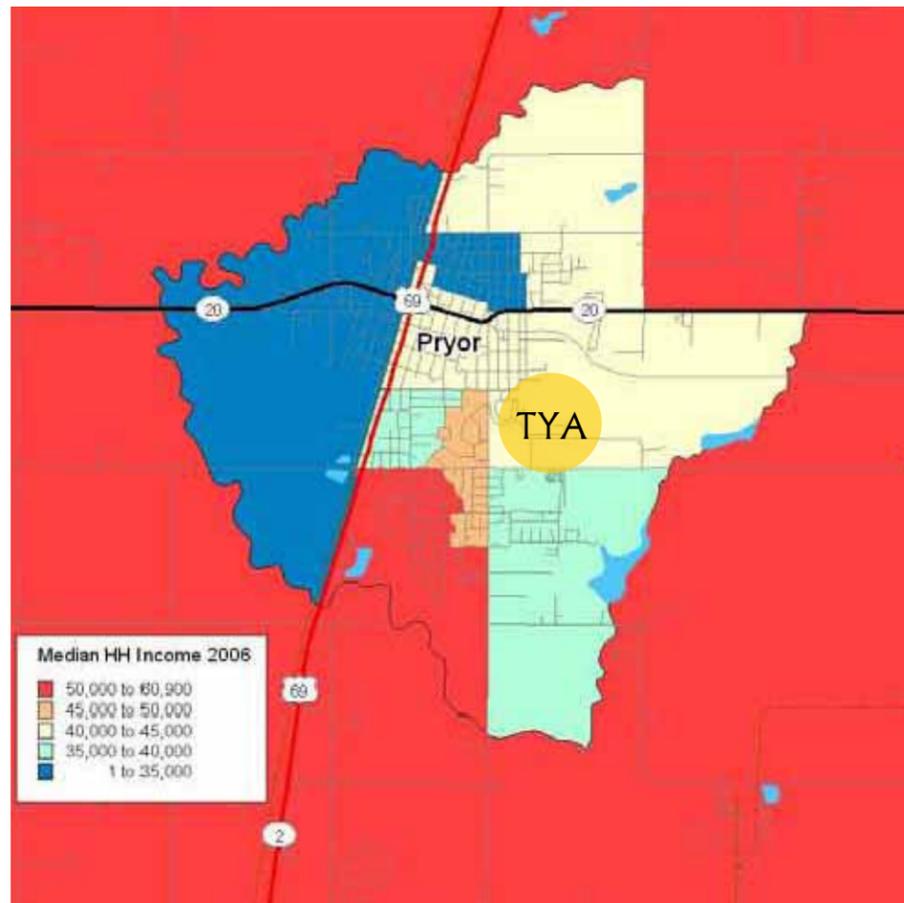
CHANGE IN HOUSEHOLDS

CDS | Spillette, Market Study and Growth Management Plan, Pryor, OK, 2008



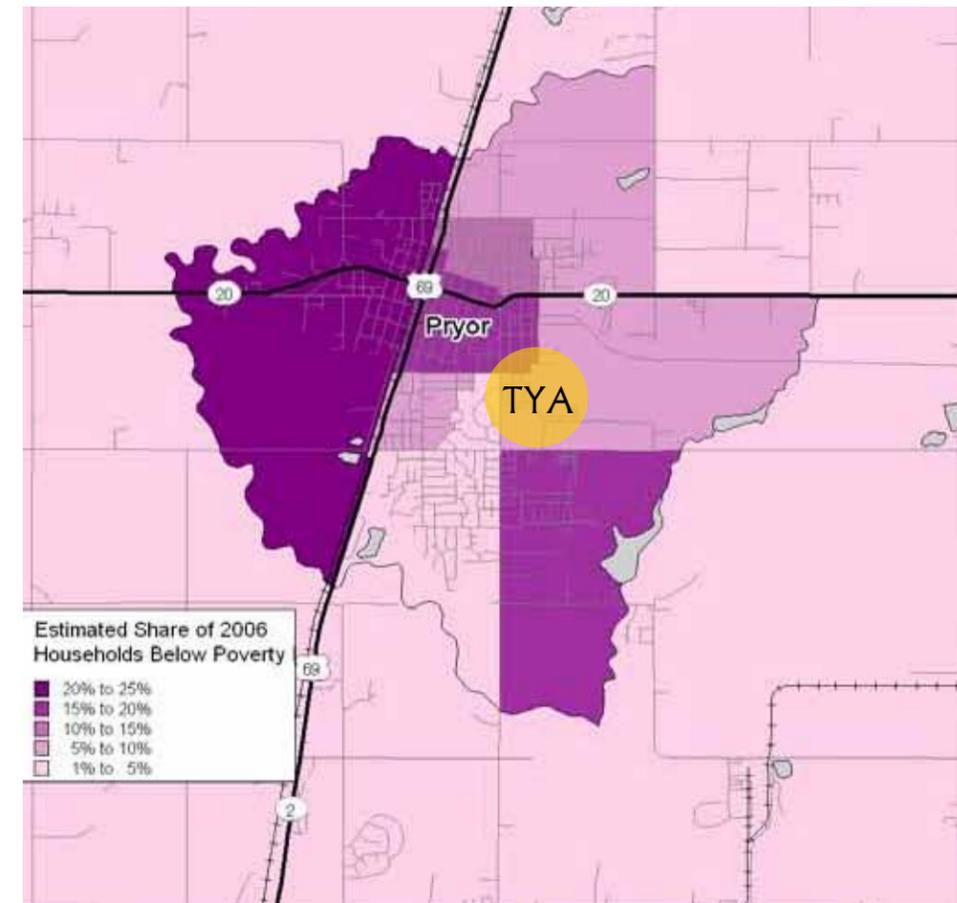
DEMOGRAPHIC DATA

CITY OF PRYOR HOUSEHOLD INCOME



SOURCES: PCensus for MapInfo; CDS | Spillette

CITY OF PRYOR POVERTY LEVELS



SOURCES: PCensus for MapInfo; CDS | Spillette

Poverty levels and Household income levels are directly related. The lowest income level in the City of Pryor (COP) is primarily located west of the railroad tracks and Highway 69. In 2006, about 19% of the population averaged less than \$15,000 annually. About 65% of households averaged from \$74,999-\$15,000. Around 15% of the households made more than \$75,000 in 2006 (CDS/Spillette, 2008).

Production, transportation, and material moving consists of almost 25% of the employment industry in Pryor with sales and office employment providing over 20% in 2006. The City of Pryor expects to have increased in households by 4.3% from 2006-2011 with population increases of 3.7% from 2006-2011 (CDS/Spillette, 2008).

In all of these maps you can see TYA is situated within a mile or less of the more affluent areas of Pryor. However, flooding and limestone inhibit large scale development.

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CHANGE IN HOUSEHOLDS

CDS | Spillette, Market Study and Growth Management Plan, Pryor, OK, 2008



BACKGROUND DATA

MULTIFAMILY OVERVIEW

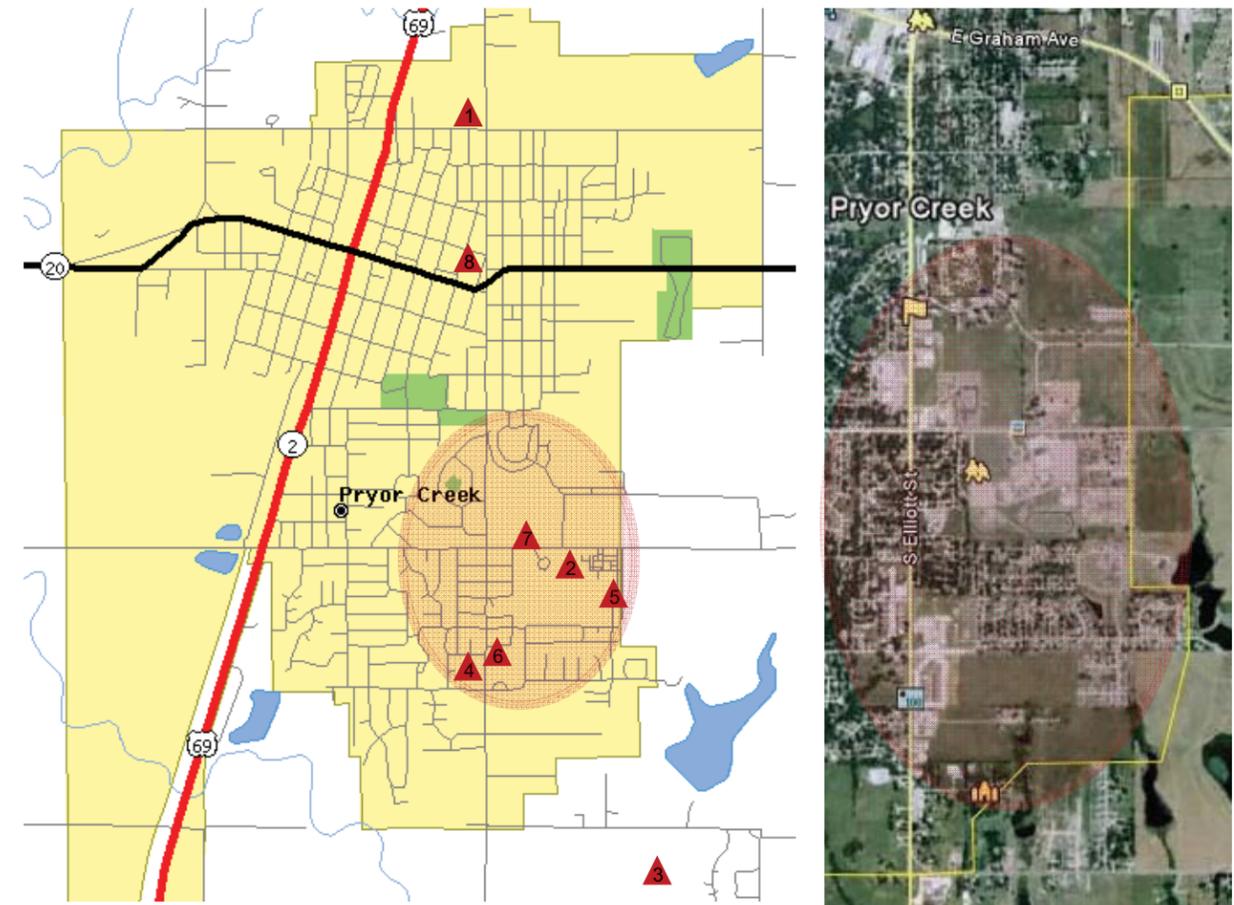
Complex	Year Built	Total Units	Occupancy ¹	Unit Type (Bed/Bath)	Typical ² Rental Rates	Subsidy Type Accepted
The Gardens at Pryor Creek	2002	90	95%	1/1	\$400 - \$675	Tax Credit Section 8
				2/1		
				3/2		
Meadow Trace	1979	100	100%	1/1.5	\$450 - \$475	None
				2/1.5		
				3/1.5		
Country Club Villa	2000	66	100%	2/1	\$525	Cherokee Nation ³
Prairie Village	1974	100	94%	1/1	\$509 - \$689	Section 8 Cherokee Nation
				2/1.5		
				3/1.5		
Twin Villa	1981	80	100%	1/1	\$450 - \$700	Section 8
				2/1		
				3/2		
Pryor Creek	2001	108	99%	1/1	\$535 - \$635	None
				2/1		

SOURCES: CDS | Spillette

APARTMENTS IN PRYOR

The majority of apartments are within one mile of TYA. This creates a great opportunity for infrastructure development making the area walkable while creating a more sustainable community and encouraging the FIT COMMUNITY program recently orchestrated by Michelle Obama.

APARTMENTS IN PRYOR



1. Gardens at Pryor Creek
2. Prairie Village Apartments
3. Country Club Villa Apartments
4. Meadow Trace Apartments
5. Twin Villa Apartments
6. Pryor Creek Apartments
7. Mayor Wallis Manor
8. Cherokee Nation Housing

- 700 North Elliot
- 1220 SE 9th St.
- 101 Partridge Dr.
- 721 Wilkerson Dr.
- 1284 S Oklahoma St.
- 1707 S Elliott St.
- 901 SE 9th St.
- 100 Cherokee Heights

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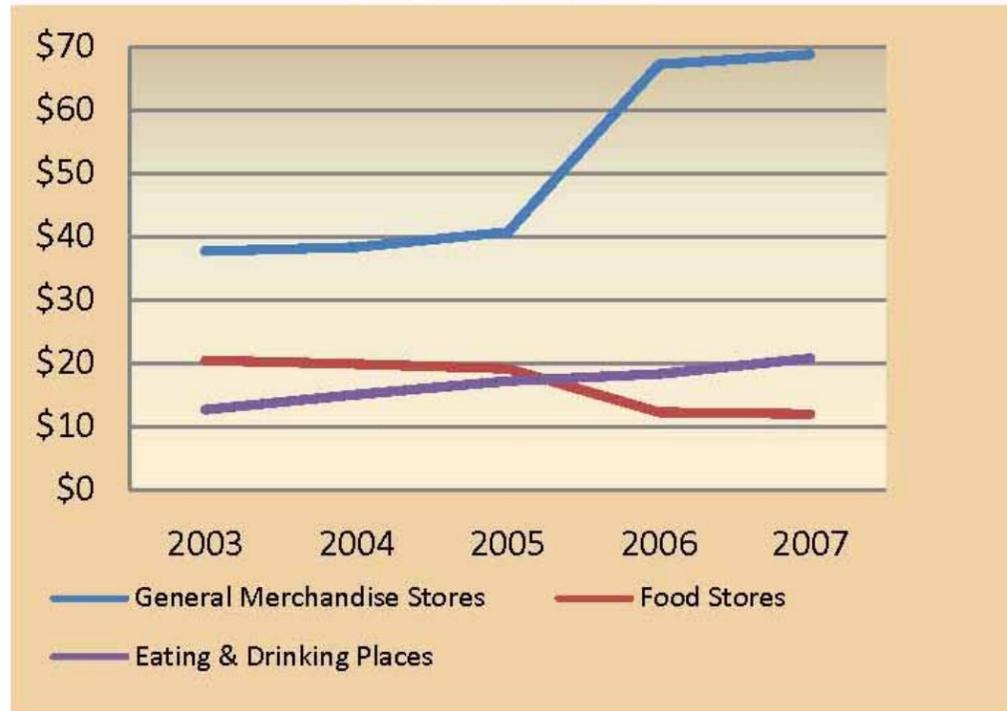


MULTIFAMILY HOUSING

CDS | Spillette, Market Study and Growth Management Plan, Pryor, OK, 2008

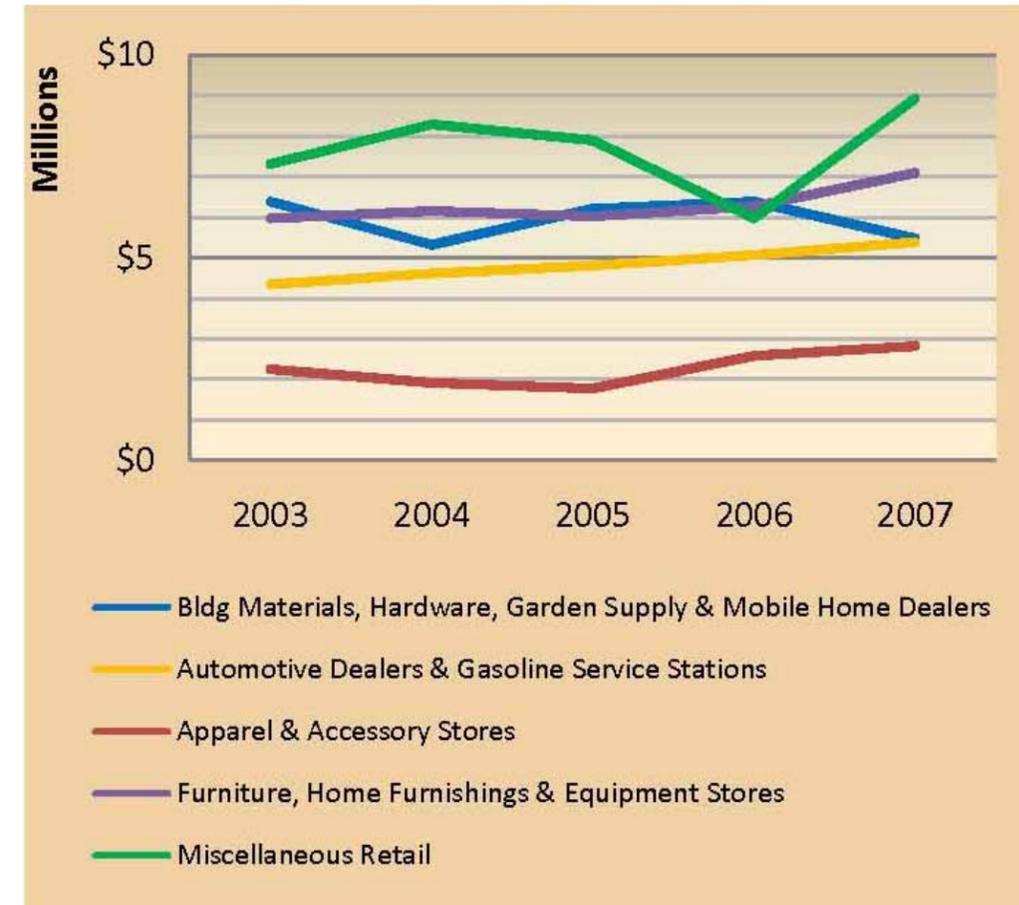
BACKGROUND DATA

COP ANNUAL TAXABLE RETAIL SALES RECEIPTS



SOURCES: Oklahoma Tax Commission; CDS | Spillette

COP ANNUAL TAXABLE RETAIL SALES RECEIPTS



SOURCES: Oklahoma Tax Commission; CDS | Spillette

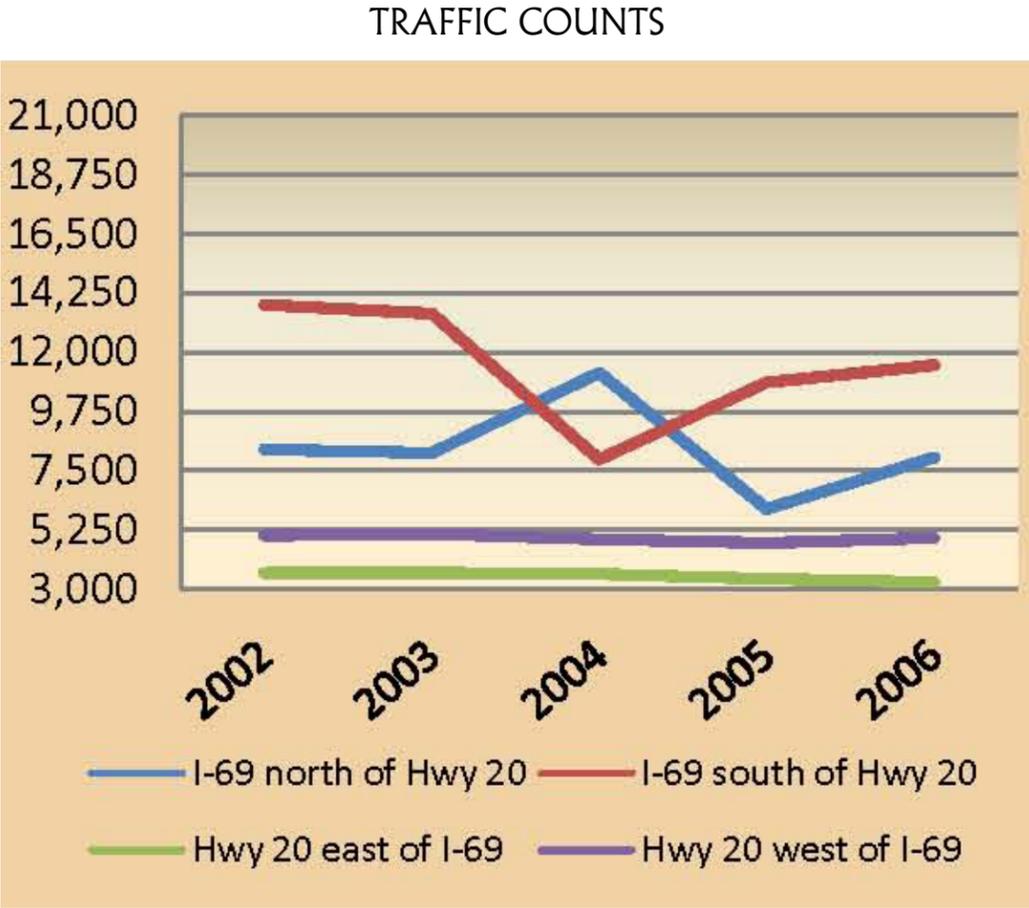
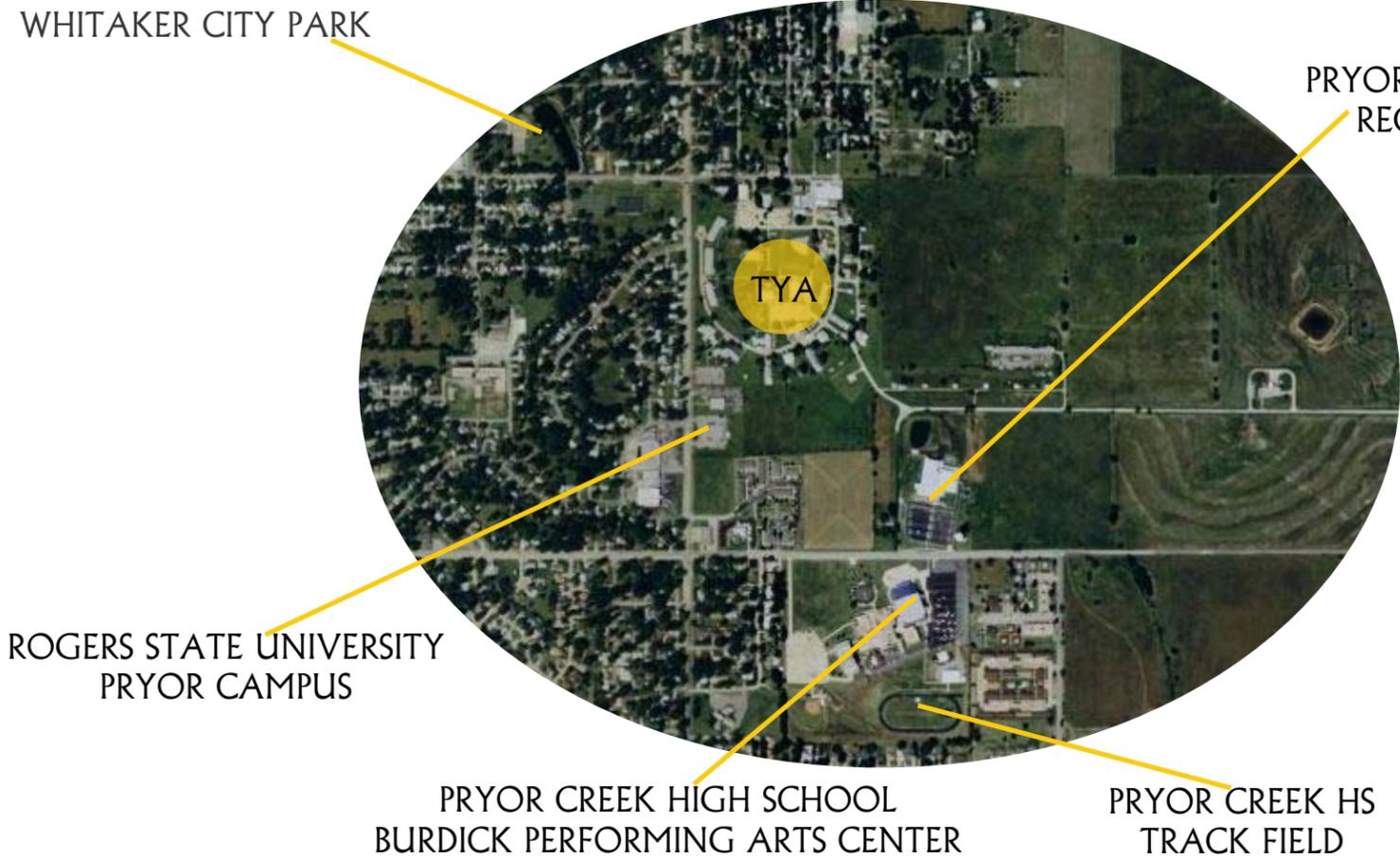
Prepared by
Marcae' Hilton



TAXABLE RETAIL SALES RECEIPTS

CDS|Spillette, Market Study and Growth Management Plan, Pryor, OK, 2008

BACKGROUND DATA



TRAFFIC COUNTS
 The traffic counts indicate there may have been some construction or other hindrance from 2003 to 2005.

TRAFFIC COUNTS
 CDS | Spillette, Market Study and Growth Management Plan, Pryor, OK, 2008

Prepared by
 Marcae' Hilton



MIDAMERICA INDUSTRIAL PARK

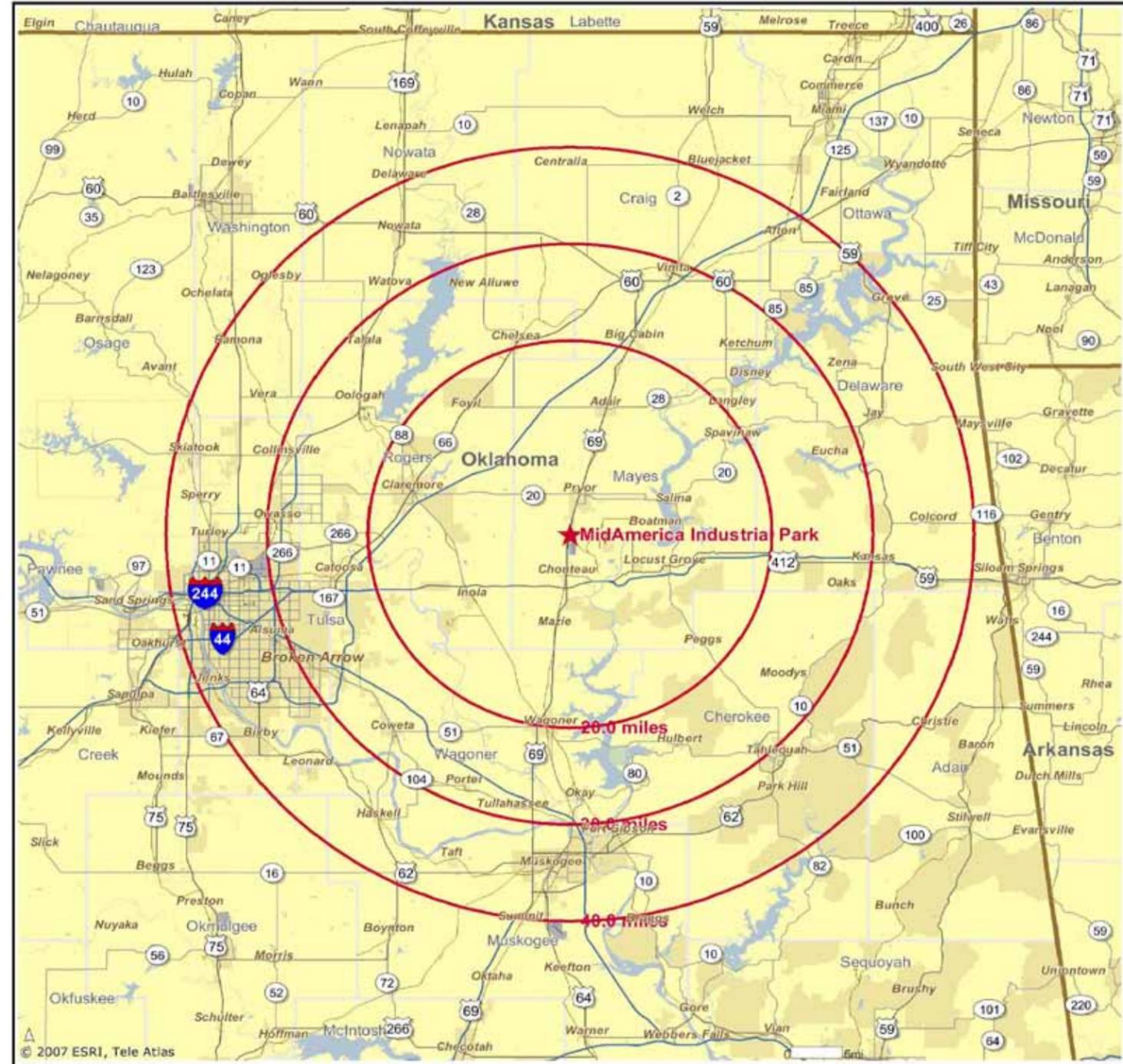
ENTRANCE TO MID AMERICA



MIDAMERICA AS RELATED TO TULSA



MidAmerica is located just three miles SE of Pryor OK and only 38 miles NE of Tulsa. The campus has 9000 acres and serves as an economic engine in the area. The park operates as a public trust which was founded in 1960. MidAmerica owns their own water and waste systems at a savings of 20%-50%. The park provides fiber optics and a host of federal incentives creating great cost savings to businesses located on site.



Map provided by: Don Berger, Marketing Director Mid America Industrial Park, content provided by ESRI

Prepared by
Marcae' Hilton



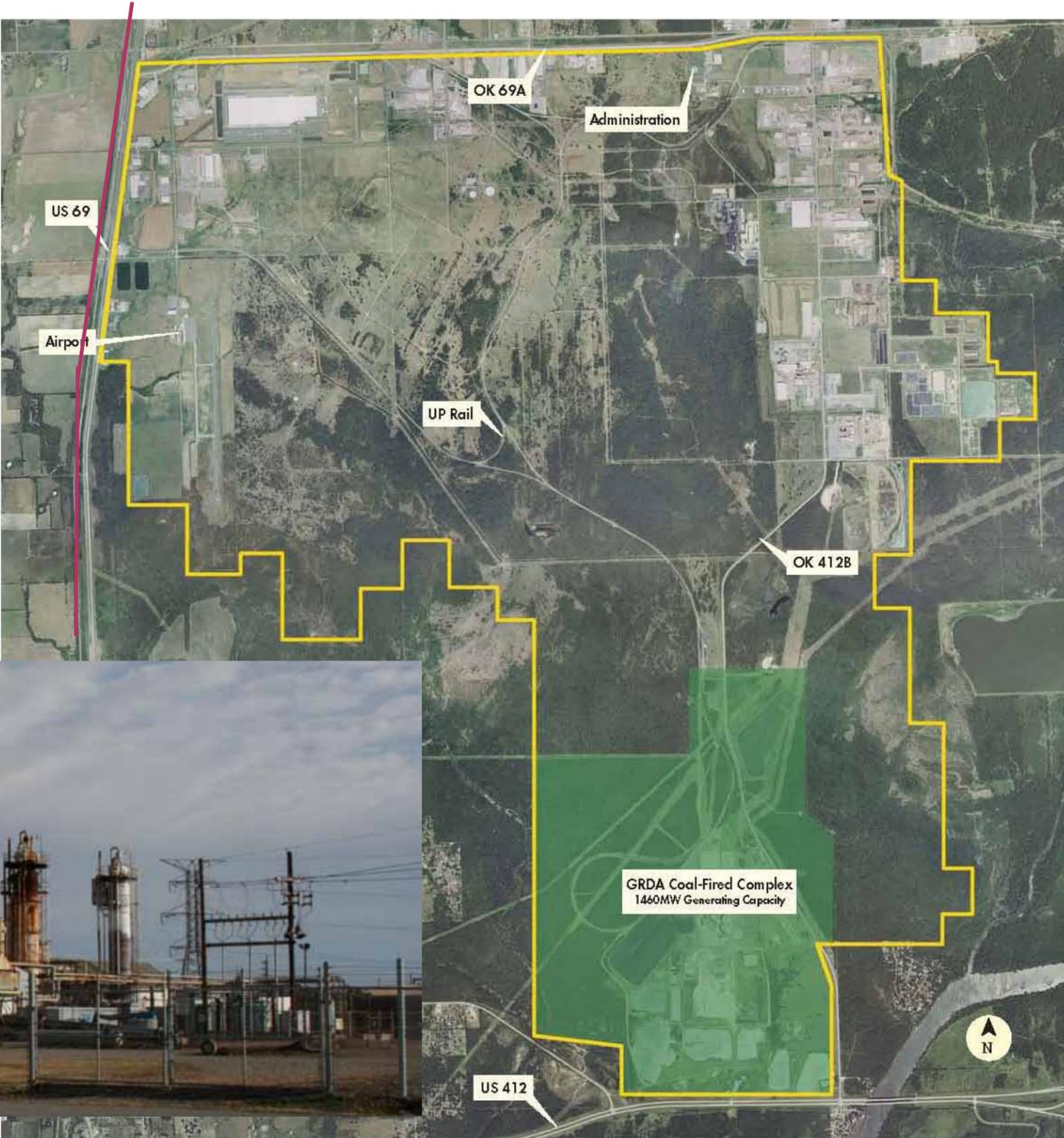
MID AMERICA INDUSTRIAL PARK

MidAmerica (MA) has many types of businesses and companies on the campus. In 2011, they secured plans to build a new satellite campus for Rogers State University. MA already houses the Northeast Technology Centers: Superintendent's office/industry training, as well as, the OSU Institute of Technology: postsecondary vocational training campus.

Please see "RESULTS" at the end of this section for a detailed analysis of this decision to market MA to these private institutions.



PHOTOGRAPHS BY MARCAE' HILTON



Map provided by: Mid America Industrial Park web site: <http://www.maip.com/parkmaps.php>

Prepared by
Marcae' Hilton



RECOMMENDATIONS CITY OF PRYOR

Pryor a city for all seasons, this phrase summarized the beauty and charm of this small town in north east Oklahoma. Pryor is home to the Thunderbird Youth Academy. The TYA campus is state owned and operated by the department of defense. The campus consists of 590 acres with only 40 acres developed. Currently TYA is launching a campaign for a new master plan. That raises the question, “what should Pryor do to partner with the academy.” At present the land is surrounded on the west by housing built before 1970. These small minimal traditional homes are full somewhat affluent stable families. The area south of TYA has been identified and a community services node providing many amenities. There are five of the eight multifamily housing developments within one mile. I would recommend the following:

1. Neighborhood Planning Academy-hold a series of neighborhood meetings with TYA to explore the needs of the citizens in the area within a one mile radius of the campus. One mile is considered a reasonable walking distance.
2. Have the Planning Commission to create a forward thinking city plan for the vacant land around TYA based on the assessed needs of the community.
3. Create a long term plan for infrastructure development
 - a. Need for sidewalks
 - b. Need for American Disabilities Act (ADA) accommodations-handicap accessibility
4. Approach TYA about purchasing the acreage to the East for development or long term leasing
5. Promote shared use of amenities for neighborhood residents. Mayor Jimmy Trammel is part of the “fit communities” program launched under the current administration.
 - a. Encourage discounted gym membership to those within one mile.
 - b. Encourage use of High School facilities for fitness events.
6. Design attractive walking and fitness trails on the undeveloped land with permanent protection during future development-Landscape Architect would be able to create an area that would enhance development rather than hinder
7. Develop share road promotion/or bike lanes
8. Continue to provide centrally located facilities for community services for the citizens in that area.
9. Partner with TYA, County Extension and High School to form a community garden on a few of the acres at TYA.
10. GIS Mapping-contract to have all city utilities and other desirable maps in a GIS system for planning purposes and city efficiency

Prepared by
Marcae' Hilton



RECOMMENDATIONS BY MARCAE'



PRIVATE | LOCAL
DESIGN GUIDE

WHITAKER HISTORY
TYA HISTORY
HISTORIC SIGNIFICANCE
DESIGN REFERENCE

Prepared by
Marcae' Hilton



THUNDERBIRD YOUTH ACADEMY CAMPUS VISUAL SURVEY



“A New Direction”



By Marcae' Hilton in conjunction with TYA and Selserschoefer Architects



Prepared by
Marcae' Hilton



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Prepared by
Marcae' Hilton



EXECUTIVE SUMMARY

The Thunderbird Youth Academy and Marcae' Hilton, graduate student at the University of Oklahoma, Urban Design Studio have partnered together to further examine the facilities on the TYA campus in Pryor, Oklahoma. TYA is in the process of finalizing a new master plan for the campus with the help of Selser Schaefer Architects, Tulsa, Oklahoma. The guide will be available to Selser Schaefer in regard to the master plan providing background information and historical data.

The design guide has the following three purposes:

- The design guide will provide general historical information for persons interested in the history of the Whitaker Children's Home, site and buildings.
- The design guide will act as a reference for any future facility design through closely examining and patterning WPA models of early United States Reserve facilities.
- The design guide will serve as a potential marketing tool simplifying the plans and potential concepts for design by providing general information about the campus to stakeholders and potential stakeholders.

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INTRODUCTION

The Thunderbird Youth Academy located in Pryor, Oklahoma has over 35 buildings, many built before 1930. The original Whitaker Home (1887) is historically significant as it was the first building erected on the site and housed the first orphans. Other buildings are old but only PR700 (a maintenance building) was eligible for consideration for historic preservation. However, five other buildings were recommended as possible inclusion for a historic district in a survey conducted by the State Historic Preservation Office (Ward, 1993).

PR313 Whitaker Hall, "Old Main," 1897

PR500 Whitaker School/Crowe Education Center, 1920-1921

PR700 Power House/Utility Building, 1920

PR200 Dining Hall/Stafford Dining Facility, 1936

PR307 Oak Cottage Sanford Hall, 1932

The design guide is intended as a reference for the Thunderbird Youth Academy to be used when planning projects that may impact the campus and historic facilities while acting as a guide for the broader community and anyone interested in learning more about the history and architecture of the campus (Ward, 1993).

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PROJECT OVERVIEW

Thunderbird Youth Academy has tasked Selser Schaefer to provide a new master plan for the TYA Campus and facilities. These new facilities will replace many of the existing structures and landscaping. This guide provides supplemental research regarding TYA's existing facilities, recommendations on historic facilities, and general campus considerations.

- History of Whitaker Children's Home
- Historic relevance of particular structures found on the TYA Campus
- Oklahoma National Guard History and TYA
- Selser Schaefer recommendations
- Current photographs

The design guide will be flexible and brief highlighting key existing components of the campus, while allowing designers full use of their creative license. The use of common elements relevant to the history and use of materials will be addressed. This document should function as a primary reference but will not include standard required regulations, codes or best practices.

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HISTORY OF CAMPUS

Largely adapted from the Oklahoma Legacy of Defense report prepared by the State Historic Preservation Office in 1993, by M. & Everett Ward.

The Thunderbird Youth Academy is located on what was, at one time, the Whitaker Orphan Home. The home was founded in 1881 by Mr. & Mrs. W. T. Whitaker on a 40 acre tract of land which eventually grew to 590 acres. William Whitaker (1854-1922) was one-eighth Cherokee Indian, and arrived in Oklahoma from his native state of North Carolina. At that time the land was part of the Cherokee Nation, Indian Territory (Cherokee, 11).

WHITAKER ORPHAN HOME

Following the Civil War, many non-Indian families began migrating to the Cherokee Nation. As a result of poor medical care, ruthless weather and the primitive living conditions, frontier life in general became a tragic experience for many of these non-Indian families. The Cherokee Nation was already providing for the care of the Indian orphans, but no strategy was in place for the other orphans in the area. Initially a few were taken into the home of the generous and thoughtful W. T. Whitaker family. When the family reached twenty one children, Mr. Whitaker built a large three story stone house (Ward, 1993). As the family expanded their needs changed. Along with the necessity for housing grew the need for a non-Indian school, teachers, classrooms and training facilities, thus establishing the Whitaker Children's Home. The Whitakers boldly took the challenge to task, with the purchase of an additional 550 acres and over thirty new buildings. They were forerunners in the "green-self sustaining" movement. They provided for their own daily needs with dairy cows, raising their own beef, hogs, chickens, planting, raising and preserving food for the residents and the livestock, as well as, sewing. It was a true family in every sense of the word yet they operated at the level of a small community. When the time came for the children to leave home, they had an education and life skills to help pave the way for their future (Cherokee, 11).

In 1908, the purpose of the Whitaker Orphanage began to shift as the State of Oklahoma began to send dependent and neglected children to the home. This engendered an additional need for housing and staff. The existing facilities no longer met the needs of the growing family. With the support of the people of Pryor, Whitaker deeded the property to the State of Oklahoma. It was at this time the acreage was expanded and the name was changed to Whitaker Orphan Home. According to Oklahoma's State Historic Preservation Office (SHPO), in 1910 the name was deemed Oklahoma State Home. In 1919, the facility was renamed East Oklahoma Home for White Children and in 1923 the title of Whitaker State Orphan Home was given to the site. The home averaged around 245 children ranging in age from six to eighteen, while about half were girls and half boys (Ward, 1993).

By 1921, the campus was in need of much augmentation, five new facilities were constructed including school rooms, a laundry, and cottages. At this time the cottages were used for housing the children, it was quite effective and provided a home like environment with each cottage complete providing hands on experience in the kitchen and accessible bathrooms, as well as, shelter for about twenty-five to thirty-five girls or boys (Cherokee). "But in 1936 as an economy measure the Works Progress Administration (WPA) built a new dining hall (Stafford Dining Facility, PR200) with three cold storage units, an ice plant, and a bakery....the centralization brought criticism that it eroded the home-style environment" (Ward, 1993). However the Whitaker organization continued to provide for their own needs by adding a state-of-the-art dairy in 1933 and several other useful structures (Ward, 1993).

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HISTORY CONTINUED

Along with new leadership in the 50's came new changes. Superintendent Beale McCarty brought greater expansion and renovation through a state bond of \$1.25 million (Ward, 1993). A swimming pool was built, but no longer exists. Other facilities which were built in the early 1950's include: National Guard Armory, McClain Clinic and Styron Hall, Brown Hall-cottage, Davis Hall-cottage, Welch Hall-cottage all built in 1951. While in 1952, Key Hall-cottage, Clark Hall-cottage, Potts Hall-cottage were built. Weber Academy was built in 1953. The last two projects using the bond was a new gymnasium-Bynyard Gym which replaced the old facility in 1960 and a major renovation of Whitaker Hall in 1967 (Ward, 1993).

CHANGES IN FUNCTION AT WHITAKER

In 1960 another conversion took place with the facilities being used for sheltering children with special social and psychological needs. The 1980's saw rising costs, slashes to the state budget, and fewer children using the facilities, as a result the Department of Human Services decided to close the campus on July 13, 1983 (Ward, 1993). At the same time the Oklahoma Military Department was searching for a site for the Basic Non-Commissioned Office Candidate School. This transaction took place on December 5th, 1984, just six short months after the closing of the Whitaker Campus; the Oklahoma Director of Public Affairs transferred the property and buildings to the Oklahoma Military Department (Ward, 1993). The new title became: Whitaker Education and Training Center (WETC) and had its first graduating class in January 1985 (Ward, 1993).

THUNDERBIRD YOUTH ACADEMY

In 1993, sometime after SHPO did the historic survey the National Guard joined the campus adding the most recent name "Thunderbird Youth Academy", launching a three year federally funded pilot program, known as "ChalleNGe" which currently has thirty-four programs found in twenty nine states and Puerto Rico. In 2008, ChalleNGe cadets performed 524,076 hours of volunteer service to their communities. This service is equivalent to \$3,406,494 value based on the federal minimum wage. The TYA program was federally funded for three years then received permanent funding in September of 1996 through the State of Oklahoma. The program serves 16-18 year old high school dropouts. Since 1993, 3,000 cadets have graduated from TYA and 81,000 cadets have graduated nationally. The program boasts that sixty percent of cadets have earned their GED while enrolled with forty-one percent pass rate for the same target age group (Thunderbird, II).

The seventeen month program has two phases. The first phase is a 24/7 residential phase for five and a half months at the Whitaker Education Training Center in Pryor, Oklahoma. The purpose of this phase is to instill in each cadet a sense of self-discipline and community spirit using a variety of methods built around the program's eight core objectives. The second phase is a twelve month community-based post residential phase. This first twenty-two weeks (phase one) is further divided into two parts: week one and two is called the Pre-ChalleNGe, or Acclimation period. The second part lasts for 20 weeks and is called ChalleNGe. These cadets must be between the ages of 16-18, a US Citizen or resident status, a resident of the State of Oklahoma, and a High School dropout with no GED, drug free, mentally and physically capable of completing the program. The youth must be willing to attend - it is a voluntary program and absolutely free to the cadet (Thunderbird).

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BUILDING OVERVIEWS

The following overviews are derived from the Oklahoma Legacy of Defense report prepared by the State Historic Preservation Office in 1993. Additional information was taken from the rough draft prepared by Selser Schaefer for a new master plan for TYA. All other information is taken from personally photographing and observing the campus.

When available the following is included:

Architectural Context

Year Constructed

Size of structure

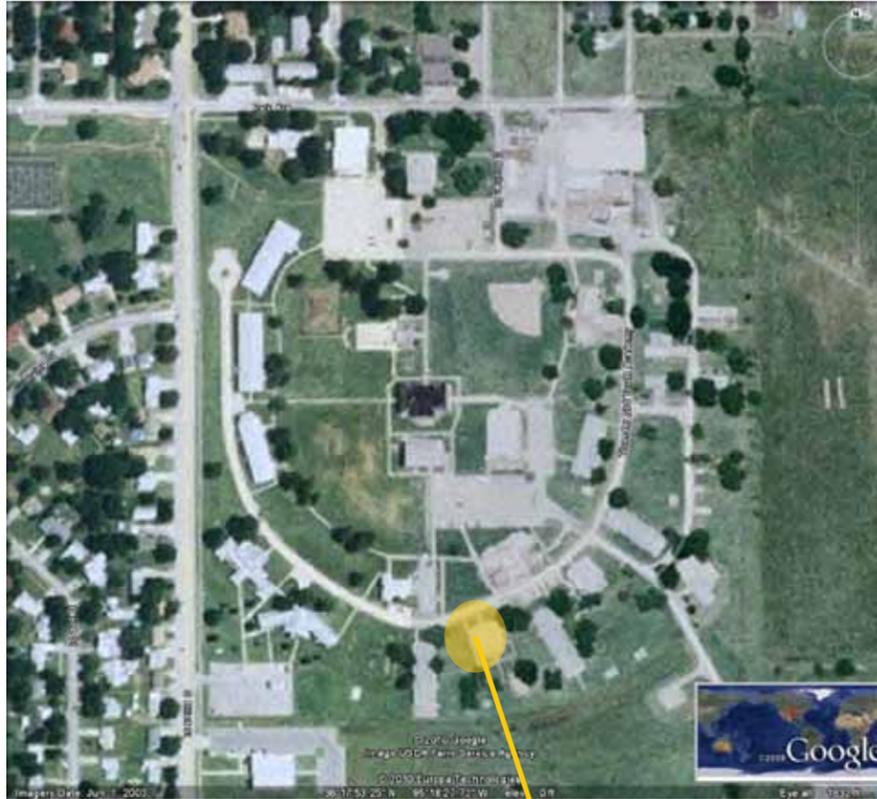
Description of structure

Recommendations

Photograph

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STAFFORD DINING HALL

STAFFORD DINING HALL

- PR200
- BUILT: 1936
- WORKS PROGRESS ADMINISTRATION–WPA PROJECT
- COST: \$65,000
- SIZE: 90'X130'
- STYLE: TUDOR REVIVAL
- CURRENT USE: DINING FACILITY
- Two stories with one story on the north elevation
- Second floor not utilized
- Kitchen equipment over 20 years old
- Partial basement on SE corner- water leaking
- Irregular shape: front and end-gabled cat-slide roofs
- two broad exterior chimneys flat-roofed extensions on the east and west
- Double entrances-set beneath gabled portals-NW & NE
- BUILDING DETAILS
 - Large s-shaped braces on chimneys
 - Multiple lights in tall, narrow, windows
 - Small gable–roof stoop on south elevation
 - Cast concrete quoins and scalloped moldings/primary entrances
- Three gas fired split mechanical systems, HVAC undersized
- To be determined: ductwork
- Need: outside air ventilation connections to existing units, larger grease inceptor, sump pump in basement
- Replace: 2 gas fired split mechanical system, plumbing fixtures, electrical, light and electrical fixtures for energy efficiency
- Reuse: hot water heaters
- SELSER SCHAEFER BUILDING SURVEY from DRAFT of TYA Master Plan (Selser, 2010)



The three cold storage units, ice plant (destroyed by fire), bakery-further contributed to the self-sufficiency of the campus vision but not without disparagement. Many argued against the new structure believing it eroded the intimacy and family setting the children experienced by having their meals prepared in their cottage/dorm and robbed them of first hand knowledge of preparing the meals. The dining hall is similar to other buildings on the campus in hominess and quaintness, with red brick construction but unique being the only building in the Tudor Revival Style. Most of the windows were reduced at some point by about one-third; in addition, new metal and glass doors have been installed in primary entrances (Ward, 93).

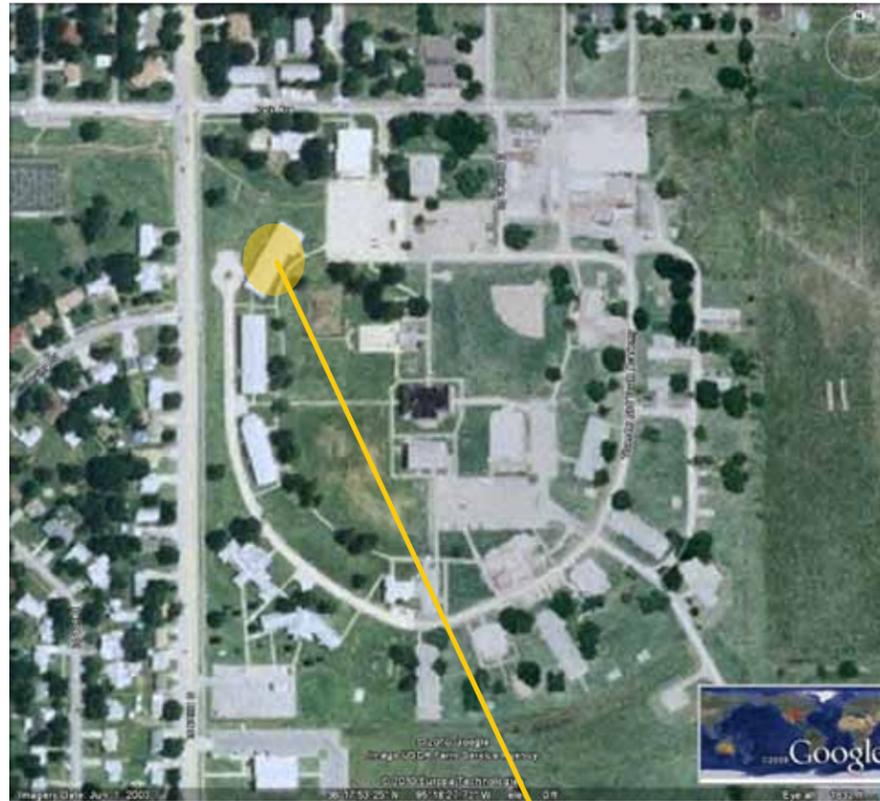


BUILDING OVERVIEW

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BROWN HALL | FORMERLY: MCCARTY HALL



BROWN HALL

- PR300
- BUILT: 1951
- COTTAGE
- LEADERSHIP OF SUPERINTENDENT BEALE MCCARTY
- FUNDING: STATE BOND \$1.25 MILLION
- 1 OF 14 NEW BUILDINGS-BUILT IN 1950'S
- CURRENT USE: UNOCCUPIED
- SIMILAR IN CONSTRUCTION AND CONDITION [Selser, 2010]:
 - PR301 DAVIS HALL
 - PR302 MCLEOD HALL
 - PR303 MCGEE HALL
 - PR304 WELCH HALL
 - PR306 KEY HALL
 - PR308 GARRISON HALL
 - PR310 CLARK HALL
 - PR311 POTTS HALL
 - PR312 WEBER ACADEMY
- BUILDING DETAILS:
 - Ranch Style Cottage
 - Federal Style Entrance
 - Porch Central Focus
 - Columns
 - Tooth-like dentil moldings
 - Round window
 - Low pitched roof
 - 8' ceilings
 - White brick
 - Metal-gabled and hipped roof
- SELSER SCHAEFER BUILDING SURVEY from DRAFT of TYA Master Plan [Selser, 2010]
 - Mortar and joint deterioration
 - Minor cracking
 - Replace: gas fired split mechanical system, plumbing fixtures, electrical, light and electrical fixtures for energy efficiency
 - Reuse: hot water heaters
 - To be determined: ductwork
 - Need: outside air ventilation connections to existing units



Currently Brown Hall is a vacant barrack. According to the report from Selser Schaefer, "site personnel stated that electrical and mechanical issues have made these buildings hard to maintain" [Schaefer, 2010].

BUILDING OVERVIEW

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DAVIS HALL | FORMERLY: FERN



DAVIS HALL

- PR301
- BUILT: 1951
- COTTAGE
- LEADERSHIP OF SUPERINTENDENT BEALE MCCARTY
- FUNDING: STATE BOND \$1.25 MILLION
- 1 OF 14 NEW BUILDINGS-BUILT IN 1950'S
- CURRENTLY: UNOCCUPIED
- SIMILAR IN CONSTRUCTION AND CONDITION (Selser, 2010):
 - PR300 BROWN HALL
 - PR302 MCLEOD HALL
 - PR303 MCGEE HALL
 - PR304 WELCH HALL
 - PR306 KEY HALL
 - PR308 GARRISON HALL
 - PR310 CLARK HALL
 - PR311 POTTS HALL
 - PR312 WEBER ACADEMY
- BUILDING DETAILS
 - Ranch Style Cottage
 - Brick columns at entrance
 - 8' ceilings
 - White brick
 - Metal-gabled and hipped roof
 - Narrow corridors
- SELSER SCHAEFER BUILDING SURVEY from DRAFT of TYA Master Plan (Selser, 2010)
 - Mortar and joint deterioration
 - Minor cracking
 - Replace: gas fired split mechanical system, plumbing fixtures, electrical, light and electrical fixtures
 - Reuse: hot water heaters for energy efficiency
 - To be determined: ductwork
 - Need: outside air ventilation connections to existing units



Davis Hall is currently an unoccupied barrack. According to the report from Selser Schaefer, "site personnel stated that electrical and mechanical issues have made these buildings hard to maintain" (Schaefer, 2010).



BUILDING OVERVIEW

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MCLEOD HALL | FORMERLY: BIRCH



MCLEOD HALL

- PR302
- BUILT: 1951
- COTTAGE
- LEADERSHIP OF SUPERINTENDENT BEALE MCCARTY
- FUNDING: STATE BOND \$1.25 MILLION
- 14 NEW BUILDINGS-BUILT IN 1950'S
- CURRENTLY: CAREER COUNSELING
- SIMILAR IN CONSTRUCTION AND CONDITION (Selser, 2010):



- PR300 BROWN HALL
- PR301 DAVIS HALL
- PR303 MCGEE HALL
- PR304 WELCH HALL
- PR306 KEY HALL
- PR308 GARRISON HALL
- PR310 CLARK HALL
- PR311 POTTS HALL
- PR312 WEBER ACADEMY



- BUILDING DETAILS
 - Ranch Style Cottage
 - Low pitched roof
 - 8' ceilings
 - Red brick/White vinyl siding
 - Asphalt-gabled and hipped roof
 - Narrow corridors
 - Gas fired split mechanical systems

- SELSER SCHAEFER BUILDING SURVEY from DRAFT of TYA Master Plan (Selser, 2010)

Mortar and joint deterioration

Minor cracking

Replace: outdoor condensing units, plumbing fixtures, electrical, light and electrical fixtures for energy efficiency

Reuse: indoor fan coil units, hot water heaters

To be determined: ductwork

Need: outside air ventilation connections to existing units



BUILDING OVERVIEW

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MEGEE HALL | FORMERLY: PINE



MEGEE HALL

- PR303
- BUILT: 1951
- COTTAGE
- LEADERSHIP OF SUPERINTENDENT BEALE MCCARTY
- FUNDING: STATE BOND \$1.25 MILLION
- 1 OF 14 NEW BUILDINGS-BUILT IN 1950'S
- CURRENTLY: EDUCATION
- SIMILAR IN CONSTRUCTION AND CONDITION (Selser, 2010):



- PR300 BROWN HALL
- PR301 DAVIS HALL
- PR302 MCLEOD HALL
- PR304 WELCH HALL
- PR306 KEY HALL
- PR308 GARRISON HALL
- PR310 CLARK HALL
- PR311 POTTS HALL
- PR312 WEBER ACADEMY



- BUILDING DETAILS
 - Ranch Style Cottage
 - Low pitched roof
 - 8' ceilings
 - Red brick in keeping with other buildings on campus
 - Asphalt-gabled and hipped roof
 - Narrow corridors
 - Gas fired split mechanical systems
 - Large fireplace
 - Reverse gable roof
- SELSER SCHAEFER BUILDING SURVEY from DRAFT of TYA Master Plan (Selser, 2010)
 - Mortar and joint deterioration
 - Minor cracking
 - Replace: all a/c units, plumbing fixtures, electrical, light and electrical fixtures for energy efficiency
 - Reuse: indoor fan coil units, hot water heaters
 - To be determined: ductwork
 - Need: outside air ventilation connections to existing units



BUILDING OVERVIEW

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WELSH HALL | FORMERLY: SPRUCE



WELSH HALL

- PR304
- BUILT: 1951
- COTTAGE
- LEADERSHIP OF SUPERINTENDENT BEALE MCCARTY
- FUNDING: STATE BOND \$1.25 MILLION
- 1 OF 14 NEW BUILDINGS-BUILT IN 1950'S
- CURRENTLY: TYA ADMINISTRATION
- SIMILAR IN CONSTRUCTION AND CONDITION (Selser, 2010):

- PR300 BROWN HALL
- PR301 DAVIS HALL
- PR302 MCLEOD HALL
- PR303 MCGEE HALL
- PR306 KEY HALL
- PR308 GARRISON HALL
- PR310 CLARK HALL
- PR311 POTTS HALL
- PR312 WEBER ACADEMY

- BUILDING DETAILS
 - Ranch Style Cottage
 - Low pitched roof
 - Large gable porch with metal pole supports
 - Clearstory windows
 - 8' ceilings
 - Red brick in keeping with other buildings on campus
 - Asphalt-gabled and hipped roof
 - Narrow corridors
 - Gas fired split mechanical systems
 - Large fireplace
 - Reverse gable roof

- SELSER SCHAEFER BUILDING SURVEY from DRAFT of TYA Master Plan (Selser, 2010)

- Mortar and joint deterioration
- Minor cracking
- Replace: all a/c units, plumbing fixtures, electrical, light and electrical fixtures for energy efficiency
- Reuse: indoor fan coil units, hot water heaters
- To be determined: ductwork
- Need: outside air ventilation connections to existing units



BUILDING OVERVIEW

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KEY HALL | FORMERLY: CEDAR



KEY HALL

- PR306
- BUILT: 1952
- COTTAGE
- LEADERSHIP OF SUPERINTENDENT BEALE MCCARTY
- FUNDING: STATE BOND \$1.25 MILLION
- 1 OF 14 NEW BUILDINGS-BUILT IN 1950'S
- CURRENTLY: BARRACKS
- SIMILAR IN CONSTRUCTION AND CONDITION [Selser, 2010]:



- PR300 BROWN HALL
- PR301 DAVIS HALL
- PR302 MCLEOD HALL
- PR303 MCGEE HALL
- PR304 WELCH HALL
- PR308 GARRISON HALL
- PR310 CLARK HALL
- PR311 POTTS HALL
- PR312 WEBER ACADEMY

• BUILDING DETAILS [Selser, 2010]:

- Ranch Style Cottage
- Moderate pitched roof
- 8' ceilings
- White brick with brown decorative inserts
- Asphalt-gabled
- Narrow corridors
- Gas fired split mechanical systems
- Large fireplace
- Broad porch with brick columns

• SELSER SCHAEFER BUILDING SURVEY from DRAFT of TYA Master Plan [Selser, 2010]

- Mortar and joint deterioration
- Minor cracking
- Replace: outdoor condensing unit, plumbing fixtures, electrical, light and electrical fixtures for energy efficiency
- Reuse: indoor fan coil units, hot water heaters
- To be determined: ductwork
- Need: outside air ventilation connections to existing units



BUILDING OVERVIEW

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GARRISON HALL | FORMERLY: MAPLE



GARRISON HALL

- PR308
- BUILT: 1952
- COTTAGE
- LEADERSHIP OF SUPERINTENDENT BEALE MCCARTY
- FUNDING: STATE BOND \$1.25 MILLION
- 1 OF 14 NEW BUILDINGS-BUILT IN 1950'S
- CURRENTLY: BARRACKS
- SIMILAR IN CONSTRUCTION AND CONDITION (Selser, 2010):

- PR300 BROWN HALL
- PR301 DAVIS HALL
- PR302 MCLEOD HALL
- PR303 MCGEE HALL
- PR304 WELCH HALL
- PR306 KEY HALL
- PR310 CLARK HALL
- PR311 POTTS HALL
- PR312 WEBER ACADEMY

- BUILDING DETAILS (Selser, 2010):
 Ranch Style Cottage
 Moderate pitched roof
 8' ceilings
 Red brick-vinyl siding
 Asphalt-gabled
 Narrow corridors
 Gas fired split mechanical system
 Large fireplace
 Broad porch converted to Florida room
 Windows painted



- SELSER SCHAEFER BUILDING SURVEY from DRAFT of TYA Master Plan (Selser, 2010)
 Mortar and joint deterioration
 Minor cracking
 Replace: outdoor condensing unit, plumbing fixtures, electrical, light and electrical fixtures for energy efficiency, showers
 Reuse: indoor fan coil units, hot water heaters
 To be determined: ductwork
 Need: outside air ventilation connections to existing units



BUILDING OVERVIEW

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CLARK HALL | FORMERLY: POPLAR



CLARK HALL

- PR310
- BUILT: 1952
- COTTAGE
- LEADERSHIP OF SUPERINTENDENT BEALE MCCARTY
- FUNDING: STATE BOND \$1.25 MILLION
- 1 OF 14 NEW BUILDINGS-BUILT IN 1950'S
- CURRENTLY: BARRACKS
- SIMILAR IN CONSTRUCTION AND CONDITION (Selser, 2010):
 - PR300 BROWN HALL
 - PR301 DAVIS HALL
 - PR302 MCLEOD HALL
 - PR303 MCGEE HALL
 - PR304 WELCH HALL
 - PR306 KEY HALL
 - PR308 GARRISON HALL
 - PR311 POTTS HALL
 - PR312 WEBER ACADEMY
- BUILDING DETAILS (Selser, 2010):
 - Almost identical to Key Hall
 - Ranch Style Cottage
 - Moderate pitched roof
 - 8' ceilings
 - White brick with brown details
 - Vinyl siding
 - Metal-gabled roof
 - Narrow corridors
 - Gas fired split mechanical systems
 - Large fireplace
 - Broad porch converted to Florida room
 - Windows painted
- SELSER SCHAEFER BUILDING SURVEY from DRAFT of TYA Master Plan (Selser, 2010)
 - Mortar and joint deterioration
 - Minor cracking
 - Replace: outdoor condensing unit, plumbing fixtures, electrical, light and electrical fixtures for energy efficiency, showers
 - Reuse: indoor fan coil units, hot water heaters
 - To be determined: ductwork
 - Need: outside air ventilation connections to existing units

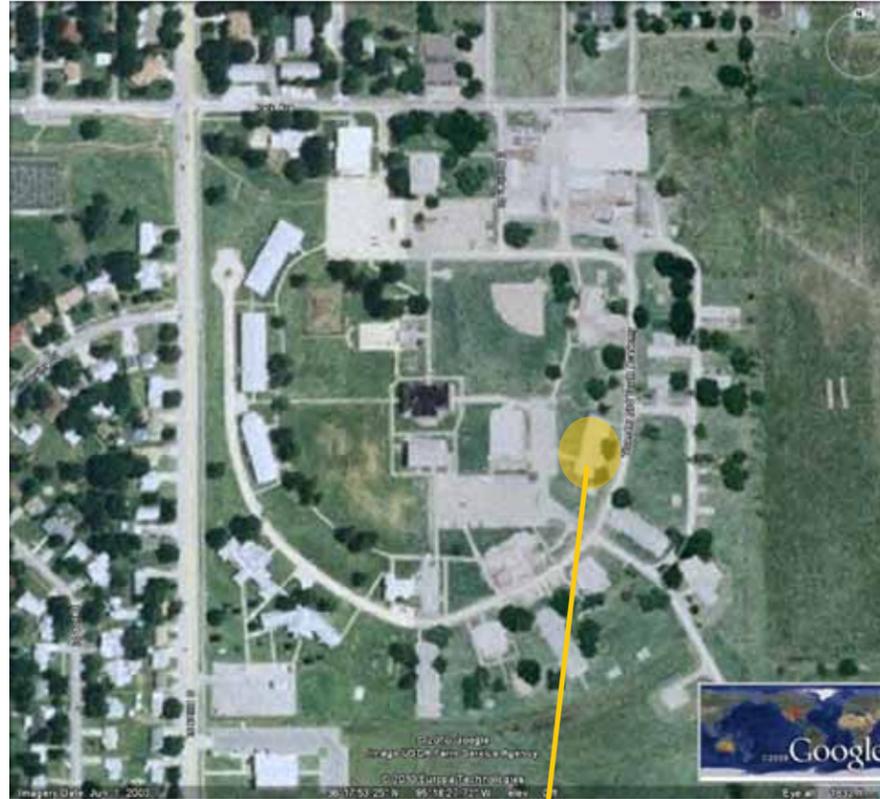


BUILDING OVERVIEW

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POTTS HALL | FORMERLY: WALNUT



POTTS HALL

- PR311
- BUILT: 1952
- COTTAGE
- LEADERSHIP OF SUPERINTENDENT BEALE MCCARTY
- FUNDING: STATE BOND \$1.25 MILLION
- 1 OF 14 NEW BUILDINGS-BUILT IN 1950'S
- CURRENTLY: BARRACKS
- SIMILAR IN CONSTRUCTION AND CONDITION (Selser, 2010):



- PR300 BROWN HALL
 - PR301 DAVIS HALL
 - PR302 MCLEOD HALL
 - PR303 MCGEE HALL
 - PR304 WELCH HALL
 - PR306 KEY HALL
 - PR308 GARRISON HALL
 - PR310 CLARK HALL
 - PR312 WEBER ACADEMY
- BUILDING DETAILS (Selser, 2010):
 - Very similar to Key Hall and Clark Hall
 - Ranch Style Cottage
 - Moderate pitched roof
 - 8' ceilings
 - White brick with brown details
 - Vinyl siding
 - Metal-gabled roof
 - Narrow corridors
 - Gas fired split mechanical systems
 - Large fireplace
 - Broad porch converted to Florida room
 - Windows painted

- SELSER SCHAEFER BUILDING SURVEY from DRAFT of TYA Master Plan (Selser, 2010)

Mortar and joint deterioration

Minor cracking

Replace: outdoor condensing unit, plumbing fixtures, electrical, light and electrical fixtures for energy efficiency, showers

Reuse: indoor fan coil units, hot water heaters

To be determined: ductwork

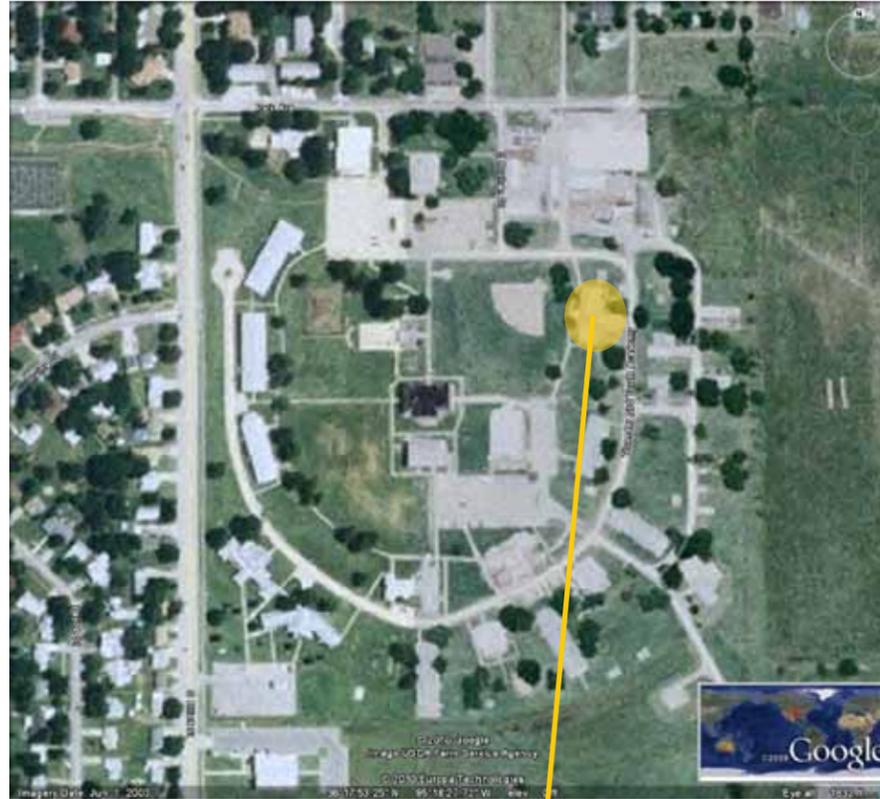
Need: outside air ventilation connections to existing units

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BUILDING OVERVIEW

WEBER ACADEMY | FORMERLY: COMER COTTAGE



WEBER ACADEMY

- PR312
- BUILT: 1953
- COTTAGE
- LEADERSHIP OF SUPERINTENDENT BEALE MCCARTY
- FUNDING: STATE BOND \$1.25 MILLION
- 1 OF 14 NEW BUILDINGS-BUILT IN 1950'S
- CURRENTLY: PRYOR HIGH SCHOOL-ALTERNATIVE LEARNING
- SIMILAR IN CONSTRUCTION AND CONDITION (Selser, 2010):

- PR300 BROWN HALL
- PR301 DAVIS HALL
- PR302 MCLEOD HALL
- PR303 MCGEE HALL
- PR304 WELCH HALL
- PR306 KEY HALL
- PR308 GARRISON HALL
- PR310 CLARK HALL
- PR311 POTTS HALL

- BUILDING DETAILS (Selser, 2010):

- Style Cottage
- Flat roof
- 8' ceilings
- Red brick with white linear details-curved brick entrance, and curved portico
- Metal-gabled roof
- Narrow corridors
- Gas fired split mechanical systems
- Large fireplace
- Broad porch converted to Florida room

- SELSER SCHAEFER BUILDING SURVEY from DRAFT of TYA Master Plan (Selser, 2010)

Mortar and joint deterioration

Minor cracking

Replace: outdoor condensing unit, plumbing fixtures, electrical, light and electrical fixtures for energy efficiency, showers

Reuse: indoor fan coil units, hot water heaters

To be determined: ductwork

Need: outside air ventilation connections to existing units



BUILDING OVERVIEW

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SANFORD HALL | FORMERLY: OAK COTTAGE NO. 2

- PR307
- BUILT: 1932
- COTTAGE
- REPLACEMENT OF OLD FRAME COTTAGES
- CURRENTLY: BARRACKS AND SHOWERS
- STYLE: PRARIE SCHOOL/COLONIAL REVIVAL
- Cottage-15-20 children...with kitchen and dining room supplied by central commissary [Ward, 93].
- BUILDING DETAILS (Selser, 2010) [Ward, 93].



SANFORD HALL

- Two stories
- 8' ceilings on first floor- taller ceilings on second floor
- Red brick with white linear details
- Large covered porch, brick columns with white cornices
- Roof- tile covered with asphalt, gabled dormers, hip roof
- Second floor sleeping porches on east and west elevations-eventually porches were bricked and door on east was blocked
- Porches wrap all sides except south
- Narrow corridors
- Gas fired split mechanical systems
- SELSER SCHAEFER BUILDING SURVEY from DRAFT of TYA Master Plan (Selser, 2010)
- Mortar and joint deterioration
- Minor cracking
- RECOMMENDATIONS: (Selser, 2010)
- Replace: (first floor) 2 of the 3 outdoor condensing unit, plumbing fixtures, electrical, light and electrical fixtures for energy efficiency, showers, hot water heaters
- Reuse: indoor fan coil units, (second floor)gas fired split mechanical systems good
- To be determined: ductwork
- Need: outside air ventilation connections to existing units



BUILDING OVERVIEW

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BURBA HALL | FORMERLY: ELM COTTAGE



BURBA HALL

- PR309
- BUILT: 1936
- COTTAGE
- SIZE: 53' X 87'
- REPLACEMENT OF OLD FRAME COTTAGES
- CURRENTLY: DEMOLISHED
- PREVIOUSLY: BARRACKS AND SHOWER FACILITY
- STYLE: PRARIE SCHOOL/COLONIAL REVIVAL
- BUILDING DETAILS (Selser, 2010):
 - Cottage-15-20 children...with kitchen and dining room supplied by central commissary (Ward, 93).
 - Two stories
 - 8' ceilings on first floor- taller ceilings on second floor
 - Red brick with white linear details
 - Large covered porch, brick columns with white cornices
 - Asphalt-gabled roof, hip roof
 - Narrow corridors
 - Gas fired split mechanical systems
- SELSER SCHAEFER BUILDING SURVEY from DRAFT of TYA Master Plan (Selser, 2010)
 - Mortar and joint deterioration
 - Minor cracking
- RECOMMENDATIONS: (Selser, 2010)
 - Replace: (first floor) 2 of the 3 outdoor condensing unit, plumbing fixtures, electrical, light and electrical fixtures for energy efficiency, showers
 - Reuse: indoor fan coil units, (second floor)gas fired split mechanical systems good, hot water heaters
 - To be determined: ductwork
 - Need: outside air ventilation connections to existing units



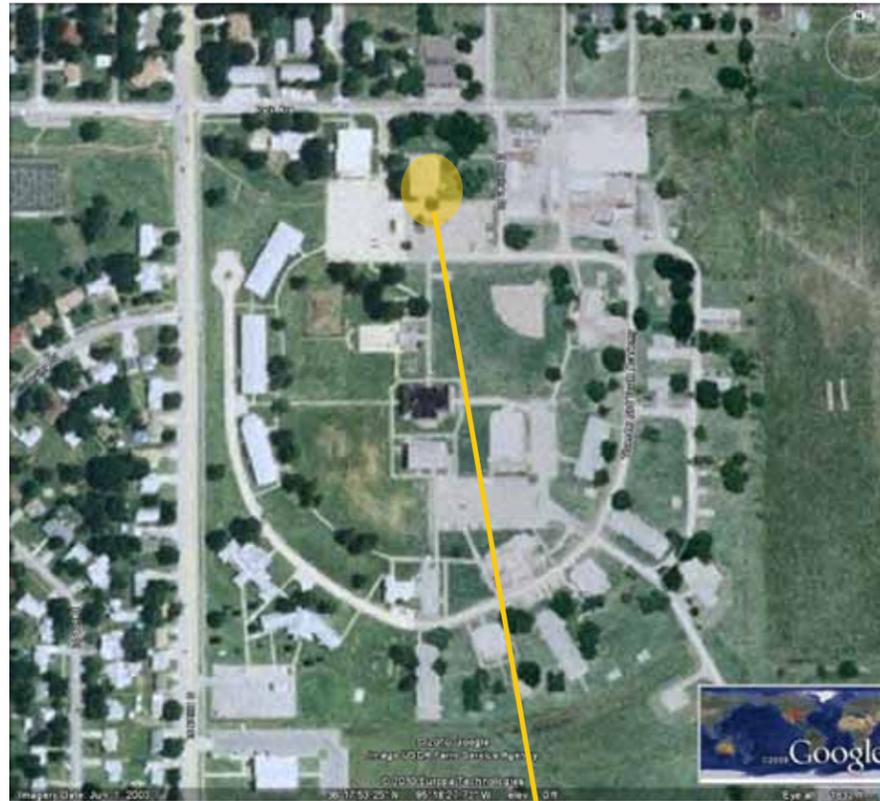
BUILDING OVERVIEW

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MERRITT HALL | FORMERLY: WHITAKER HALL, "OLD MAIN"

- PR313
 - BUILT: 1897
 - COTTAGE: 3 STORY (ORIGINALLY)
 - SIZE: 60' X 71'
 - CURRENTLY: HEADQUARTERS OF WETC And STARS (State Transition and Reintegration System)
 - PREVIOUSLY: HOME OF FIRST 21 ORPHANS
 - STYLE: PRAIRIE SCHOOL (HORIZONTAL LINES), ITALIAN RENAISSANCE (ARCHES OVER WINDOWS AND DOUBLE DOORS)
 - NATIVE SANDSTONE
 - 1967 (Ward, 93)—Removed old galleries
- Concrete porch was added at ground level (W, E, & N) with Metal awning and wrought iron supports
 Third floor was removed creating two stories
 Two story annex on south doubling the size (randomly laid rubble sandstone-retrieved from demolition of mill)
- BUILDING DETAILS (Selser, 2010):
 - 8' ceilings on first floor- taller ceilings on second floor
 - Asphalt-gabled roof, hip roof
 - Narrow corridors
 - Gas fired split mechanical systems
 - Cracks observed in masonry mortar joints, CMU walls and stone lintels
 - SELSER SCHAEFER BUILDING SURVEY from DRAFT of TYA Master Plan (Selser, 2010)
 - RECOMMENDATIONS: (Selser, 2010)
 - Replace: 2 of the 3 outdoor condensing unit, plumbing fixtures, electrical, light and electrical fixtures for energy efficiency, showers
 - Reuse: first floor-indoor fan coil units, [second floor] gas fired split mechanical systems good, hot water heaters
 - Need: outside air ventilation connections to existing units



MERRITT DINING HALL



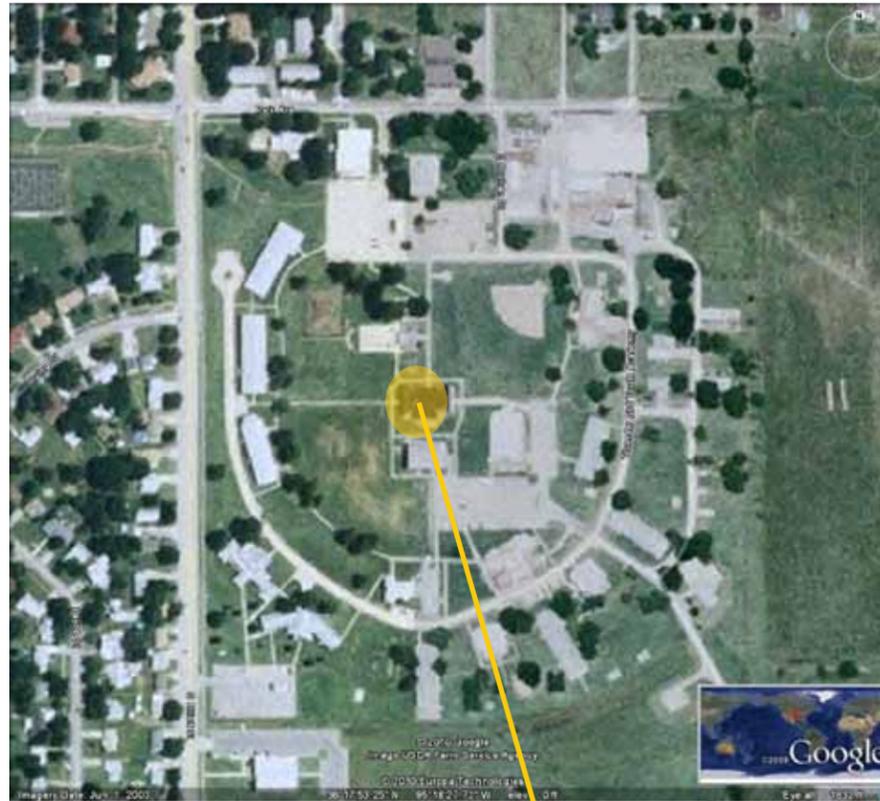
BUILDING OVERVIEW

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CROW EDUCATION CENTER | FORMERLY: WHITAKER SCHOOL

- PR500
- BUILT: 1921
- EDUCATION CENTER
- SIZE: 86' X 120'
- CURRENTLY: 250 SEAT AUDITORIUM
- PREVIOUSLY: WHITAKER SCHOOL THROUGH 10TH GRADE
- STYLE: ART DECO
- RED BRICK WITH INLAID GREEN AND RED TILE
- [Ward, 93]—Stepped and regimented parapets, pilasters-vertically breaking up the horizontal mass, geometric decorative elements, inlaid cast concrete diamonds, rectangles, quoins, and arched niches
- Windows filled in and reduced in size by 2/3
- BUILDING DETAILS (Selser, 2010):
 - 8' ceilings
 - Second floor-concrete and beam system
 - Roof-flat
 - Leak on North wall-damaged mortar
 - 5 Gas fired split mechanical systems
 - Cracks observed in masonry mortar joints, CMU walls and stone lintels
- SELSER SCHAEFER BUILDING SURVEY from DRAFT of TYA Master Plan (Selser, 2010)
- RECOMMENDATIONS: (Selser, 2010)
 - Replace: 1 outdoor condenser and 2 indoor furnace units, plumbing fixtures, electrical, light and electrical fixtures for energy efficiency, showers, hot water heaters
 - Need: outside air ventilation connections to existing units



CROW EDUCATION CENTER

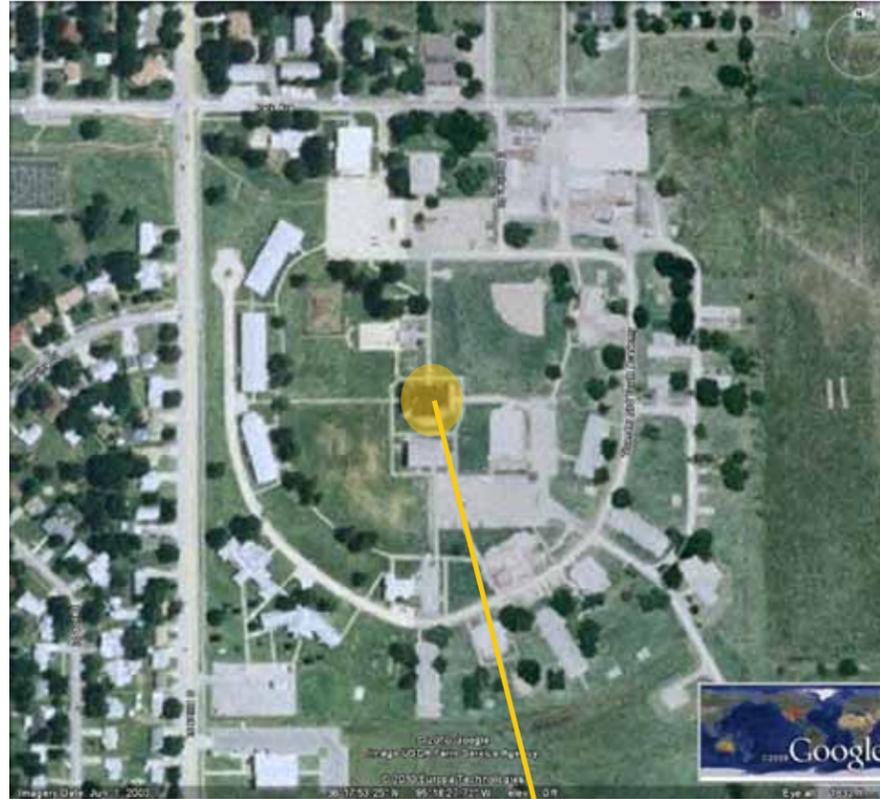


BUILDING OVERVIEW CEC PAGE 1 OF 2

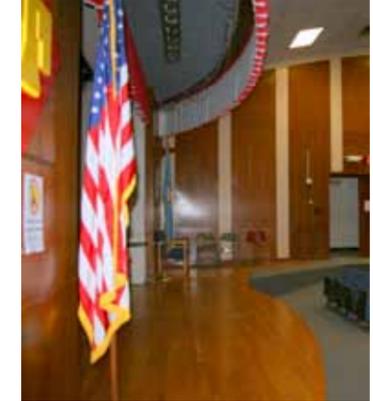
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CROW EDUCATION CENTER | FORMERLY: WHITAKER SCHOOL



CROW EDUCATION CENTER



BUILDING OVERVIEW CEC PAGE 2 OF 2

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HUGHES ANNEX | FORMERLY: SWIMMING POOL

- PR501
- BUILT: 1921
- CURRENTLY: ?
- PREVIOUSLY: SWIMMING POOL
- STYLE: ART DECO
- RED BRICK WITH INLAID GREEN AND RED TILE
- (Ward, 93)—Pilasters—vertically breaking up the horizontal mass, geometric decorative elements, inlaid cast concrete diamonds, rectangles, quoins, and arched niches
- Windows filled in and reduced in size by 2/3
- BUILDING DETAILS (Selser, 2010):
 - Roof-hipped with asphalt shingles
 - 2 Rooftop HVAC units provide heat only. Gas fired split mechanical systems
 - Cracks observed in masonry mortar joints, CMU walls and stone lintels
- SELSER SCHAEFER BUILDING SURVEY from DRAFT of TYA Master Plan (Selser, 2010)
- RECOMMENDATIONS: (Selser, 2010)
 - Replace: heat only units with HVAC units, exhaust fan systems in toilets, 1 outdoor condenser and 2 indoor furnace units, plumbing fixtures, electrical, light and electrical fixtures for energy efficiency, showers, hot water heater (not big enough)



HUGHES ANNEX



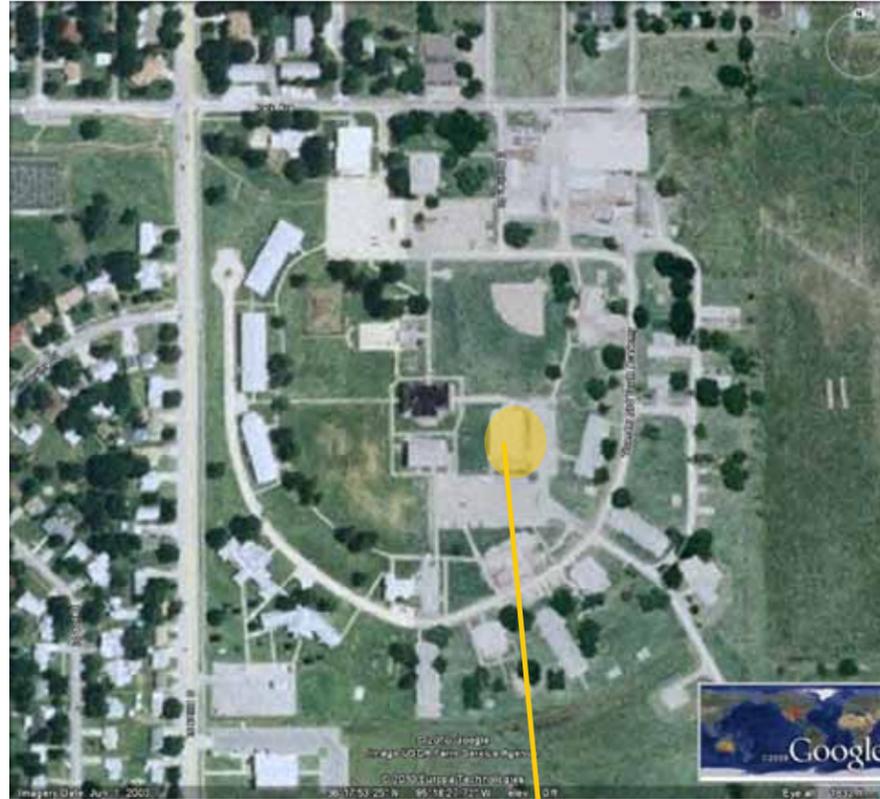
BUILDING OVERVIEW

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BUNYARD GYMNASIUM

- PR502
- BUILT: 1960
- CURRENTLY: GYMNASIUM
- SIZE: 50' X 82'
- RED BRICK
- (Ward, 93) Windows filled in and reduced in size by 2/3
- BUILDING DETAILS (Selser, 2010):
 - Roof-hipped with asphalt shingles
 - 2 Rooftop HVAC rooftop units provide heat only. Gas fired split mechanical systems
 - Cracks observed in masonry mortar joints, CMU walls and stone lintels
- SELSER SCHAEFER BUILDING SURVEY from DRAFT of TYA Master Plan (Selser, 2010)
- RECOMMENDATIONS: (Selser, 2010)
 - Replace: heat only units with HVAC units, exhaust fan systems in toilets, 1 outdoor condenser and 2 indoor furnace units, plumbing fixtures, electrical, light and electrical fixtures for energy efficiency, showers, hot water heater (not big enough)



BUNYARD GYMNASIUM



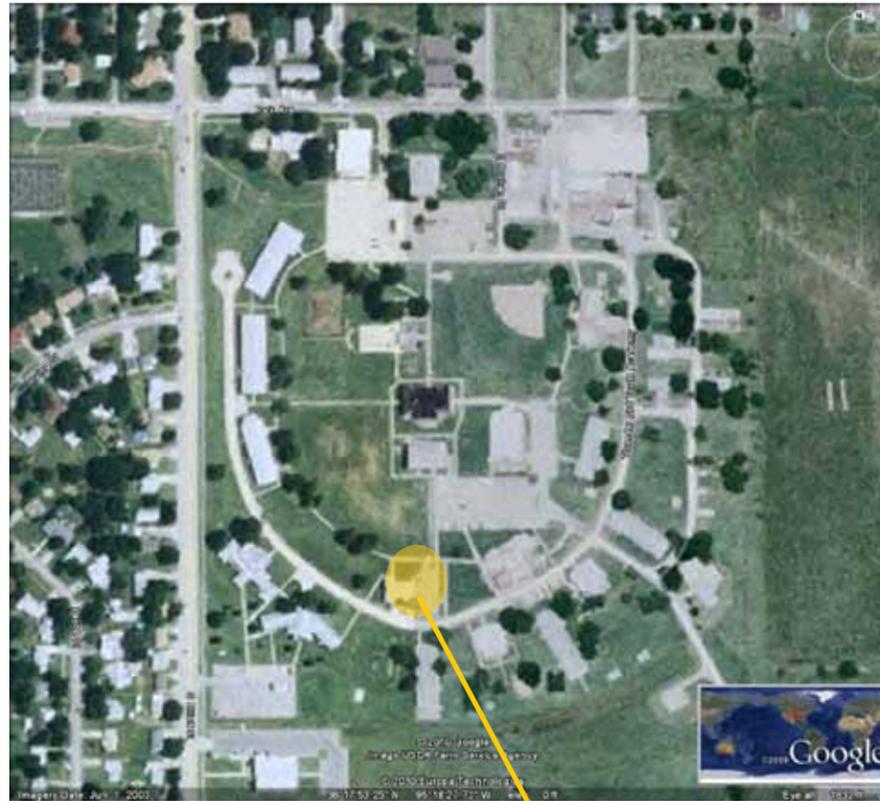
BUILDING OVERVIEW

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STYRON HALL | FORMERLY: MCCLAIN CLINIC

- PR506
- BUILT: 1921
- EDUCATION CENTER
- SIZE: 86' X 120'
- CURRENTLY: TYA ALPHA OPERATIONS
- PREVIOUSLY: MEDICAL CLINIC
- RED BRICK
- BUILDING DETAILS (Selser, 2010):
 - 8' ceilings
 - Second floor-concrete and beam system
 - Roof-gabled
 - Small basement
 - 3 ground mounted A/C Units
 - Cracks observed in masonry mortar joints, CMU walls and stone lintels
- SELSER SCHAEFER BUILDING SURVEY from DRAFT of TYA Master Plan (Selser, 2010)
- RECOMMENDATIONS: (Selser, 2010)
 - Replace: 2 ground mounted a/c units, split system serving east side of building, plumbing fixtures, electrical, light and electrical fixtures for energy efficiency, showers, hot water heaters
 - Need: outside air ventilation connections to existing units



STYRON HALL



BUILDING OVERVIEW



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Buildings Included in Assessment

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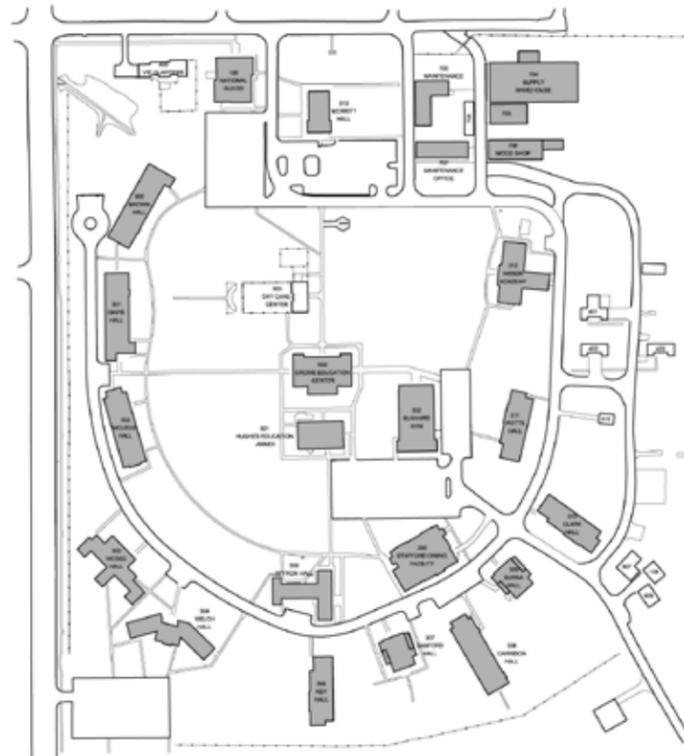
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DESIGN REFERENCE

HISTORY OF BUILDINGS

Many styles were used to design and build the old Whitaker campus. There is an array of materials used from red brick to sandstone to white brick. Most all structures have experienced some type of upgrading often including vinyl siding, metal roofs and smaller windows. The design elements range from federal style entrances with white cornice topped columns found on the many cottages to intricate art deco details in brick and tile found on the Crow Education Center. These varieties often reflect the era they were built, as well as, the architectural styles predominant at the time. A large portion of the buildings were created through the Works in Progress Administration during the depression (Ward, 1993).

According to the master plan from Selsler Schaefer, there are only two buildings they recommend to keep. One is Merrit Hall, the other is PR700 which is a maintenance building which qualifies for historic preservation and possible national register nomination.

Merrit Hall is the oldest building on the TYA campus. The style is a mix of Prairie Style and Italian Renaissance as stated by Ward in the Historic Survey conducted in 1993 for the Whitaker Education and Training Center. This is evidenced by the strong horizontal lines and the simple arches over the windows and double doors on the north elevation respectively (Ward, 1993).

HISTORY OF PRAIRIE SCHOOL STYLE OF ARCHITECTURE 1900-1920 DEFINING CHARACTERISTICS FOUND ON MERRIT HALL

- HORIZONTAL LINES
- LOW PITCHED ROOF-HIPPED
- WIDELY OVERHANGING EAVES
- TWO STORIES
- SQUARE-AMERICAN FOURSQUARE
- SYMMETRICAL FRONT ENTRY
- ONE STORY PORCH SUBORDINATE TO MASS
- HIPPED DORMERS
- CASEMENT TYPE WINDOWS WITH LEADED PANES OR LIGHTS IN GEOMETRIC PATTERNS



Prairie Style Architecture
<http://www.sharonkramlich.com/sinfo/architecture/>

HISTORY OF ITALIAN RENAISSANCE STYLE OF ARCHITECTURE 1890-1935 DEFINING CHARACTERISTICS FOUND ON MERRIT HALL

- LOW PITCHED HIP ROOF
- UPPER STORY WINDOWS SMALLER THAN LOWER STORY
- ARCHES ABOVE DOORS AND WINDOWS
- FULL WIDTH PORCHES
- SYMMETRICAL
- WINDOWS WITH LEADED PANES



Italian Renaissance Architecture
<http://www2.nau.edu/~twp/architecture/italianrenaissance/index.html>





Buildings Included in Assessment

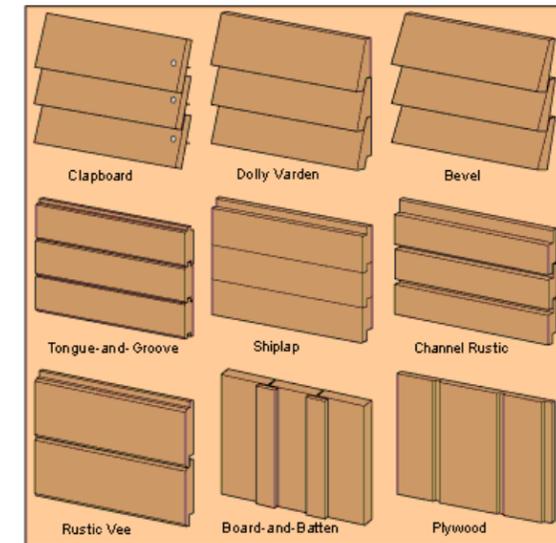
Map provided by: Selser Schaefer Architects "DRAFT"

RECOMMENDATIONS: [Blumenson, 1981] [McAlester, 2005]

- EXTERIOR:
 - LOW PITCHED HIPPED ROOF
 - METAL SIDING
 - WHITE
 - HIPPED DORMERS
 - WIDE EAVE OVERHANGS
 - DECORATIVE BRACKETS (OPTIONAL)
- FULL PORCHES
 - SMALL CLASSICAL COLUMNS AND RECTANGULAR PIERS
 - CONTRASTING CAPS ON PORCH
- ARCHES ABOVE DOORS AND WINDOWS
- TALL THIN MULTI PANED WINDOWS IN GROUPS
- CONTRASTING WOOD TRIM BETWEEN STORIES
- NATURAL TAN SANDSTONE
- HORIZONTAL BOARD AND BATTEN SIDING
- SYMMETRY
- NATIONAL GUARD DETAILS
- COLORS:
 - NATURAL
 - TRIM ACCENTS (COORDINATE WITH NG IDENTITY)
 - DARK RED
 - YELLOW
- DIAMOND GEOMETRIC SHAPES



Prairie Style Architecture
<http://www.searchhomeplans.com/houseplans/prairie-style/floorplan6966am.asp>



Siding Samples
<http://www.hometips.com/how-it-works/siding-house-wood.html>

Blumenson, J. J. (1981). *Identifying American Architecture: A Pictorial Guide to Styles and Terms, 1600-1945* (2d ed.). New York: W.W. Norton.

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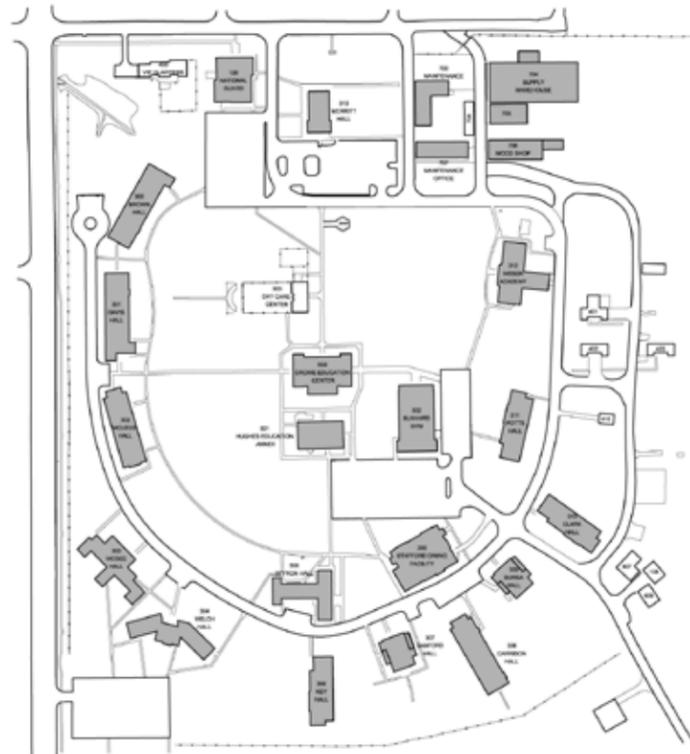
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RECOMMENDATIONS BY MARCAE'



Selsler Schaefer Architects

Buildings Included
in Assessment

Map provided by: Selsler Schaefer
Architects "DRAFT"

RECOMMENDATIONS for ADAPTIVE REUSE OF TYA

After completing the visual survey of the campus, I have come up with several significant recommendations. The TYA campus is cultivated with many mature trees, facilities nearing the one century mark and a profusion of history weaving a tapestry of lives primarily focused on providing shelter, guidance, and nourishment to children for over one hundred years.

Regarding plans for the current master plan, it is quite possible the funding could take many years. With these factors in mind and Thunderbird in need of improved living conditions I present the following plan.

CONDUCT AN ENGINEERING ANALYSIS

TYA is in need of funding for their new Master Plan. However they have many underutilized facilities in need of upgrading for current use and retrofitting. I recommend hiring an engineering firm to complete the facilities condition analysis and provide a cost estimate for rehabilitation and/or retrofitting. By investing in the current facilities it can provide necessary funds through rental of properties as the plan moves forward. It could also provide transitional space for other state and local organizations.

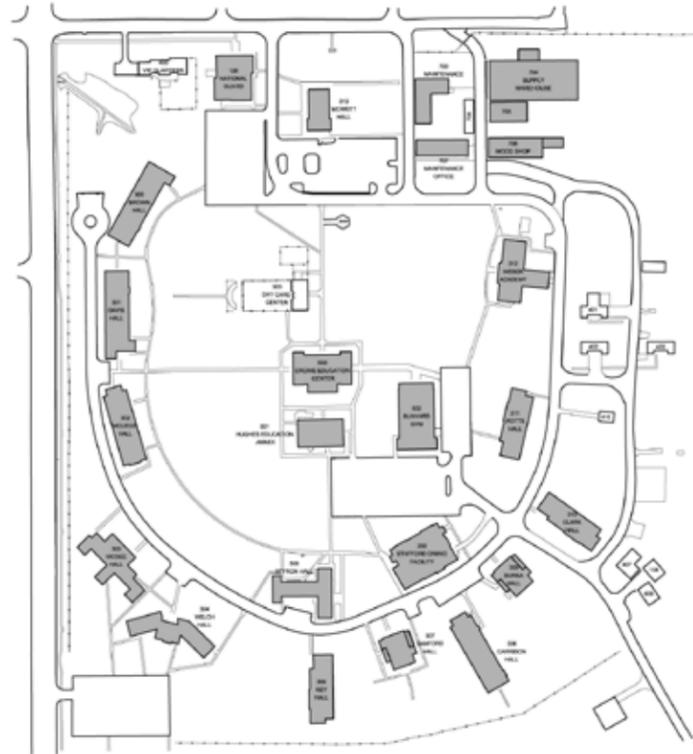
CREATE A RETROFIT COMMITTEE

Upon receiving the engineering analysis and funding needs for retrofitting, I would recommend a 'retrofit committee' be established. This committee would be responsible for exploring adaptive uses for the vacant and underutilized structures on campus. The committee should include but not be limited to realtors, investors, developers, Pryor Chamber of Commerce, Scissortail Group, non profits, legislators, Pryor Schools-teachers, local entrepreneurs, graduates of TYA, orphans from Whitaker Orphan Home, Selsler Schaefer Staff member. All committee members should be passionate about seeing TYA succeed and work earnestly toward their success and the long term goals of TYA.

Possible retrofit ideas: consider other state facility needs, juvenile detention facility, housing for widows, Cherokee nation education needs

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Buildings Included in Assessment

Map provided by: Selser Schaefer Architects "DRAFT"

RECOMMENDATIONS for ADAPTIVE REUSE OF TYA

CONTACT AN ARBORIST

I believe the trees on the campus are worth further analysis. I chose the Maple leaf for my 'professional project logo' after my first visit to TYA. I am particularly fond of the smell of maples. Like myself, I believe the children whose lives have been touched by their time spent on campus over the years will no doubt remember the experience every time they catch the fresh scent of a maple. The trees at TYA are massive and provide many sustainable benefits to the campus. I recommend hiring a professional arborist or contacting the local extension agent qualified to provide analysis for determining the health of the trees. This research would then be considered in the design process with a detailed plan for protecting the marked trees during the retrofitting, demolition and/or building process. While not all trees may be saved, it is a worthy endeavor to set the process in place providing a more sustainable project, as stated as, a goal for the master plan.

PRODUCE A CONSTRUCTION WASTE PLAN

Research shows we are doing little to recycle construction and demolition waste (C&D). After careful compilations, "Franklin Associates (1998) estimated 136 million tons of C&D waste was generated in 1998. Nearly all of the C&D waste (92%) comes from renovation and demolition". I am sure the numbers have dramatically increased over the past thirteen years. I recommend TYA creates a proactive plan to fund the recycling of all construction waste from any demolished, rehabilitated or retrofitted structures. There are companies in Tulsa and Arkansas that accommodate such projects.

Franklin Associates (1998). Characterization of building-related construction and demolition debris in the United States (Report No. EPA530-R-98-010). Prairie Village, KS.

ADAPTIVE REUSE PLAN

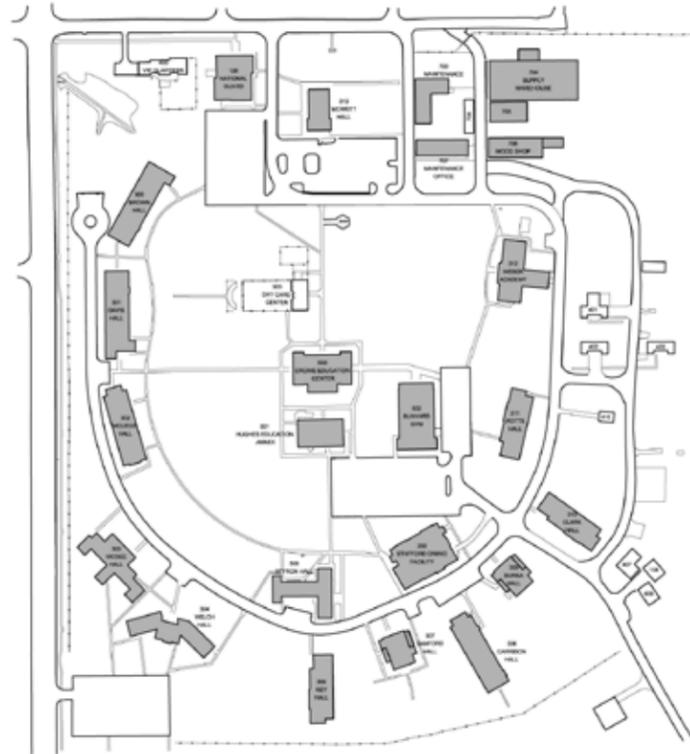
If the retrofit/rehabilitation analysis from the engineer is less than 10% of the proposed Master Plan, I recommend going with a retrofit until all monies for the Master Plan are raised and 5 years of operational funds have been established.

PR313-Merritt Hall is where it all began with the Whitaker family and the orphan children. This building will stay on the campus according to the current master plan. I would recommend restoring it to its original state as closely as possible and rehabilitate it for small special events and a Museum of Whitaker Campus History.

PR700-Power House-The other facility which is recommended for keeping is PR700-Power House currently the maintenance building. This building was recommended as a potential national register candidate meeting the requirements and having not been modified. I would recommend the further investigation for national register status and the complete restoration of the structure, using it for its original purpose.

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Buildings Included in Assessment

Map provided by: Selser Schaefer Architects "DRAFT"

DISCUSSION

ABOUT THE PROJECT

This project has been rewarding, challenging and included a few setbacks. The following discussion looks at the different phases of the project with objective analysis of each portion. I started with three options and decided to take all three as goals. Originally I planned to establish a state memo on adaptive reuse of state campuses, a development authority within the city of Pryor, and a design guide for historic reference and future design.

PRYOR/INTERVIEWS

One of the rewarding portions consisted of meeting with the fine people of Pryor, Thunderbird and others with a vested interest in the program. The interviews I conducted spanned several weeks and required two trips to Pryor, one trip to MidAmerica, and one trip to Claremore to meet with Dr. Rice, President of Rogers State University. These community leaders really take pride in Thunderbird and are committed to seeing TYA succeed in their endeavors. Each time I explained my relationship with TYA they were full of positive comments and always recommended another person for interview. Many times I followed up with the recommendation either through phone calls or email.

List of Interviews/Meetings:

- Colonel Wright-Thunderbird Youth Academy, US Army
- Gary Percival-The Scissortail Group
- Andrew Carlson-Architect for US Army
- Hank Spieker, Selser Schaefer Architects
- Chuck Fraely, Construction and Maintenance Coordinator, TYA
- Kim Henry-Sarkeys Foundation, Former First Lady (phone)
- Dr. Larry Rice-President of Rogers State University
- Sherry Alexander-Rogers State University, Pryor Campus
- Mayor Jimmy Trammel-City of Pryor
- Don Berger-Director of Marketing, Mid America Industrial Park
- Ben Sherer-State Representative
- Barbara Hawkins-President of Pryor Chamber of Commerce
- Sue Tibbs-State Representative (email)
- Andrea Merton-Research Analyst (phone, email)

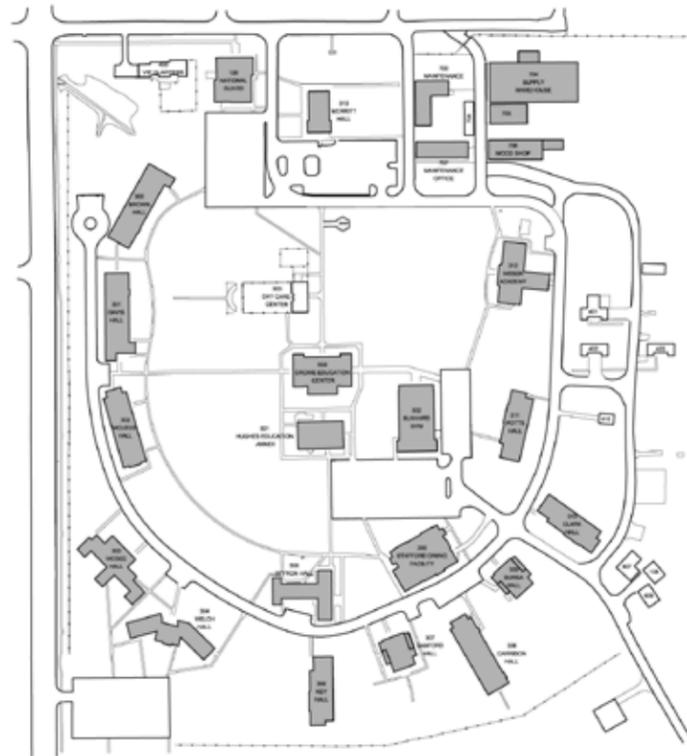
As a result I learned considerable information concerning Pryor. Concerning development, it was suggested area around TYA was never developed due to the limestone deposits near the surface. In addition, I witnessed first hand the leadership of the community and their dedication, from the Mayor to the high school principle, to create a Pryor that is physically and mentally healthier while environmentally responsible. This is evidenced by the programs being implemented at various levels.

MIDAMERICA

One of the positive attributes to the community of Pryor is the nearby MidAmerica Industrial Park. MidAmerica is a development authority, complete with its own water supply, electricity generation, and fiber optics. MAIP is a large supplier of jobs for Pryor with a variety of fields and levels of management available. However, as seen in

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Buildings Included in Assessment

Map provided by: Selser Schaefer Architects "DRAFT"

DISCUSSION

a recent decision to move Rogers State University Pryor campus to MAIP, they are also a strong competitor to the small town. The move for RSU to MAIP is understandable from a facilities perspective, but from a planning perspective it change falls short for the students and the City of Pryor. RSU is currently located in a node of community services, close to shopping, dining and the majority of affordable multifamily housing. With the right infrastructure in place the area surrounding the current campus would be completely walk-able. This would be in line with the city's goal of 'fit communities' and would ideally benefit TYA by having a college campus on shared land. Also there would be no need to duplicate the building of gyms, tracks, etc. These amenities could be shared by all the students in the area including the High School. Don Berger, Marketing Director for MAIP is professional and aggressive when it comes to the success of MAIP. It is reported MAIP pursued RSU in the matter of campus relocation.

TYA

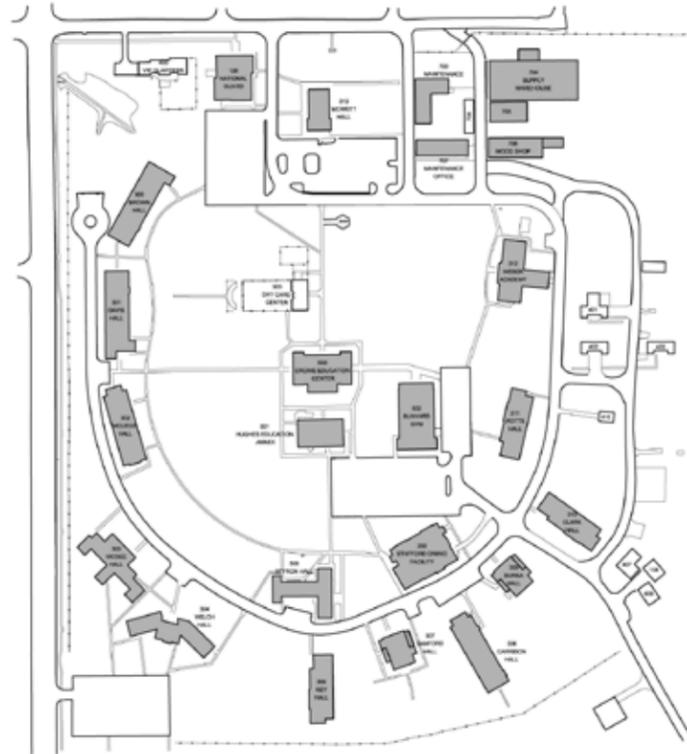
The first time I toured the TYA campus it was early fall, the weather was nice and the smell of Maple trees was agreeable. I tell the story of when I was a child I took swimming lessons for many summers at the public pool. Our public pool was surrounded by Maple trees. Each time I smell a Maple I go straight back to the fun I had as a child learning to swim. I believe these trees will no doubt affect many of the children who were raised or spent time on the campus of TYA. I feel it is important to identify the healthy maple trees and create a valid plan for saving as many trees as possible while the new master plan unfolds. On my first visit, I met briefly with Chuck Fraely the construction and maintenance coordinator. Later that day, I walked around the campus and took photographs of the exteriors. Initially, I used the photographs to create a large visual survey of the property. It was during my first meeting that I discovered an architect had been hired to create a master plan. I returned later in the spring to photograph the interiors for the design guide. I was astounded by the level of disrepair evident inside the buildings. I have made some recommendations regarding adaptive reuse of the campus. I believe I would have spent more time researching ideas if I thought it were even a remote possibility. I have looked at the Draft by Selser Schaefer, which has been adopted and chose not to make anything but broad remarks. Overall I am dissatisfied that the campus will only retain two buildings. Merritt Hall-PR313, is where it all began with the Whitaker family and the orphan children. This building will stay on the campus. Since it does not qualify for a national register nomination I would recommend restoring it to its original state as closely as possible and rehabilitate it for special events and a 'Museum of Whitaker Campus History'. The other facility which is recommended for keeping is PR700-Power House currently the maintenance building. This building was recommended as a potential national register candidate meeting the requirements and having not been modified. I would recommend the further investigation for national register status and the complete restoration of the structure, using it for its original purpose or storage.

DEVELOPMENT AUTHORITY

One setback I experienced was with the development authority. I planned to meet with stakeholders individually then schedule a series of meetings. However, it proved more challenging than I had expected. I did meet individually gaining much information, after sending an invitation via "doodle" and getting one response out of twelve people, I was disappointed and time was running short. My third jury was just two weeks away. At that point I decided to do a visual survey of the area surrounding TYA and create a top ten list for the COP.

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Buildings Included in Assessment

Map provided by: Selser Schaefer Architects "DRAFT"

DISCUSSION

PLANNING COMMISSION

A second setback was the planning commission. Mayor Trammel asked if I would like to meet and speak with the planning commission. I prepared for my short introduction to my project but the opportunity never came to fruition. Once or twice the dates conflicted with activities/classes at school, the other times meetings were cancelled. To my knowledge there were no meetings from October to May due to holidays or inclement weather. This was not a primary objective but I wanted to make some contacts with the planning commission and observe how they conducted their meetings.

STATE POLICY MEMO

The state policy memo was the last category I tackled. I planned to have it finished before the end of winter break, but with the ice storm delaying things for two weeks, and the kid's home every day I did not accomplish my goal. Another problem was a terribly boring article at the top of my research; every time I read the article I fell asleep. Shawn recommends if an article puts you to sleep you probably don't need it. Regardless, I trudged through the research and really loved it in the end. I believe the State of Oklahoma need a policy in place that will create a transparent evaluation process and comprehensive record of state owned properties. The memo lays the ground work for such a policy. I plan to submit the idea to the Department of Central Services and the Governors Office. Currently the policy is being reviewed by Andrea Merton, research analyst for the state. The policy was referred to Andrea from Sue Tibbs, state representative. I expect to hear from Andrea next week regarding the process of tracking state owned real property.

LESSONS

I am not sure breadth is better than depth. I chose to tackle three areas in a broad way rather than select one direction and go deep. For the most part I accomplished my goals. I do wonder if it would have been more rewarding to have deeply explored one path.

I have learned that it can be intimidating to know someone is already doing what you had in mind to accomplish. In the future, I would recommend to a student or designer not to shy away from exploring other options even if it appears to be a done deal. Very few things are 'done' the first time.

Upon a loose examination of the area I don't feel the citizens of Pryor are being well served. There is a great need for sidewalks, and a new comprehensive plan. In addition, the city would really benefit from a GIS mapping system for all their maps.

I feel the community would have benefited from the stakeholder meetings. In the future I would pursue community meetings early on in the process when doing any design process. These meetings can be with stakeholders and citizens potentially setting the tone, direction, size and scope of a project.

Prepared by
Marcae' Hilton





TRAFFIC FLOW AROUND TYA

Map provided by: Selser Schaefer Architects
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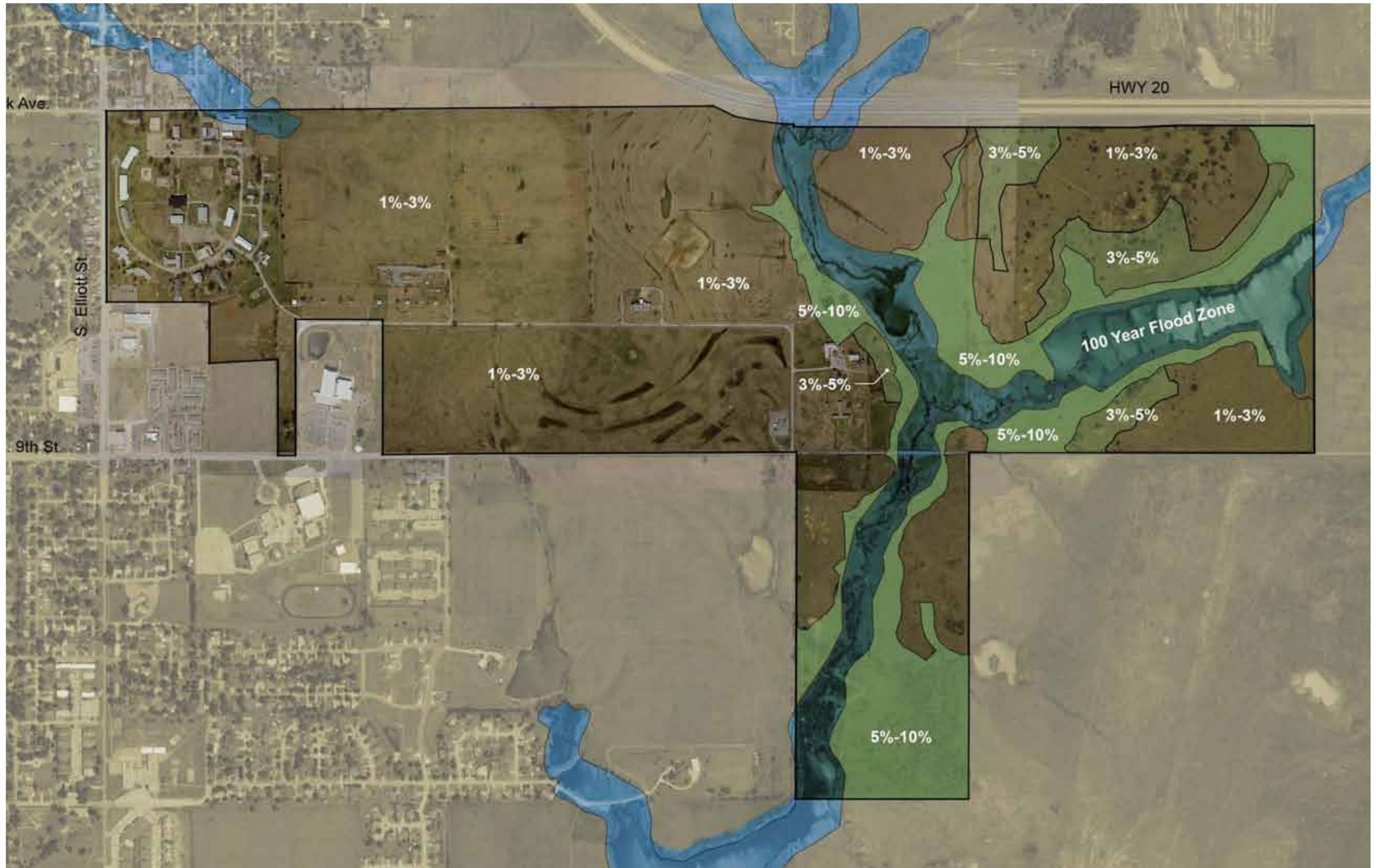


GRADING MAP

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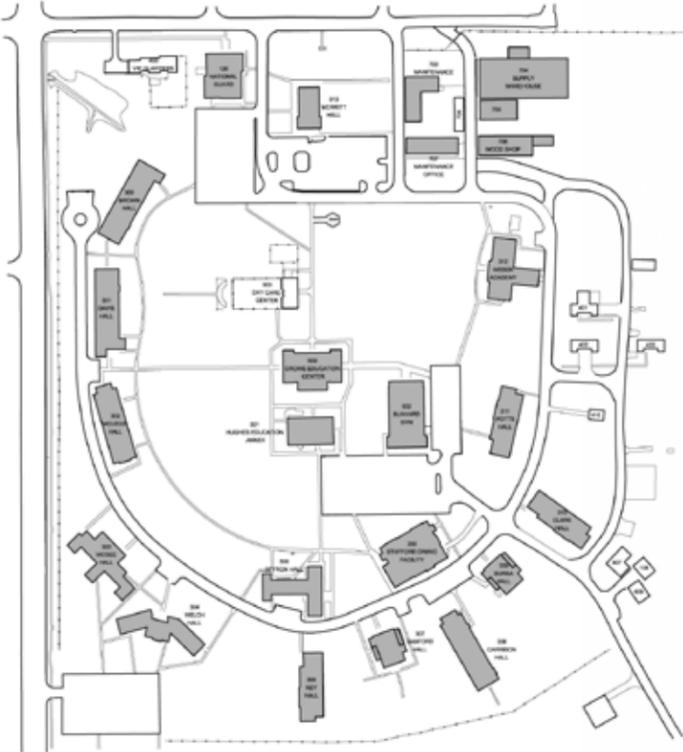


FLOODPLAIN MAP

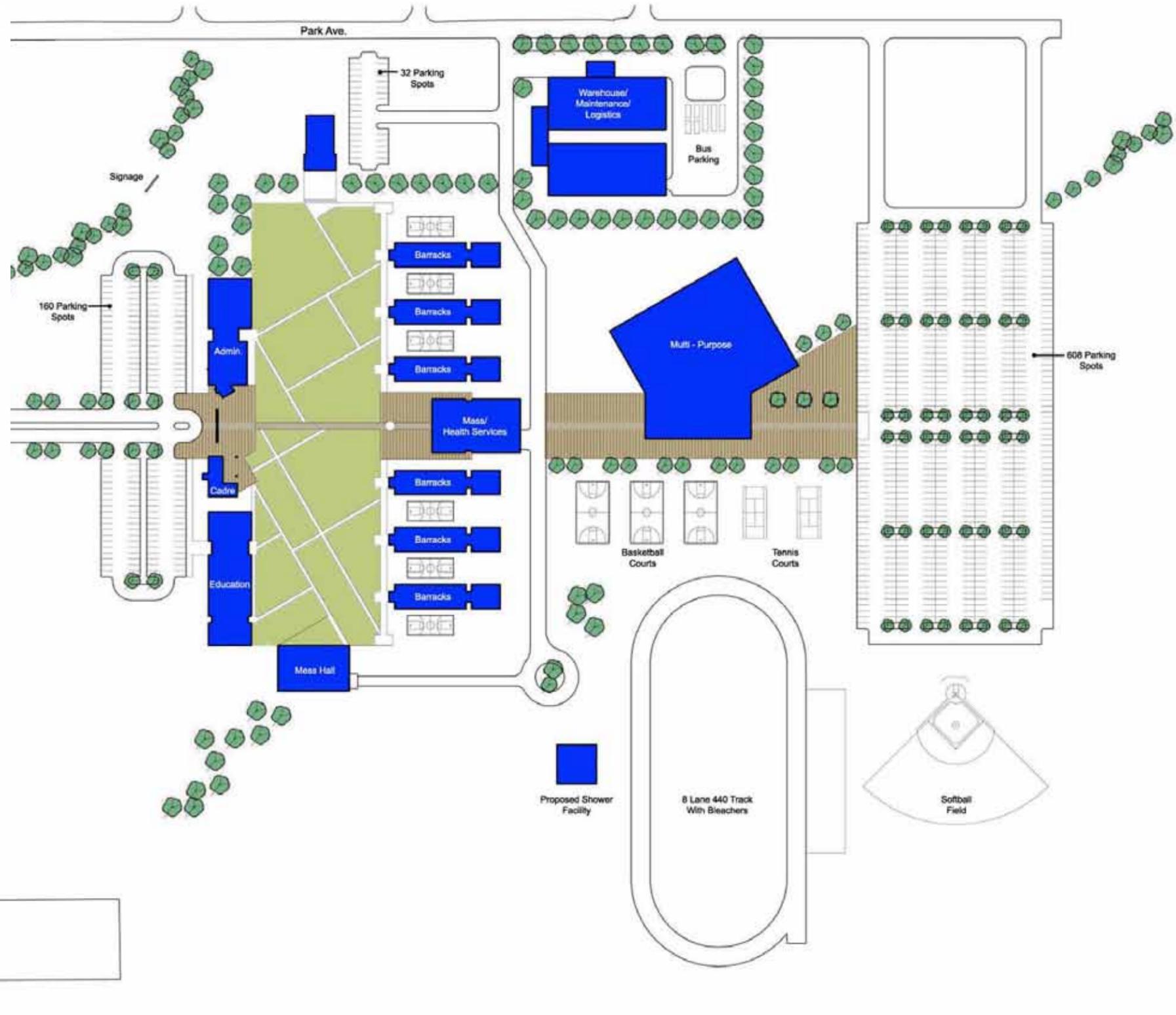
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Buildings Included in Assessment

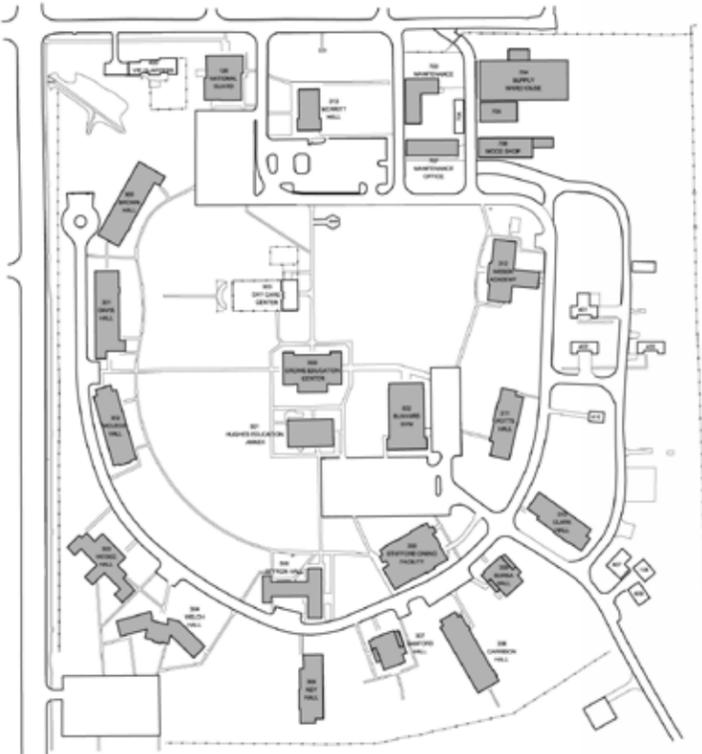


ORIGINAL CAMPUS RECOMMENDATION FROM SELSER SCHAEFER

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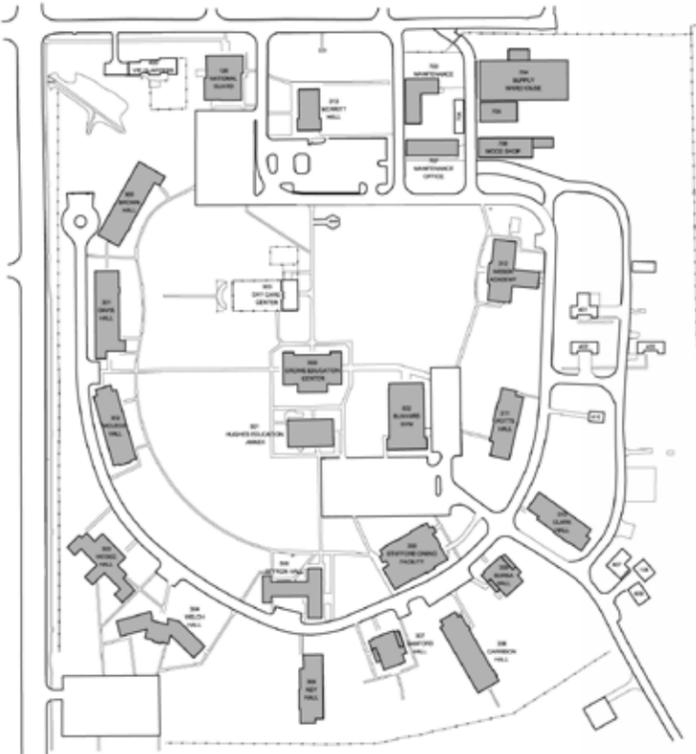


NEW CAMPUS RECOMMENDATION FROM SELSER SCHAEFER 2011

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NEW CAMPUS RECOMMENDATION FROM
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