City of Lawton

Lawton Revitalize, Invest, Strengthen, and Expand (RISE) Project Plan Review Committee

Special Meeting Agenda

Lawton City Hall
212 SW 9th Street
Lawton, Oklahoma
73501-3944

Thursday, September 10, 2026	**1:30 PM**	**Lawton City Hall City Council Conference Room**

Recommending Body

"Official action can only be taken on items listed on the agenda. As a recommending body, the Committee may review and discuss agenda items, propose and enact floor amendments, and then choose to make a recommendation to the City Council or provide direction to the City Manager. The Committee may also defer items for further review, refer matters to the City Attorney, or send items to standing committees, boards, commissions, or authorities for additional study. In some cases, items may be postponed to a later date or removed from the agenda entirely."

Call to Order

Statement of Compliance with the Oklahoma Open Meeting Act

Roll Call

Business Items

1. Consideration and possible action to approve the minutes of the September 8, 2026, Special Meeting of the Lawton Revitalize, Invest, Strengthen, and Expand (RISE) Project Plan Review Committee.

2. Presentation of the proposed Lawton Revitalize, Invest, Strengthen, and Expand (RISE) Project Plan and the Oklahoma Local Development Act.

3. Discussion and questions regarding the proposed Lawton Revitalize, Invest, Strengthen, and Expand (RISE) Project Plan.

4. Consideration and possible action to approve the Findings and Recommendation of the Lawton Revitalize, Invest, Strengthen, and Expand (RISE) Project Plan Review Committee.

5. Discussion and possible action regarding future meetings.

Adjournment

The City of Lawton encourages participation from all of its citizens. If participation at any public meeting is not possible due to a disability, notification to the City Clerk at (580) 581-

3305 at least 48 hours prior to the scheduled meeting is encouraged to make the necessary accommodations. The City may waive the 48 hour rule if interpreters for the deaf (signing) is not the necessary accommodation."

Lawton City Hall
212 SW 9th Street
Lawton, Oklahoma
73501-3944

City of Lawton

Lawton Revitalize, Invest, Strengthen, and Expand (RISE) Project Plan Review Committee

Minutes

Tuesday, September 8, 2026 | **1:30 PM** | **Lawton City Hall, City Council Conference Room**

Recommending Body

"Official action can only be taken on items listed on the agenda. As a recommending body, the Committee may review and discuss agenda items, propose and enact floor amendments, and then choose to make a recommendation to the City Council or provide direction to the City Manager. The Committee may also defer items for further review, refer matters to the City Attorney, or send items to standing committees, boards, commissions, or authorities for additional study. In some cases, items may be postponed to a later date or removed from the agenda entirely."

Call to Order

Chairman Stan Booker called the meeting to order at 1:30 p.m. in the City Council Conference Room of City Hall.

Statement of Compliance with the Oklahoma Open Meeting Act

Chairman Booker verified with Branstetter that the meeting notice and agenda were posted in accordance with the Oklahoma Open Meeting Act.

Roll Call and Introduction of Review Committee Members

MEMBERS PRESENT: Stan Booker, City of Lawton Mayor & Chairman of the Committee; Ron Jarvis, City Planning Commission Representative; Commissioner Johnny Owens, Comanche County Commissioners Representative; Morgan Gould, Great Plains Technology Center Representative; Dr. Neal Weaver, Lawton Public Schools Representative; Debra Johnson, Comanche County Health Department Representative

MEMBERS ABSENT: None

OTHERS PRESENT: John Ratliff, City Manager; Jari Askins, Interim City Attorney; Ward 3 Councilman Kirby Brown; Richard Rogalski, LEDA Executive Director; Tammy Branstetter, Deputy City Clerk / LEDA Support Specialist; Mike Ray, The Lawton Constitution; Keegan Mattick, KSWO 7News

Committee members introduced themselves.

Chairman Booker introduced other individuals present.

Business Items

1. Submission of Chairperson's list of seven names for At-Large Members.

A copy of the Chairperson's list of seven names for At-Large Members may be obtained from the City Clerk's Office upon request.

Chairman Booker asked Richard Rogalski, LEDA Executive Director, to explain why we do this.

Rogalski said by statute, there is a Review Committee, and the first step in reviewing a project plan is the Review Committee. And so, by statute, all of you are here specifically by who you represent, and that's set by statute. But then the Mayor is allowed to submit seven names, and from those seven names, you all get to choose three of those by action. One of them has to be a business member, and it's just the way that the law is set up and the state statute is set up to basically create sort of a level playing field. And so, that's the significant thing that happens at this meeting. Obviously, we can't really go much beyond that because the other three members aren't here. So, that's kind of how this is set up.

Rogalski said and again, you all will be presented the plan, and then you'll be asked to take some action on it. This is a recommending body, and you'll say, "Okay, we think it's a good plan," or, "We think it's a bad plan — it looks like it has a negative effect on us," or, "We think it'll have no effect," or, "It'll be a positive effect." That's the kind of thing you'll be looking at in the end. But all that action will be at the next meeting. The primary thing you do at this meeting is you choose the other members.

Chairman Booker said I'll go through the names. They're in your packet. Jace Zacharias works at BancFirst, and he was one of the three chosen on our last Project Plan Review Committee. Kirby Brown—I've never put down a Council person before, but regardless of whether Kirby is chosen as one of the three, I've asked him to attend all of the meetings. As you know, I've got about 16 months left, and I want Kirby understanding TIFs better. Rick Walker is with Liberty National Bank. Bernita Taylor is with Work Ready. She also served on our last one. Phil Kennedy, Comanche Lumber, served on our last couple, I think. Nate Slate is a defense contractor, and Allee Passmore, who is on LURA. I'm just trying to get some younger folks in here, too, so that people know what's going on that are younger, and she serves on Lawton Urban Renewal and is also the owner, or one of the owners, of Sherri's Dance Studio.

Chairman Booker said those are the names. Now we move on to Item 2.

2. Consideration and appropriate action to select three At-Large Members to serve on the Lawton Revitalize, Invest, Strengthen, and Expand (RISE) Project Plan Review Committee (at least one of whom is a representative of the Lawton business community) selected by the other Review Committee members from the list of seven names submitted by the Chairperson.

Chairman Booker said we can discuss individuals, if you want to, more than I have. I thought the way we did it last time was actually better. One time we nominated all three — I think it's better just nominating one at a time and see where we go.

Owens said is Kirby going to be here? You said he's going to be at every meeting anyway.

Chairman Booker said I've asked Kirby, regardless of if he's selected to be one of the three, to sit in so that he can learn more about the TIFs.

<u>**Motion**</u> by Owens, <u>**Second**</u> by Jarvis, to select **Kirby Brown** to serve as a Committee Member at At-Large. **AYE:** Weaver, Johnson, Jarvis, Owens, Gould. **NAY:** None. **MOTION PASSED**.

<u>**Motion**</u> by Jarvis, <u>**Second**</u> by Johnson, to select **Jace Zacharias** to serve as a Committee Member at At-Large. **AYE:** Weaver, Gould, Owens, Jarvis, Johnson. **NAY:** None. **MOTION PASSED**.

Rogalski said I would say as a banker, you've covered your one requisite business community person.

<u>**Motion**</u> by Owens, <u>**Second**</u> by Jarvis, to select **Nate Slate** to serve as a Committee Member at At-Large. **AYE:** Johnson, Jarvis, Weaver, Owens, Gould. **NAY:** None. **MOTION PASSED**.

3. Brief Overview of the proposed RISE Project Plan.

Rogalski provided background information on this item.

Rogalski said you won't hear it all, because we're going to give you the real plan when all the members are here. But what we're going to tell you about is how we got here and what our focus was, or what we were trying to do with this plan.

Rogalski said I came over to Planning in '05 because we were having a BRAC. There was a big BRAC realignment, and there was a lot of subdivision activity going on, and that was exciting. We were excited about all these new subdivisions in Lawton, and at the time, I think, the vast majority of new homes that were built were built in the city limits. We had a lot of development. We developed Dove Creek, Oak Ridge, there were several developments around Eastlake, and Scissortail. So we had a lot of really cool development in town. But, one of the things I think we've known, and we talk about now and then, is that the cost to develop a subdivision in Lawton is more than the cost to develop a subdivision in the county because of the requirements that are there. Now, it’s a better subdivision. I mean, you’re getting a better quality. You’re getting a better roadway. You’re getting a water line that provides fire protection. Real sanitary sewer service. You’re getting a review by the Fire Marshal and all the City staff, and so you know your home is being built to code. So, that’s kind of the subdivisions that I’m kind of used to in my career. I don’t know if most of you know this — I worked my way through college drawing subdivision plans. I was a drafter. That’s when I started designing subdivisions. That’s kind of how I got here.

Rogalski said there’s another thing called a wildcat subdivision, and that is where somebody subdivides out in the county, and they don’t provide all those things, but they create the lots and they sell them to people. And you have some of those in—well, they’re not in Lawton because Lawton surrounded them.

Rogalski inquired about the name of the subdivision down by 38th Street.

John Ratliff, City Manager, said Wedgewood.

Rogalski said that's an example of a wildcat subdivision where the lots are there, and there are no facilities. Now, over time, people kind of get in there to develop it — they kind of get in there somehow, and that’s what you have. So now you see the result of that. The City is having to spend a lot of money to try to put in a real water line. Sooner or later, there will be roads. You know, just the reaction to things. Not all subdivisions in the county are that way. I’m not trying to say everything’s that way, but the costs are less. We just felt like still, Lawton is a better quality item, so we thought that it would still work out and we'd be fine. But then, I mean, there are still some empty lots in some of those subdivisions I mentioned that were built sometime after 2005. And so we’re starting to see that there was a real issue. So we did a little survey. We took MLS data from 2024 and 2025, and we found that 65 percent of the new homes were being built outside the city limits. Well, they’re home sales. Sixty-five percent of the new home sales were occurring outside of the city limits. Lawton is 74 percent of the population, and yet the reverse is where the homes are being built. And that is an unsustainable trend for this community. I mean, just imagine 20 years further, and now you have the outside of the city growing with new subdivisions, and we’re still maintaining the same old places, the same subdivisions. The costs to maintain an older subdivision are more than a new subdivision, and yet the revenue coming from that is less. The property tax revenue is less, but also, eventually, you’re going to reach a point where we’re not capturing 75 percent of the sales tax anymore in the county — we’re capturing less and less and less and less because, sooner or later, there’s enough homes somewhere that they build other commercial, other retail. So, you really look at kind of an unsustainable problem in the long run, so we want to avoid that.

Rogalski said we’re not trying to say we should capture all the new homes in the community, but, I mean, it should be fairly proportional to population, you would think. And so, how are we going to do that? We started this idea of this project plan. Obviously, you know the City has tax increment finance districts. The Downtown Plan was our first one, and we also have the STEDI Project Plan for industrial, and it's been an incredible tool in order for us to start capturing some of these industrial projects that we've been looking at.

Rogalski said right now, we have Firehawk being built. A little bit of the construction stuff will be presented to the Council tonight. And so we had this incredible tool that's working very well, and yet, you think about it — we've created 100 new jobs here, 200 jobs there, let's say we create 500 new jobs next year, and they all buy homes outside of the city limits. What a disaster that would be for us. That's not what we're doing this for — it's not what we're trying for. And you can see over time, the dilapidation of Lawton, the distressed areas of Lawton, just get bigger and bigger, and then next thing you know, we're not capturing anything anymore.

Rogalski said so that's kind of the idea. We have a tool that is working very well on the industrial side. And so, what if we applied that tool for the residential side? Let's see if we can sort of maybe bridge some of that price gap between a subdivision in the city limits and outside of the city limits. What if we incentivize that? Quite frankly, you incentivize enough, and we'll be successful, in theory, right? So we incentivize enough, and that will be successful. But then we're not really helping our taxing entities. If we're capturing all the revenue and spending it in incentives, sure, maybe we're getting more houses that you wouldn't have otherwise got, but is there a better way to do that? And that's what this plan is. It does incentivize to try to get those homes in those greenfield subdivisions. So, if you want to build a new subdivision, we can work out a development agreement. It'll obviously go to Council for approval, but we'll work out a development agreement, and you'll know what your incentives would be, and you'll know if it makes sense for you to build that subdivision. And let's say it does, and you build it. Well, basically the equal amount of incentives that I provide to attract this subdivision, we're going to use to incentivize redevelopment outside of the TIF districts in some of our older neighborhoods. We have some older neighborhoods that really should be doing better, and they're in great locations. I always point at Old Town North. Right next to downtown, a new shopping center, and the best park in at least this half of the state, and it still struggles. So, what do we need to do to make that a better neighborhood? And that's kind of what the idea is, is that if we can get enough new construction in some of these older neighborhoods, then that neighborhood can kind of take off on itself, and so that's the idea. So if I capture a dollar of TIF revenue in a greenfield subdivision, I'm going to spend a dollar outside the TIF district in incentivizing a redevelopment property.

Rogalski said the great thing is, first of all, it makes it revenue neutral for the taxing authorities. But it also provides housing across the board. That's the other great thing about it. Because it's difficult to build, let's say, starter homes anymore in a brand-new subdivision because the costs are so high. But we're incentivizing the new subdivisions, and we're also incentivizing reconstruction in existing neighborhoods where the cost is less because the roads, the streets, the sewer, the water line are already there. So, maybe the same quality home will sell for less because it's in an older neighborhood. So we really are providing housing across the board. So that's the goal of the plan.

Chairman Booker said you're saying revenue neutral, and it's revenue positive. It actually takes the TIF revenue on a certain amount of money, let's say a million dollars, and by reinvesting in older neighborhoods, turns it into $1.5 million of taxable assets, as I recall.

Rogalski said yeah. We did a test area right near Cameron University. It was an old college addition. The current property taxes are about $7,000. So that’s not a high number. Currently, that whole block has property taxes of $7,000. When we put this redevelopment on it that we incentivize for it, now the property value is $47,000, and we only put $25,000 in incentives to generate that. And the reason you can get more revenue out of the redevelopment areas is because, first of all, these iffy lots have very low revenue on them to begin with. Let’s say $20,000 worth of incentives. That might just be one new house, but I can do four redevelopment houses. So that’s really why you get that bigger value in terms of the overall tax revenue outside of the TIF district is more than in the greenfield. I guess what I should’ve said is that it’s at least neutral, but we actually think it’s going to be revenue positive.

Chairman Booker said we also put a bigger percentage of the pie into redevelopment to help assure the positive gain. What the taxing entities are always concerned with is, you know, it's like the county — they don't have enough money to keep going. And so, what we are saying is, we can take $1 million worth of assets in a new subdivision, incentivize that to get it to happen there, and then we can put 20% more, $1.2 million, into redevelopment, which will grow your assets even more. Now, Richard is going to explain all that in better detail, with all kinds of spreadsheets, at the next meeting, which is Thursday at 1:30 p.m., and we'll have charts and pictures. The whole thing about this, the taxing entities — I've never seen a TIF like this before — the taxing entities increase their taxable assets in this program. The only thing that gives a negative to it is there could be a delay, because obviously, you have to have the new home sold and on the tax rolls before you can obligate for the redevelopment. So, you got a little delay, but the end result is you get a big kick in your taxable assets. Plus, the original incentive should attract more development, period.

Rogalski said that’s another good point, and I put some of it in this little bullet point item here. But, you know, there really isn’t an issue with quality in new greenfield subdivisions, because they have to build a certain level of quality in order to sell it in the first place. However, redevelopment, there can be a wide range of what people decide they’re going to build in redevelopment. And so, we’ve been working on standards. What we’re trying to get is a little higher standard so that you have a little more durable home, and a little better home in some of these areas. So that’s another part of this whole plan. And what the Mayor said is going to be a key — when there’s a new home that’s sold, we can take that money forward, provide that incentive, and then we have basically a little more of it than we provide, ready for these other incentives. But that’s going to be the flow. The issue is, if there are no new homes, of course, there’s nothing that you’ve lost, right? But if there are no new homes, we can’t do the redevelopment homes. We have to have the new homes in order to do the redevelopment. I don’t think it’s going to be much of a lag because the folks are going to be lined up to jump on this thing.

Chairman Booker said the demand is going to be very good for it, I think.

Owens said these are moderate income type housing, right?

Chairman Booker said it doesn't matter. It can be any size of home. Obviously, we want people to build bigger homes to increase the taxable assets for the taxing entities. We need big homes for that. But, there's one workforce development subdivision guy that we're beginning discussions with, and we won't rule anybody out. There are some requirements to get there, and those will be flexible throughout the program. Really, I guess, LEDA is the one that will manage
those, is that right?

Rogalski said well, actually, there will be a policy that’s created, and it’ll be approved by the City Council. A TIF district is really owned by the City Council. It’s sort of operated by LEDA, and we’ll have a policy that sets out what the quality standards are and the minimum quality standards. They’re not huge, but, there are just some things. For example, "This level of exterior treatment lasts better and maintains value better than this level." We want the stuff that maintains value. And having, like, a carport. I mean, there are certain things that we would decide, but it’s really going to be the City Council that decides this policy. But that’s kind of how it goes. And the reason that it’s a policy is because, I don’t know if any of you have ever heard of a plan like this before, but I certainly haven’t. It’s a very bold way to go about this, and a policy is a little more flexible. We can say, “Well, you know what? This needs to be tweaked a little bit. This isn’t working as what we thought. We need to tweak it a little bit.” We don’t have to change the project plan, we just change the policy, which kind of, sort of just sets those bars of the level of quality and the level of some of these incentives.

Chairman Booker said it also doesn't rule out rental property. We don't really care who owns the property — all we want is the taxes paid on the property. So, what we do is we take this investment, and then we put it in these redevelopment areas and end up increasing the taxable assets in the city.

Rogalski said I really think what you’re going to find, though, is when we reinvest in some of these neighborhoods, you’re going to find it’s not just—let’s say we build 20 houses in a neighborhood, right? You won’t just get the increased value of those 20 houses. The entire neighborhood is going to start increasing value over time. This is not something that happens immediately, but the entire neighborhood will start increasing in value because I now have an appreciable asset. And I’ve kind of talked about this before in different meetings, but as the City Planner, I was always concerned as to why we have neighborhoods that continue that don’t seem to get reinvestment. The people that own homes in those neighborhoods don’t tend to reinvest, and I finally realized it’s because it’s a bad investment. I mean, they’re being smart, because if they invest $10,000 in, let’s say, a $50,000 home, it’s not worth $60,000 — it’s probably worth

$50,000, because the neighborhood is not exciting. It’s a blighted neighborhood. That’s kind of the definition of a blighted neighborhood, is you have property values that are declining as opposed to increasing. And so, if we can turn those neighborhoods from a declining property value neighborhood to an increasing property value neighborhood, you’re going to find people that are interested in buying other homes in that neighborhood. They’ll buy them. They’ll fix them up. So there’ll be more investment across the board. And I think that’s really, to me, the most exciting thing about this, because, I mean, new subdivisions are new subdivisions, but if we can take a neighborhood that is on a downhill slide and turn it back around and create an attractive neighborhood that people want to live in, that’s the real win behind this plan. And we can do that all over town. There’s really no reason that this has to stop anywhere, but you’ll see that the project area is going to be focused so that we stay focused in that area until it’s going well, and then we can change the project area to another area.

Brown said sounds interesting. The one that you just mentioned the area — if you go to 25th Street and C Avenue, there are four sets of those new duplexes that have been built, and there are five empty lots all around them. If you talk to the owners of those duplexes, they are always rented, and they're rented at a pretty good amount. I don't know how the tax comes back, but if you could replicate that just through this.

Rogalski said that's exactly the desire. Now, if you own those four lots, you could build four single-family homes, you could build more duplexes — you could build whatever you want.

Brown said there are some people doing that in that area, which I find interesting.

Rogalski said even if a property is rented, it still hits the tax rolls. I just don't know the number. When a property is sold, it hits the tax rolls on the sale price — that's kind of the standard. But when it's just built and goes to the assessor, I don't know what that number is until the assessor assesses it, then I know what the taxes are. What we're talking about now is the incentives are going to be based on the taxes that are generated by that home.

Chairman Booker said by the way, the incentive will go to individuals that are paying tax. If you are tax-free, obviously, we can't give you an incentive. There's just no way to do it.

Johnson said do we have examples of where this has been done?

Rogalski said no.

Chairman Booker said we don't know that it has been done.

Rogalski said I wasn’t really kidding when I’m saying we talked about this for a lot of years. We really have been trying to figure out a plan to get these subdivisions being built in Lawton and to get these neighborhoods being built in Lawton. And I think this sort of just came together finally, and it kind of suddenly gelled, and we thought, “You know what? This really could work.” And remember, the big thing is, 65% outside of Lawton. If we don’t stop that, if we don’t curb that, that percentage is going to get higher. Now, I know that for some of you, inside the city limits and outside of the city limits, it’s the same dollar. But I believe that as goes Lawton and as goes Fort Sill, so goes Comanche County. And if Lawton is declining, you’re just going to see that the county is declining. It’s just going to happen.

Gould said so is everything that gets this incentive, like where the money is collected off of originally, is that everything within the city limits of Lawton, or is there a very specific area?

Rogalski said there will be specific areas where we’re trying to capture it, but what you’ll find is there’s a lot of them because we don’t know where it’s going to fall. We’re not trying to say, “You’re going to develop there.” We’re just saying, “Look, we’re going to try to capture anywhere someone develops.” Now, just like the other project plan, we’re not going to activate any of these areas until we get a development agreement with them. So it’s just going to sit there and do nothing before then. Just like our STEDI Project Plan - we only have six TIF districts activated, and we probably have 30 spaces that we can activate. And even then, it’s going to be a specific amount of revenue that we’re going to try to generate. I think the target we have is 2,000 homes over 10 years, which is an astronomical number. These are just the new ones, not the redevelopment. And that’s what we’re going to try to capture. That’s the goal. There are specific areas, but there are lots of them.

Chairman Booker said so, you'll also have a TIF district, which is where you collect the revenue. That will be the places that are building new from farmland. And then, you have project areas, which will be a lot broader. And we will select a couple at a time to work on so that you can see the progress. For instance, the two that we're originally going to focus on is the one Kirby's talking about east of Cameron — that's already trying to turn over, and it just needs a little help, and we think this will accelerate that. And then the other one is Old Town North, which is north of Gore between 2nd and 11th. Once those get to a certain fill, like 90% full, then we open up another area.

Gould said what I'm understanding is, when a new home gets built, brand new from the ground up, you're going to take those property taxes that get paid and then collect them, and then turn them over to redevelop other properties, but you're not going to capture off of homes that just sell. It's only off of new construction, is that what you're saying?

Chairman Booker said new construction in the TIF districts. One could be built outside a TIF district. On Thursday, you'll see all that we've got chosen, and it doesn't mean as we go along something else doesn't happen, but you have to reassemble the TIF Committee to make those changes.

Weaver said Mayor, you indicated that there's a lag, and I understand that. So, you sell house A, which is a brand-new home, you take the money, and maybe the money that we take from that incentivizes one of those duplexes that you were talking about. The original sell is probably in the neighborhood of what, $300,000 or $350,000?

Rogalski said that's exactly the number I used.

Weaver said but what we're building isn't necessarily going to come close to that, is that correct? The redevelopment.

Rogalski said I would say technically it will — there will just be more of them.

Weaver said so if we're building 10 original new homes, the anticipation is that we're going to get 25 or 30 of the other homes.

Rogalski said yes.

Weaver said so what is the ratio of the money that we are putting off originally compared to the pile of homes that are being redeveloped and what they're valued at?

Chairman Booker said 20% more will go into redevelopment. If we're incentivizing $1 million in new construction, we will be incentivizing $1.2 million, or more, in redevelopment, giving you a higher taxable asset.

Weaver said the lag is only in the time that the original taxes collected from the new home, to the time that it's put into a redevelopment, it's redeveloped, and then it has to sell. That's the lag.

Chairman Booker said it has to go into service.

Rogalski said it goes on the tax roll.

Chairman Booker said because the builder may continue to own it. Once it goes into service, it's taxable. Now, let's talk about the lag, because everything is on a calendar year. If that new home is incentivized in January, and you're immediately incentivizing the same amount of money in redevelopment, they'd be completed before December, so there's no lag to you. Does that make sense?

Weaver said it does.

Chairman Booker said the only time you really feel a lag is if the redevelopment comes about the next year.

Weaver said I have a follow-up question. This is all theory, right? And it sounds great. Is there a limit on the amount that we're going to allow upfront? Because there is a risk that you pull that money out of the new home sales and put it somewhere else, and then those houses just sit on the market. It's not likely, but it is a risk. So is there a limit that is intended to be placed to prove efficacy?

Chairman Booker said I think the more important thing is that LEDA has to review this annually to see what's working and what's not working and to determine how to move forward with the plan, because every plan I've ever put together needed work.

Rogalski said just to make sure everybody is clear, let's say the new house is built, and it sells. Obviously, 25 years of tax revenue doesn't happen right away, so we have to borrow money off that amount. We have to borrow that 25 years forward. We're taking 25% of that 25 years, and we're using it for potential incentives for the new subdivision. We take 30% of that revenue and we put for incentives in redevelopment areas. So, more or less, as soon as that sold, that other money is available. So the only real lag is the time it takes for somebody to build that facility. But let’s just say they build it, and they intended to sell it, but it doesn’t sell right away. Once they build the home, and it goes on the tax roll—remember, they don’t get an incentive until it goes on the tax roll. Once it goes on the tax roll, somebody’s paying taxes on it, whether it’s sold or not. And I think a lot of the redevelopment is going to be rentals. We all know that Lawton has a very, very high rental market. But what you’re going to have is better rentals. I mean, I have stressed over the quality of our rental housing market for a long time since I’ve been here. And so, you’re going to have better rentals available. Even if they’re rentals, they’re still better rentals. They’re new facilities.

Owens said I'm sure there's more than one developer in Lawton that is building what I call moderate-income housing, and what they're doing is they're putting people in them that may not qualify at that time to buy them, so they're renting to them at that time, and they're selling them like crazy. I could probably get you some numbers, but that's a heck of a deal, because they are helping everybody out, and they are doing these on properties that are vacant or dilapidated.

Rogalski said what we're trying to do with our incentives on that side is focus it a little bit so that we get a real—it’s almost like a socioeconomic thing—so we get a real rise in that whole neighborhood. So we’re trying to focus it a little bit to try to add a little quality so that way, that person, when they finally buy that house, buys a little better house. Because, right from the beginning, we can provide the incentive to the guy that’s paying taxes, to the builder. And then he eventually passes that on to the buyer. But I think you’re going to have more of a focused redevelopment, and you’ll also have a better quality.

Chairman Booker said and the taxes start when it goes into service. So, in that scenario where they're helping people buy a house that they can't buy it from day one, when it goes into service, it goes on the tax rolls.

Johnson said as a Veteran Community, what is the impact of those who are tax-exempt with this plan? Is it a significant portion of those buying homes?

Rogalski said they are out there — that is a problem. We don't capture taxes when people don't pay taxes. That's going to be an issue with this plan, but again, you don't lose taxes from people that don't pay taxes. It's just going to be, "Sorry, we can't participate with that one." What I'm saying is, a buyer comes in, and they are tax-exempt. Again, the very first buyer is what I'm talking about. If it sells later, and the person's tax-exempt, that's a risk of the plan.

Ratliff said there is still the homestead exemption, so, in theory and in law, the state will compensate the county for loss ad valorem taxes for those claiming the exemption. And the county got money last year. I don't know how much.

Owens said we got the last three years. To me, they should have been getting it for about the last 20 plus years, and that's one thing I'm working on too, because somebody needs to give us an answer.

Brown said there is the other half of that equation. The 100% disabled, VA, that's $4,100 a month, and they live here, and they spend it here, on top of whatever else they get depending on their age. So, it's not a total loss.

Rogalski said no. I just don't have the revenue to borrow.

Brown said I understand, but it's not like it's a loss.

Rogalski said one thing we do with all of our industrial redevelopment agreements is they have to basically say, "I'm going to pay taxes or a PILOT in order for me to participate in the program." So, let's just say you're buying the house, you can agree to pay taxes or to pay a PILOT, and then you'll get this incentive up front. So, there are ways that we can work with that.

Gould said so there's a lot of information here, Richard. We will get all this information prior to the meeting on Thursday?

Richard said before your next meeting, we'll send everybody copies of the plan, and then we'll present it, and we'll kind of go from there. And again, you're the Review Committee. We can meet one more time, two more times, or three more times — it's whatever it takes for you all to feel comfortable with this plan.

Brown said the cycle of approval after that - would you go over that for just a second?

Rogalski said once we get a recommendation from the Review Committee, there are two other steps.One is that the Planning Commission makes a ruling that it's in accordance with the comprehensive plan. That one’s kind of easy on this one, because it’s all residential construction on residential property. And then the other thing is there are two public hearings before the City Council that will happen. We’re kind of looking at those probably two months from now, where there will be a public hearing, and then there is a 14-day notice, and then another public hearing. It will all be posted in the newspaper. So, there is a whole hearing process.

Chairman Booker said is the public hearing before this Committee?

Rogalski said no, they are in front of City Council, and they happen after this Committee acts and the Planning Commission acts.

Brown said once it's past City Council, then it goes to LEDA.

Rogalski said then the process goes to LEDA, yeah. Just so you all know, all these project plans are the Council's project plans, but they basically have directed LEDA to administer them.

Future Meeting Schedule:

Thursday, September 10, 2026, at 1:30 p.m. and, if another meeting is necessary or appropriate, that date will be set at this meeting.

Adjournment

Motion by Owens, **Second** by Gould, to adjourn the September 08, 2026, special meeting. **AYE:** Jarvis, Johnson, Booker, Gould, Weaver, Owens. **NAY:** None. **MOTION PASSED**.

There being no further business, the meeting adjourned at 2:18 p.m.

LAWTON REVITALIZE, INVEST, STRENGTHEN, AND EXPAND (RISE) PROJECT PLAN

PREPARED BY:

THE CITY OF LAWTON, OKLAHOMA

Stan Booker, Mayor
Lane Hooton, Ward 1
Taron Epps, Ward 2
Kirby Brown, Ward 3
Tiffiney Dimery, Ward 4
Allan Hampton, Ward 5
Dr. Robert Weger, Ward 6
Sherene L. Williams, Ward 7
Randy Warren, Ward 8

with the assistance of:

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I. INTRODUCTION AND BACKGROUND

A. Purpose of the Project Plan

This Lawton Revitalize, Invest, Strengthen, and Expand (RISE) Project Plan (this "Project Plan"), adopted under the Local Development Act, 62 O.S. §850, *et seq.* (the "Act"), is designed to promote the strategic expansion and diversification of housing opportunities, neighborhood revitalization, and complementary development and redevelopment within the City of Lawton. The Project Plan is intended to support sustainable community growth by encouraging the development of new housing in both greenfield subdivision areas and targeted redevelopment areas within the community.

Fort Sill is an integral part of the Lawton community and an important contributor to the economic strength and vitality of the City. Lawton is proud to be the host community for Fort Sill Army Post, and recognizes the important role that safe, modern, and quality housing plays in supporting the quality of life of soldiers, civilian employees, and military families who make Lawton their home. An important goal of this Project Plan is to provide safe, modern, and quality neighborhoods.

The project being undertaken by the City consists of the development and redevelopment of property within the Project Area to support new residential development, infill development, redevelopment of underdeveloped, underutilized, or blighted property, revitalization of existing neighborhoods, and related Mixed-Use Development that advances the objectives of this Project Plan (the "Project"). The Project is intended to stimulate private investment, preserve and enhance property values, expand and strengthen the tax base, and support the creation and revitalization of safe, modern, and economically sustainable neighborhoods. The Project may include, without limitation, site preparation; property acquisition, assembly, clearance, and redevelopment; public infrastructure and utility improvements; development of residential and Mixed-Use projects; rehabilitation and adaptive reuse; building, parking, and access improvements; Assistance in Development Financing; and other development, redevelopment, financing, and implementation activities authorized by this Project Plan and eligible under the Act.

Prior to the approval of any Assistance in Development Financing under this Project Plan, the City Council shall adopt a policy governing the provision of such assistance (the "RISE Development Assistance Policy"). The RISE Development Assistance Policy may establish project eligibility requirements, financial and economic criteria, application and review procedures, methods for determining the amount and structure of assistance, performance and quality requirements, standards and procedures governing other financial assistance or implementation mechanisms authorized by this Project Plan, and other standards consistent with the objectives and authorizations of this Project Plan.

This Project Plan provides the necessary financial and legal authorizations for the City of Lawton to increase the availability of safe, modern, and attainable housing options for residents across all income levels, including workforce, moderate-income, and market-rate households. Through coordinated public and private investment, this Project Plan will support neighborhood reinvestment, strengthen property values, enhance infrastructure utilization, and encourage long-term economic development throughout the City. Such improvements enhance the quality of life for residents in the area and further the development objectives of the City.

This Project Plan is essential for promoting the development of quality residential properties in Lawton and is intended to encourage substantial new residential development and private investment. This Project Plan is a critical element to creating the type of development that the City seeks but can achieve only by means of the financing tools available under the Local Development Act.

The Increment Districts will provide a source of tax increment revenues to finance authorized Project Costs throughout the Project Area. The Project is expected to be financed through a combination of public and private sources, including the apportionment of ad valorem tax increments generated within the Increment Districts.

B. Barriers to Residential Development in Lawton

Lawton's other project plans are fostering new industry, jobs, and commercial development. However, these new jobs will place considerable demand on our local and regional housing market. While the City of Lawton has a large inventory of older housing, many of these neighborhoods have become dilapidated, with blighted structures being demolished, and new reconstruction and remodeling of those remaining homes has not occurred. Development and construction of new residential subdivisions have also slowed, with vacant lots remaining for years in several development projects. Development of a subdivision within the City of Lawton requires construction of water, sewer, and roadway infrastructure meeting city standards, including the installation of fire hydrants and sufficient water volume and pressure for fire suppression. Subdivisions outside of the city limits do not provide the same level of infrastructure. Also, all new homes in Lawton must be constructed and inspected to follow International Building Code, as required by state statutes. The same rules apply to homes built outside of Lawton, but building plan review and inspection is not always available or required. While these standards greatly improve the safety, quality, and long-term maintenance requirements for new homes and subdivisions, they also increase the cost of the homes.

Lawton is home to approximately 74% of Comanche County's population, yet only about 35% of new home sales in 2024 and 2025 occurred within the City. Conversely, areas outside Lawton, representing only about 26% of the county's population, accounted for approximately 65% of new home sales. This significant imbalance reflects a disproportionate flow of new residential development and investment outside the City. Without new investment to strengthen property values and the City's tax base, Lawton's housing stock and neighborhoods would continue to age and decline. This Project Plan is intended to address that competitive disadvantage by providing tools to encourage residential investment, construction, rehabilitation, and redevelopment within the City.

The City of Lawton and LEDA anticipate that the Project will require flexible implementation tools, including reimbursement agreements, pay-as-you-go financing, development-financing assistance, performance-based assistance, and, if authorized, tax apportionment obligations. Public assistance is intended to address development and financing barriers, stimulate development and redevelopment that would otherwise be difficult to achieve, and increase the long-term tax base of the City and affected taxing jurisdictions.

C. Neighborhood Commercial and Mixed-Use Development

Mixed-Use Development is an independent development and redevelopment objective of this Project Plan and may be supported where the City determines that such development will complement residential development, strengthen neighborhoods, expand the tax base, support employment or workforce objectives, improve access to goods, services, amenities, or community facilities, promote walkability or quality of place, or otherwise advance the economic development and quality-of-place objectives of this Project Plan.

Mixed-Use Development may include development, redevelopment, rehabilitation, adaptive reuse, or expansion of buildings, sites, or areas incorporating two or more complementary uses, including residential, retail, office, commercial, lodging or hospitality, institutional, civic, entertainment, service, structured or surface parking, public-space, or other compatible uses. Mixed-Use Development may also include neighborhood-serving commercial or amenity uses that support nearby residential development or contribute to the creation of walkable, economically sustainable neighborhoods, whether such uses are located within a single building, on a single development site, or within an integrated development or redevelopment area.

Public Assistance for Mixed-Use Development shall be subject to this Project Plan and the RISE Development Assistance Policy.

D. Definitions

For purposes of this Project Plan, the following terms have the meanings set forth below unless the context clearly requires otherwise:

"**Act**" means the Local Development Act, 62 O.S. §§ 850 et seq., as amended.

"**Assistance in Development Financing**" or "**Public Assistance**" means financial assistance provided in support of development or redevelopment authorized by this Project Plan, including Residential and Mixed-Use Development, pursuant to the RISE Development Assistance Policy and a Development Agreement.

"**City**" means the City of Lawton, Oklahoma.

"Development Agreement" means a legally enforceable agreement entered into in furtherance of this Project Plan governing Assistance in Development Financing, reimbursement, development, redevelopment, construction, performance requirements, or other implementation of the Project.

"**LEDA**" means the Lawton Economic Development Authority, a public trust, whose sole beneficiary is the City, and any successor trust or public entity designated by the City to implement this Project Plan.

"**Leverage Act**" means the Oklahoma Local Development Act and Enterprise Zone Incentive Leverage Act, 62 O.S. §840, *et seq.*

"**Mixed-Use Development**" means a development, redevelopment, rehabilitation, adaptive reuse project, building, site, or integrated development area that includes two or more complementary land uses, or that includes neighborhood-serving commercial, retail, service, hospitality, institutional, civic, amenity, or similar uses that support or complement residential development or surrounding residential neighborhoods. Mixed-Use Development may include residential, retail, office, commercial, hotel, lodging, hospitality, entertainment, institutional, civic, parking, public-space, service, amenity, or other compatible uses. Such uses need not be located within the same building or parcel if they are part of an integrated development or redevelopment project.

"**Project**" means all development, redevelopment, financing, administration, implementation, and related activities carried out pursuant to this Project Plan.

"**Project Area**" means the geographic area described by legal description and depicted on the maps attached as Exhibits A and B, as may be amended in accordance with the Act.

"**Project Costs**" means costs authorized by this Project Plan and eligible under the Act, including costs incidental to planning, approval, financing, administration, and implementation of the Project.

"**RISE Development Assistance Policy**" means the policy governing Assistance in Development Financing and other financial assistance or implementation mechanisms authorized by this Project Plan, as adopted and amended from time to time by the City Council.

II. PROJECT AREA AND INCREMENT DISTRICT BOUNDARIES

The Project Area is the area in which Project activities will take place and project expenditures may be made. The Project Area is broader than the Increment Districts and includes areas in which Project Costs may be incurred using tax increment generated within the Increment Districts. The Project Area is comprised of multiple non-contiguous areas incorporating areas identified in the 2050 Land Use Plan, the City's Comprehensive Plan, as being intended for future residential development, areas within existing residential subdivisions with lots that remain open for new home construction, and areas containing underutilized, vacant, or deteriorated property suitable for residential or Mixed-Use Development. The Project Area is shown on the Project Area Boundary Map attached as Exhibit A. The specific legal descriptions comprising the Project Area are set forth in Exhibit B.

The Increment Districts are the areas from which the increment is generated. This Project Plan establishes boundaries for fifty-three (53) Increment Districts, temporarily labeled A through Z, AA through AZ, and BA, as shown on Exhibit C, and legally described in Exhibit D. Each of the temporarily labeled Increment Districts will be assigned a number (e.g., Increment District No. 7, City of Lawton) in the order that they become effective by action of the Lawton City Council as described in Section VI below and as required by 62 O.S. § 856(B)(3).

III. ELIGIBILITY OF PROJECT AND PROJECT AREA

The Project Area and Increment Districts are in an enterprise area, as defined by Section 853(6) of the Act. These areas lie entirely within an enterprise zone, designated by the Oklahoma Department of Commerce to be in a disadvantaged portion of the City of Lawton. Exhibit E shows the boundaries of the Project Area and Increment Districts within the State-designated enterprise zone.

Investment, development, and economic growth in the area are difficult, but possible if the provisions of the Local Development Act are used. The Project Area is unproductive, undeveloped, underdeveloped, or blighted within the meaning of Article 10, §6C of the Oklahoma Constitution, and suffers from conditions inhibiting development.

IV. OBJECTIVES

The principal objectives of the Project are to:

A. Expand and diversify housing opportunities within the City through new residential development, infill development, rehabilitation, and redevelopment.

B. Increase the availability of safe, modern, and attainable housing, including workforce, moderate-income, and market-rate housing opportunities.

C. Revitalize existing neighborhoods, address aging and deteriorated housing conditions, reduce blight, return vacant and underutilized property to productive use, and encourage reinvestment in areas in need of redevelopment.

D. Encourage and support Mixed-Use Development that complements residential growth and redevelopment, strengthens neighborhoods, expands access to goods, services, amenities, and community-serving uses, promotes quality of place, and contributes to private investment and economic activity.

E. Support public improvements and infrastructure necessary or appropriate to facilitate development and redevelopment within the Project Area.

F. Reverse economic decline and stagnation.

G. Stimulate private investment and development that would otherwise be difficult to achieve without the Project and the financing tools authorized by the Act.

H. Preserve and enhance property values, strengthen the City's long-term fiscal position, and promote sustainable economic growth and community development.

I. Provide safe, modern, and quality neighborhoods for soldiers, civilian employees, and military families assigned to Fort Sill who make Lawton their home.

V. STATEMENT OF PRINCIPAL ACTIONS

Implementation actions for the Project, including all necessary, appropriate and supportive steps, will consist principally of the following:

A. Undertaking or supporting site preparation; property acquisition, assembly, clearance, and redevelopment; rehabilitation and adaptive reuse; and building, parking, access, infrastructure, utility, and other improvements necessary or appropriate to facilitate development and redevelopment within the Project Area.

B. Enhancing and supporting existing housing programs of the City and, where determined appropriate, establishing or expanding programs for rehabilitation, removal or demolition of deteriorated structures and improvements, development of vacant property, infill development, and other housing or neighborhood revitalization activities consistent with this Project Plan.

C. Supporting the development, redevelopment, rehabilitation, or expansion of residential and Mixed-Use Development consistent with the objectives of this Project Plan.

D. Negotiating, preparing, executing, and implementing Development Agreements and other documents necessary or appropriate to carry out the Project.

E. Providing Assistance in Development Financing for eligible development and redevelopment in accordance with this Project Plan and the RISE Development Assistance Policy.

F. Financing, paying, or reimbursing authorized Project Costs and undertaking administrative, professional, and other implementation activities necessary or appropriate to carry out this Project Plan.

G. Coordinating with public entities and existing or newly established housing, redevelopment, neighborhood revitalization, or economic development programs, and, where consistent with this Project Plan and applicable law and authorized by the RISE Development Assistance Policy or otherwise approved by the City Council, providing financial or other support for such programs to advance the objectives of the Project.

VI. ESTABLISHMENT OF INCREMENT DISTRICTS AND APPORTIONMENT

A. This Project Plan establishes fifty-three (53) Increment Districts, identified herein as Increment Districts A through Increment District Z, Increment Districts AA through Increment District AZ, and Increment District BA. Each Increment District is authorized as both an ad valorem and sales tax increment district and shall be made effective upon a date determined by the Lawton City Council for that Increment District, within ten (10) years following the date of approval of this Project Plan, in accordance with Section 856(B)(2) of the Act. The ad valorem increment for each Increment District shall become effective upon the effective date established by the City Council for that Increment District. The sales and use tax increment for any Increment District shall be implemented only upon approval by the City Council of a resolution establishing the applicable sales and use tax apportionment formula or otherwise providing for such apportionment in accordance with the Act.

B. The increment of ad valorem taxes from each of the Increment Districts authorized herein, in excess of the base assessed value of the Increment District, together with any state local government matching payments or other revenues lawfully available for such purpose, may be apportioned from time to time to pay Project Costs authorized by Section VIII of this Project Plan for a period not to exceed twenty-five (25) fiscal years, as provided by law, or the period required for the payment of such Project Costs, whichever is less.

C. The increment of sales and use tax generated by investment and development in any of the Increment Districts for which sales and use tax apportionment has been implemented, as determined by a formula approved by resolution of the City Council in accordance with the Local Development Act, together with any state local government matching payments or other revenues lawfully available for such purpose, may be used to pay Project Costs authorized by Section VIII of this Project Plan, for a period not to exceed twenty-five (25) fiscal years from the respective effective dates of each Increment District, as provided by law, or the period required for payment of such Project Costs, whichever is less.

D. During each respective period of apportionment, the apportionment fund shall constitute special funds of LEDA and shall not be subject to annual appropriation as a part of the general fund of the City of Lawton.

E. In the event of any litigation challenging directly or indirectly the validity of this Project Plan, any Increment District authorized hereunder, or challenging directly or indirectly any apportionment or disbursement, the time period for any such Increment District or any apportionment or disbursement shall be tolled for a period of time equal to the pendency of any such litigation as permitted under 62 O.S. § 861(A).

VII. PROJECT AND INCREMENT DISTRICT AUTHORIZATIONS

A. Principal Entity

The City is designated and authorized as the principal public entity to carry out and administer the provisions of this Project Plan and to exercise all powers necessary or appropriate thereto as provided in the Local Development Act, 62 O.S. § 854.

B. Delegation of Powers

LEDA, or another public entity designated by the City Council from time to time, is authorized to carry out implementation actions for the Project, including all necessary, appropriate, and supportive steps consistent with this Project Plan. LEDA may enter into and implement Development Agreements and provide Assistance in Development Financing in accordance with this Project Plan and the RISE Development Assistance Policy. LEDA is authorized and designated to carry out those provisions of the Project related to issuance of bonds or notes as provided in Sections 861(B) and 863 of the Act, subject to approval of the governing body of the

City of any specific notes or bonds. LEDA is authorized to assist in carrying out this Project Plan and to exercise all powers necessary or appropriate thereto pursuant Section 854 of the Act, except for approval of this Project Plan and those powers enumerated in paragraphs 1, 3, 4, 7, 13 and 16 of Section 854. LEDA may also coordinate with public entities described in Section V.G and provide funds or other support for Project activities authorized by this Project Plan and eligible under the Act, where authorized by the RISE Development Assistance Policy or otherwise approved by the City Council.

C. Specific Financing Authorizations

LEDA, or another public entity designated by the City Council, is authorized to: (1) issue tax apportionment bonds or notes, or both; (2) pledge revenues from current and future fiscal years to repayment; (3) incur Project Costs pursuant to Section VIII of this Project Plan; (4) enter into Development Agreements and other agreements necessary or appropriate to implement this Project Plan; (5) provide funds to or reimburse the City for Project Costs incurred in support of the implementation of the Project; (6) provide a specific revenue source to other public entities for Project activities authorized by this Project Plan and eligible under the Act, where authorized by the RISE Development Assistance Policy or otherwise approved by the City Council, subject to such agreements, conditions, reporting requirements, or other implementation requirements as may be established by the City Council; (7) borrow, advance, guaranty, loan and repay funding for Project Costs by and between Increment Districts established under this Project Plan, and to the extent authorized by the applicable Project Plans and otherwise permitted by law, by and between this Project Plan and another Project Plan adopted by the City; and (8) incur the cost of issuance of bonds for payment of such costs and to accumulate appropriate reserves, if any, in connection with them. As authorized in Section VI.D. above, during each respective period of apportionment, the apportionment fund shall constitute funds of LEDA or an alternative entity authorized by the City for each Increment District and shall not constitute a part of the general fund to be appropriated annually by the City Council.

D. Person in Charge

The Executive Director of LEDA, or another designee of LEDA, shall be the person in charge of implementation of the Project Plan in accordance with the provisions, authorizations, and respective delegations of responsibilities contained in this Project Plan.

VIII. BUDGET OF ESTIMATED PROJECT COSTS

Project Costs authorized to be paid by the apportionment of tax increments from the Increment Districts include the costs incurred or to be incurred in implementing and administering this Project Plan. The Budget of Estimated Project Costs is set forth below. Four (4) basic categories of Project Costs are authorized under this Project Plan. The Project Cost categories are described below.

1. Public Improvements and Infrastructure: Costs incurred in connection with planning, developing, constructing, and/or installing public improvements and infrastructure, such as water, sanitary sewer, storm drainage, roads, sidewalks, lighting, signage, public facilities, and other improvements, infrastructure and utilities as may be necessary or desirable to serve the Project or attract new development.

2. Assistance in Development Financing: Assistance in Development Financing shall be provided in accordance with this Project Plan and the RISE Development Assistance Policy and pursuant to a Development Agreement.

3. Implementation and Administration: Costs incurred in connection with the preparation and approval of this Project Plan and the RISE Development Assistance Policy; negotiation, preparation, execution, and administration of Development Agreements; implementation and administration of the Project; organizational costs; professional fees; and financing costs and fees, as authorized under this Project Plan and approved by LEDA or the City Council, as applicable. Such costs may include reimbursement of, or an allocation for, reasonable administrative costs incurred by public entities in connection with the establishment and administration of the Increment Districts, as provided in the RISE Development Assistance Policy or otherwise authorized by the City Council.

4. Public Entities Participating in Providing Development Assistance: Amounts provided as a specific revenue source to public entities participating in implementation of the Project, including costs associated with enhancing or supporting existing, expanded, or new housing, redevelopment, neighborhood revitalization, or related programs of the City of Lawton. Such programs may include home buyer assistance and other Project activities authorized by this Project Plan and eligible under the Act. Any such funding shall be provided and administered in accordance with the RISE Development Assistance Policy or other authorization approved by the City Council and may be subject to an agreement with the participating public entity establishing the authorized purposes for which the funds may be used, procedures for administration and disbursement, reporting and accountability requirements, and such other conditions as may be appropriate to ensure the proper use of the funds and implementation of the Project.

Public Improvements and Infrastructure	$ 35,000,000
Assistance in Development Financing	$ 57,500,000
Public Entities Participating in Project Implementation	$ 69,000,000
Implementation and Administration	$ 8,500,000
Total Project Costs[1]	**$ 170,000,000**

[1]Plus financing costs, costs of issuance, necessary or appropriate reserves, and interest on repayment of Project Costs, including, where authorized, interest on assistance in development financing.

For all Increment Districts, all Project Cost Categories may be combined and allocated as deemed necessary for the Project. Furthermore, previously unpledged or uncommitted increment revenues from a Project Cost Category for any Increment District may be pledged to the repayment of financing or payment of Project Costs authorized from the same Project Cost Category for any other Increment District, provided the aggregate budgets for the respective Increment Districts are not exceeded. Project Costs remaining upon the expiration of an Increment District may be paid from increments of any remaining Increment Districts.

Additional Project Costs. Additional costs necessary or appropriate to implementing this Project Plan which are to be financed by other than apportioned tax increments may be approved by the City at any time. The provisions of this Section VIII are not a limitation on Project related costs to be financed by sources other than apportioned tax increments.

Economic Development Enhancement and Financing Reserve. LEDA is authorized, subject to approval of the City Council where required by law or this Project Plan, to incur financing costs, make advances, provide guaranties or other credit enhancement, establish and fund reserves, and incur, pay, secure, or provide for the payment of bonds, notes, loans, advances, or other indebtedness or obligations incurred by LEDA to finance Project Costs under this Project Plan or, to the extent authorized by the applicable Project Plans and permitted by law, other Project Plans approved by the City Council. Such authority includes establishing and funding reserves or other credit-support arrangements in connection with any City Council-authorized moral-obligation pledge or other credit enhancement supporting obligations of LEDA. Nothing in this Project Plan shall itself constitute or create a debt, liability, general obligation, or pledge of the full faith and credit or taxing power of the City.

Mutual and Reciprocal Project Support; Inter-Project Loans and Advances. Each Project Plan approved by the City pursuant to the Local Development Act is a component of the City's strategy for long-term economic development. In furtherance of that strategy, and to the extent permitted by law and the terms of the applicable Project Plans, LEDA is authorized to borrow, loan, or advance legally available funds by and between this Project Plan and any other Project Plan approved by the City Council for the purpose of financing or paying authorized Project Costs.

LEDA may obtain a loan or advance of legally available funds held by LEDA in connection with another Project Plan to assist in the implementation of this Project Plan. LEDA may likewise loan or advance legally available funds held in connection with this Project Plan to assist in the implementation of another Project Plan approved by the City Council, provided that such other Project Plan authorizes the receipt and repayment of such funds. Any such loan or advance may be temporary or long-term, as determined appropriate by LEDA in light of the purposes and anticipated revenues of the applicable Project Plans.

Any such loan or advance shall be subject to the approval of the Board of Trustees of LEDA, based upon a finding by the Board that: (i) the funds are not then required for payment of Project Costs, debt service, reserves, contractual obligations, or other commitments under the lending Project Plan; (ii) the loan or advance will aid in the development and implementation of the applicable Project Plans and further the City's economic development strategy; and (iii) repayment is reasonably expected from revenues legally available to the borrowing Project Plan. Nothing in this Project Plan shall create any right in another Project Plan, public trust, public entity, developer, or other person to receive a loan or advance from LEDA.

Each loan or advance shall be evidenced by such agreement, note, resolution, or other instrument as LEDA determines appropriate and may bear interest, if any, at a rate and upon terms determined by LEDA to be reasonable and appropriate to accomplish the purposes of the applicable Project Plans. The repayment obligation, including any authorized interest or financing costs, shall constitute a Project Cost of the borrowing Project Plan and may be paid from apportioned increments or other revenues legally available for such purpose. Repayment shall be made as rapidly as reasonably feasible, consistent with the implementation of the borrowing Project Plan and the payment of its other Project Costs and obligations.

No such loan or advance shall impair any pledge, covenant, contractual obligation, debt-service requirement, reserve requirement, or other commitment applicable to the funds of the lending Project Plan. This authorization does not increase the maximum Project Costs or expand the boundaries of any Increment District.

IX. FINANCING PLAN AND REVENUE SOURCES

A. Financing Plan

Some Project Costs, in anticipation of private investment, may be financed and funded by the City from apportioned tax increments or from sources other than apportioned tax increments, which may be reimbursed once increment is generated by the development within an Increment District, or through any combination of legally available financing methods. Private developers within the Project Area may be required to construct the necessary improvements for specific projects at their initial expense, with the financing of such private developments being provided by private equity and private financing or other sources.

B. Financing Authorizations

The implementation of this Project Plan shall be financed in accordance with financial authorizations, including loans, advances, transfers, reimbursements, and other legally available financing arrangements, authorized from time to time by the City Council.

C. Financing Revenue Sources

The principal revenue source expected to finance Project Costs authorized by Section VIII are the ad valorem and, where applicable, sales tax, increments generated by investment and development within the Increment Districts. Apportioned tax increments may be used to pay authorized Project Costs or, where authorized by Section VIII, as a specific revenue source for other public entities participating in implementation of the Project. Additional financing may be provided from other legally available public or private sources, including, if available and applicable, state local government matching payments under the Leverage Act and grants, loans, matching funds, contributions, or other assistance from local, state, and federal entities. Project Costs may be financed or reimbursed through any combination of legally available financing methods authorized under this Project Plan.

D. Financial Reports and Audits

The development activities undertaken by the City, pursuant to this Project Plan, shall be accounted for and reported by the appropriate and necessary annual fiscal year audits and reports.

E. Other Necessary and Supporting Costs

LEDA, or another public entity designated by the City, is authorized to issue bonds and notes and to apply for and obtain grants from other sources for costs incurred or to be incurred in connection with the Project and the construction of improvements therein in addition to Project Costs to be financed pursuant to Section VIII.

X. ESTIMATED PRIVATE AND PUBLIC INVESTMENTS STIMULATED BY THE PROJECT, AND ASSOCIATED FINANCIAL IMPACTS

A. Estimated Private Investment Expected from the Project and Increment Districts

Given the scope of the Project objectives and the anticipated development and redevelopment within the Project Area, over the life of the Project Plan the total private investment anticipated within the Increment Districts is $650 million, which would stimulate an additional $780 million in the Project Area, but outside of an Increment District. Additional private investment is anticipated as development and reinvestment continue within and outside the Project Area.

B. Public Revenues Estimated to Accrue from the Project and Increment Districts

The principal public revenues directly attributable to the Project are the estimated incremental ad valorem tax revenues generated by new investment and development within the Increment Districts. Such revenues will serve as a primary source for financing the Project Costs authorized by Section VIII.

This development is estimated to increase market and assessed values for property within the Increment Districts which, in turn, will generate additional annual ad valorem tax revenues. Based upon the development assumptions used in preparing this Project Plan, annual incremental ad valorem tax revenues are estimated to range from approximately $4.2 million to $8.2 million as development occurs within the Increment Districts.

These estimates reflect a planning range and are not a projection that all Increment Districts will be established or made effective. This Project Plan identifies a larger number of Increment Districts than are expected to be activated, in order to position the City to respond to development opportunities as and where they arise. The number of Increment Districts made effective, and the amount and timing of increment generated, will depend upon where and when private development actually occurs.

Because the Increment Districts may become effective at different times and development may occur incrementally over the life of the Project Plan, the amount of annual tax increment generated will depend upon the timing, amount, and character of development occurring within each Increment District.

C. Economic Impacts and Impacts on Business Activities; Financial Impacts on Taxing Jurisdictions

The private development and redevelopment contemplated by this Project Plan is expected to generate the tax increment necessary to finance authorized public costs of the Project. The Increment Districts are intended to generate tax increment revenues from new investment and development that may be used to support Project activities throughout the Project Area, including areas in need of reinvestment, infill development, rehabilitation, or redevelopment.

Without the public assistance and financing tools authorized by this Project Plan, significant development and redevelopment within the Project Area would be difficult to achieve, and significant increases in ad valorem tax revenues attributable to such development would be unlikely. The anticipated financial impacts on the affected taxing jurisdictions and economic impacts on business activities are described below.

1. Financial Impact on Taxing Jurisdictions. The Project may result in a modest increase in demand for public services and associated costs to the affected taxing jurisdictions as development and redevelopment occur. Any such impacts are expected to be substantially offset by the broader economic and fiscal benefits generated by the Project, including increased private investment, increased economic activity, increased property values, and additional development stimulated by implementation of the Project.

A principal feature of the Project is the use of tax increment generated by new investment and development within the Increment Districts to support development and redevelopment elsewhere within the Project Area, including areas where vacant lots, deteriorated housing, underutilized property, blighted conditions, and other barriers have inhibited private investment. This coordinated investment is expected to increase the value and productive use of property directly benefited by the Project and to stimulate additional private investment outside the Increment Districts. Increased property values and new development occurring outside the Increment Districts will not be subject to tax increment apportionment under this Project Plan and are expected to generate additional ad valorem and other tax revenues for the affected taxing jurisdictions during the term of the Project.

Overall, the financial impacts on the affected taxing jurisdictions are expected to be positive. The Project is expected to foster investment and development that would otherwise be difficult to achieve, promote reinvestment in existing neighborhoods and underutilized areas, stimulate additional taxable development outside the Increment Districts, and advance the objectives of this Project Plan.

2. Economic Impacts on Business Activities. The Project is anticipated to generate positive economic impacts within the Project Area and throughout the community. Project activities are expected to stimulate private investment, increase construction and development activity, improve property values, and create additional demand for goods and services.

Construction, rehabilitation, infrastructure improvements, and related development activities are expected to generate business activity for contractors, suppliers, professional service providers, real estate professionals, and other businesses involved in development, construction, rehabilitation, and property investment. As development occurs and neighborhoods are revitalized, increased population, investment, property values, and economic activity are expected to support existing businesses and create opportunities for additional retail, service, commercial, hospitality, and other business activity.

The economic effects of the Project are also expected to extend beyond the properties directly receiving Public Assistance. Development and reinvestment within the Project Area are expected to encourage additional private investment outside the Increment Districts and contribute to broader economic activity throughout the City.

These economic benefits are expected to be enhanced through the strategic use of eligible Project Costs to stimulate private investment, address development and financing barriers, and accomplish the objectives of this Project Plan. The aggregate economic impacts on business activities are expected to be positive for the Project Area and the community as a whole.

XI. LAND USE

Existing uses and conditions of real property in the Project Area are shown on Exhibit F. The proposed uses of the real property in the Project Area are shown on Exhibit G and reflect zoning changes that may be necessary to accommodate the Project.

This Project Plan complies with the objectives and priorities of the 2050 Land Use Plan, the Comprehensive Plan of the City of Lawton.

Exhibit A
Project Area Boundary Map

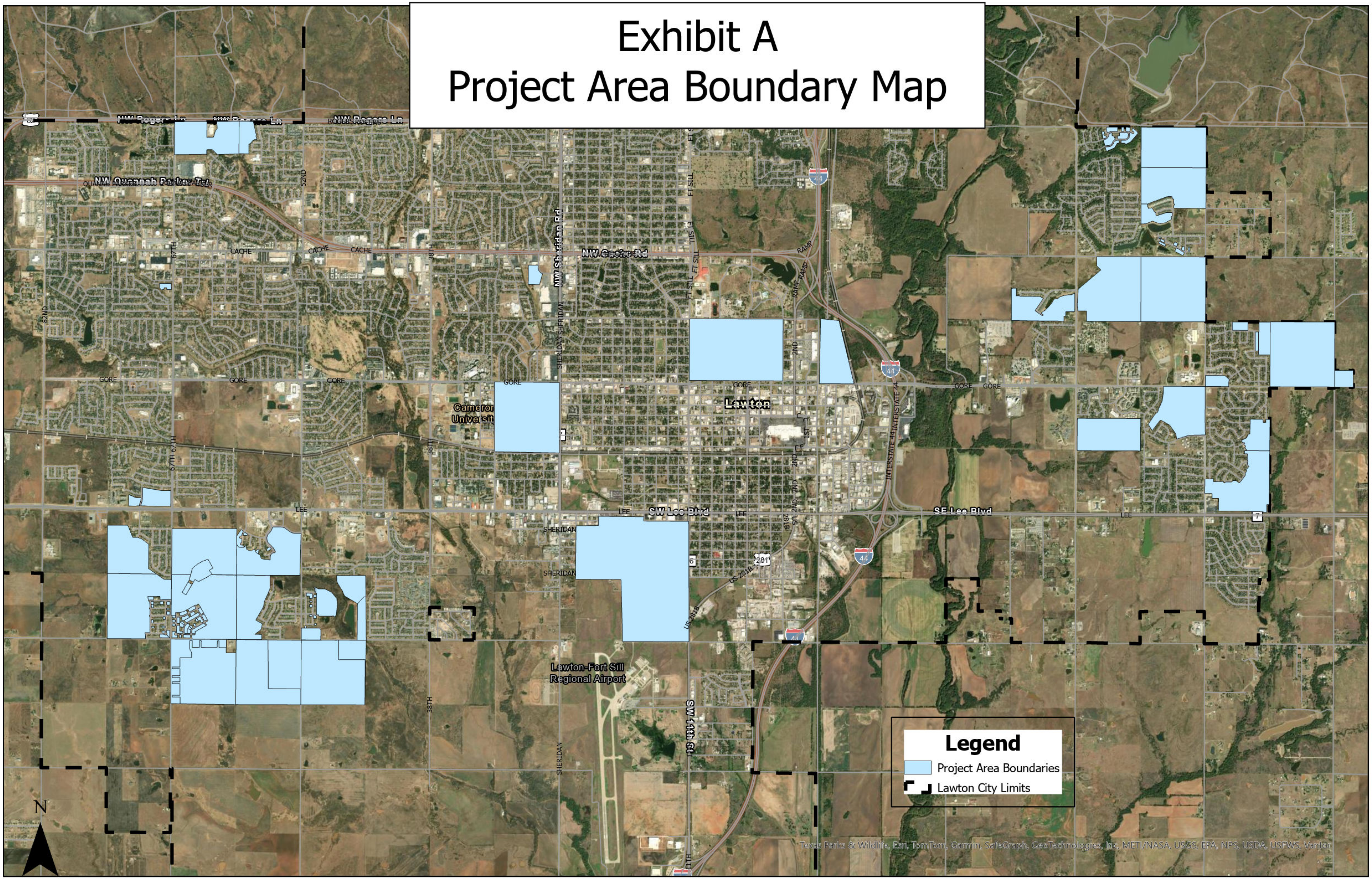


EXHIBIT B

Project Area Legal Descriptions

Exhibit C
Increment District Boundary Map

Exhibit C
Increment District Boundary Map

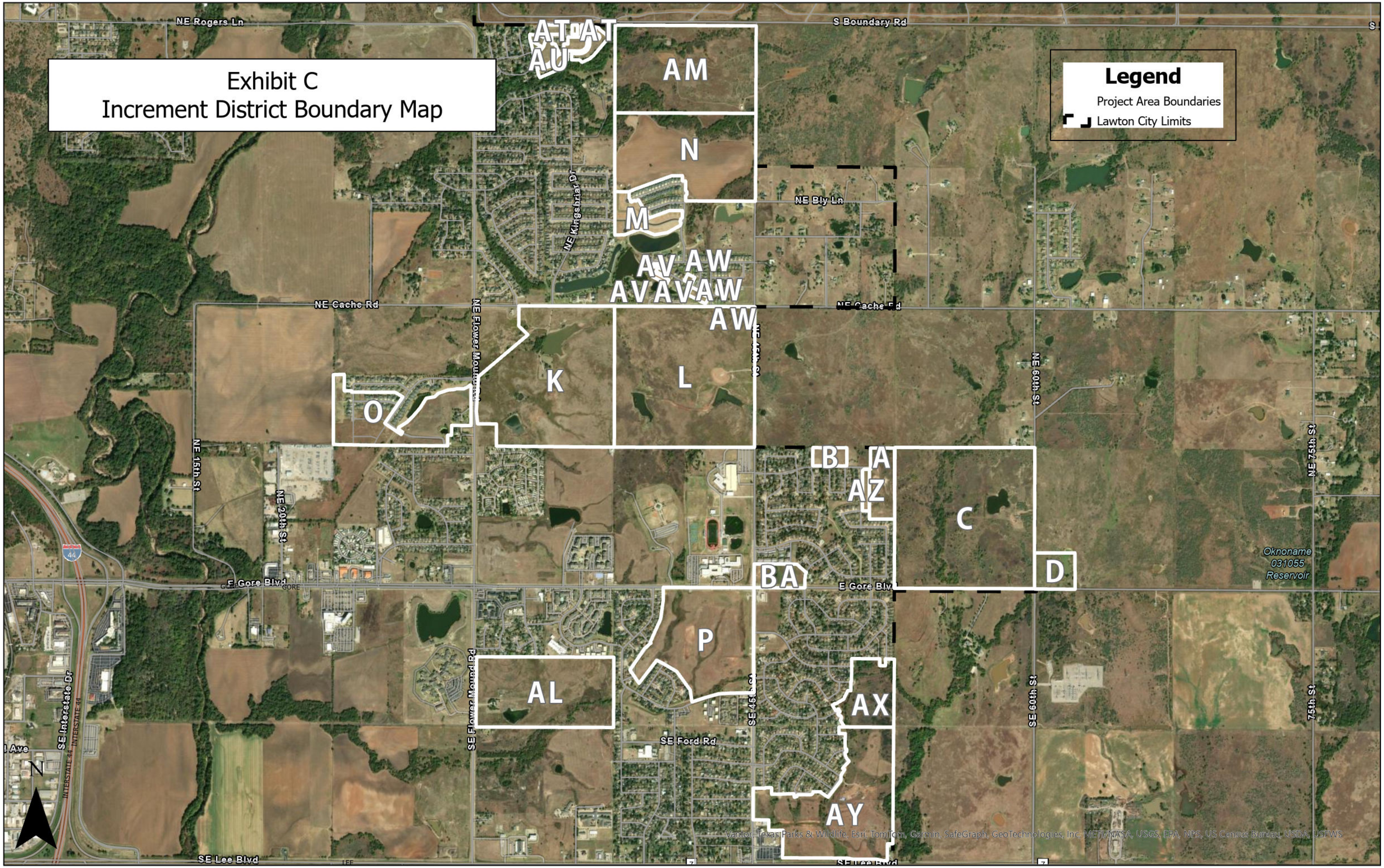
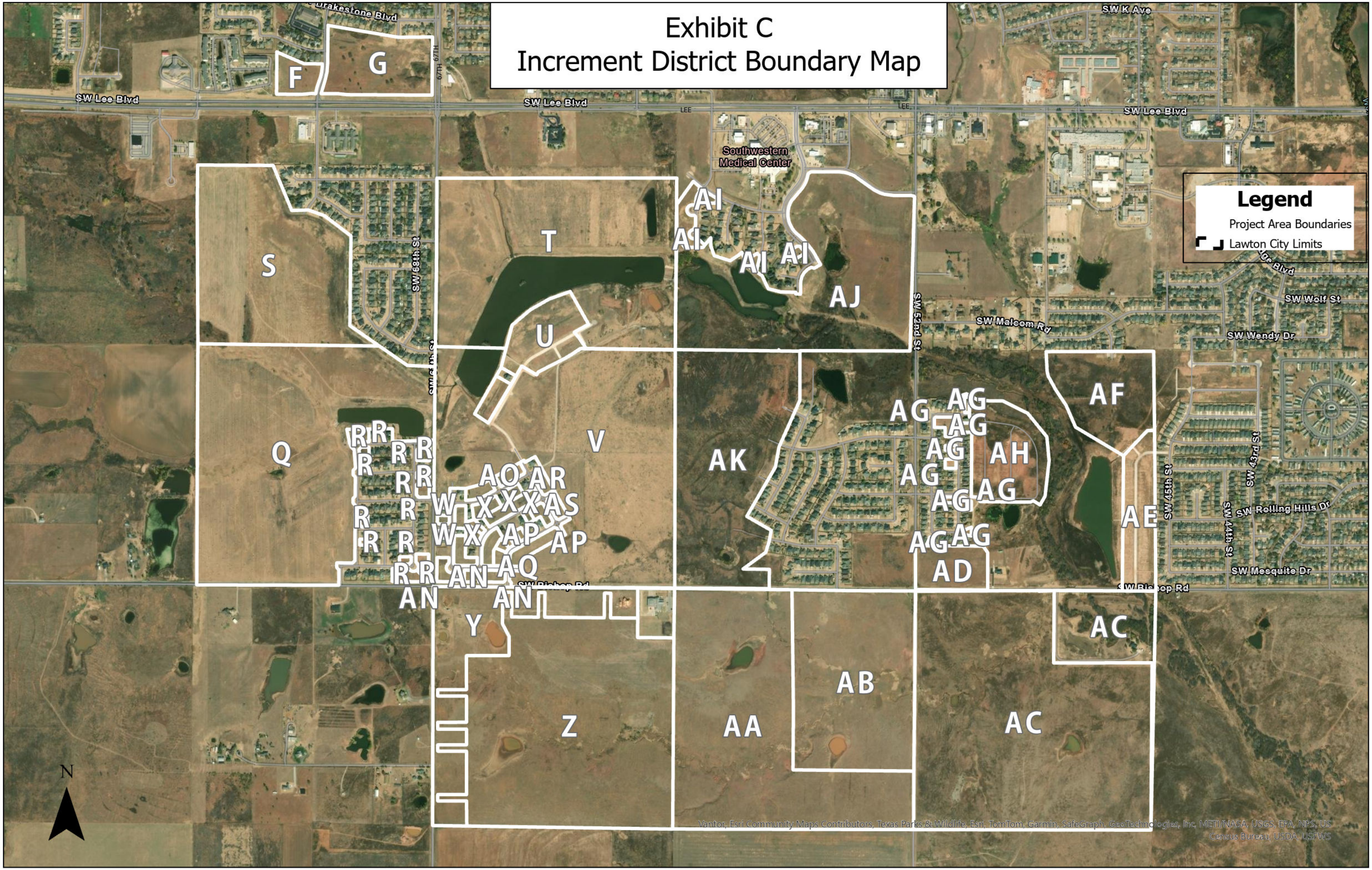


Exhibit C
Increment District Boundary Map



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Increment District Boundary Map

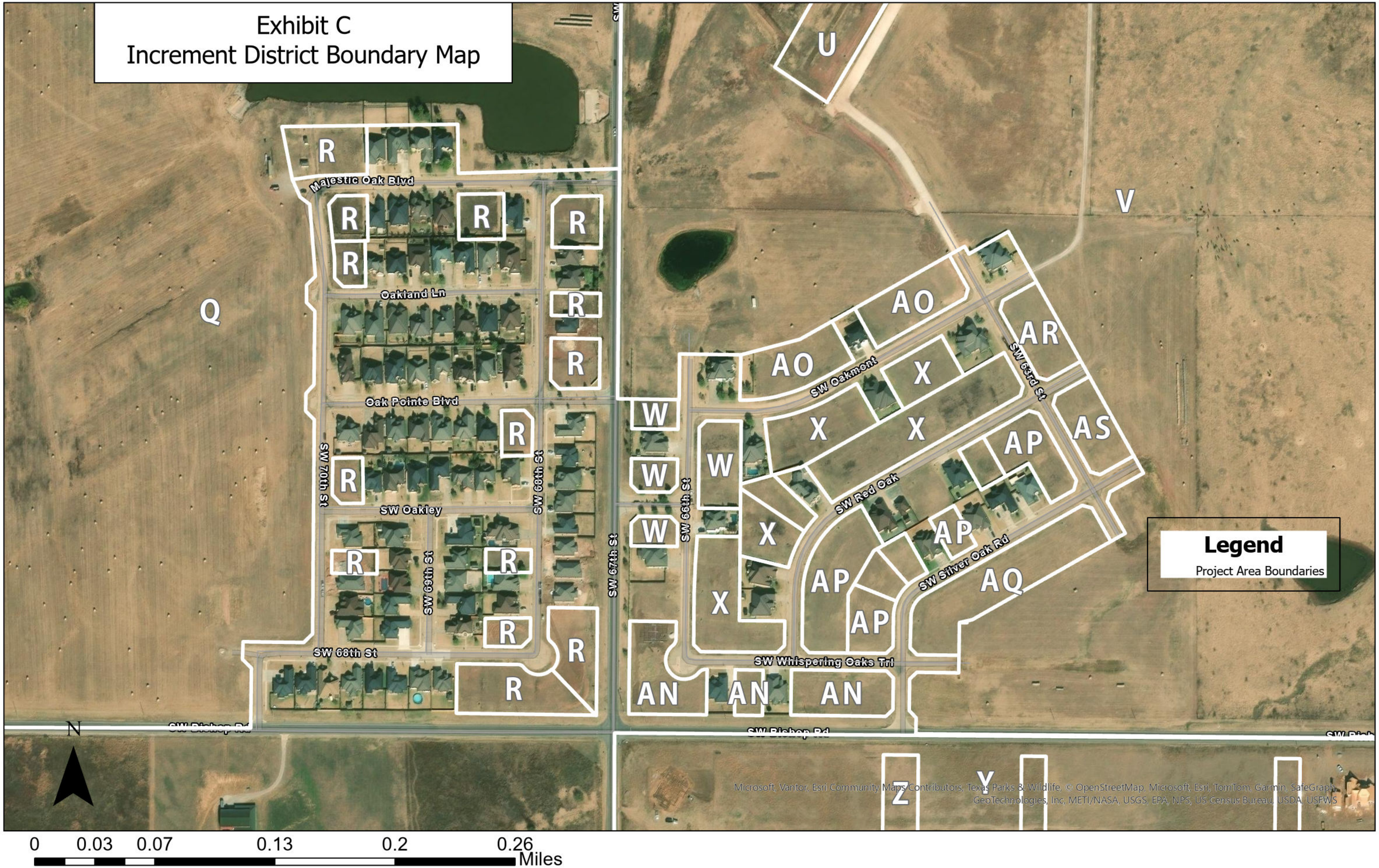


Exhibit C
Increment District Boundary Map

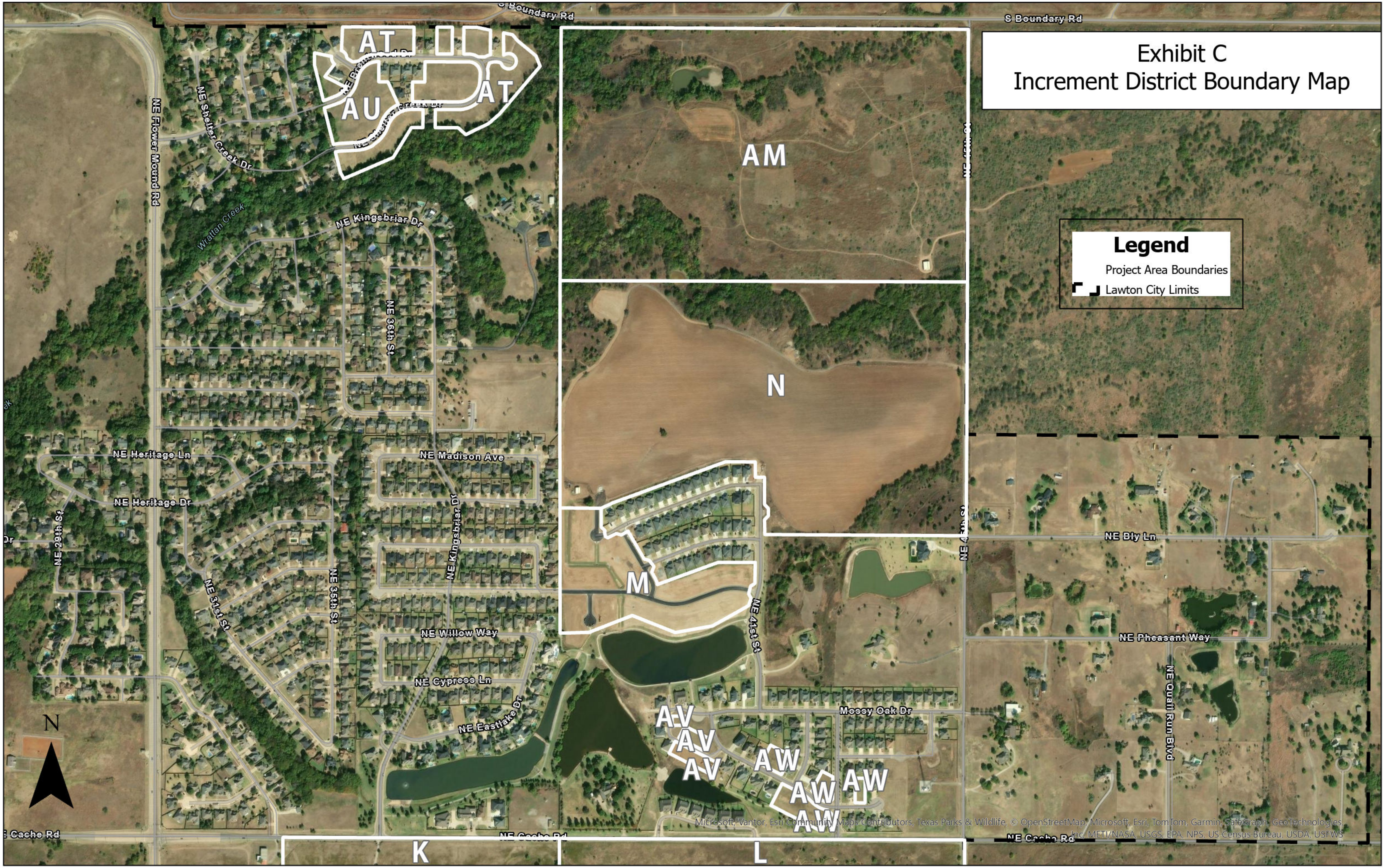
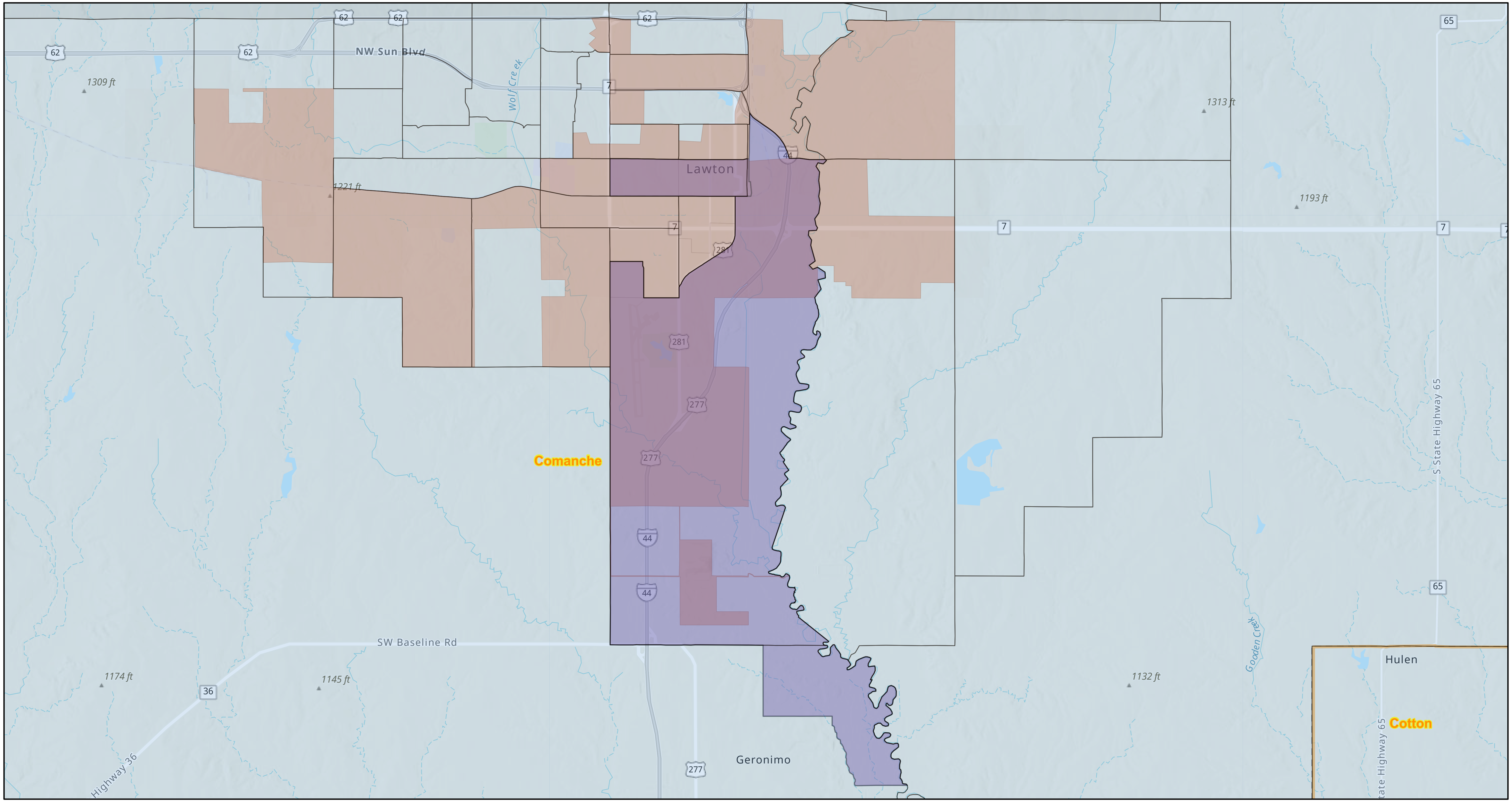


EXHIBIT D

Increment District Legal Descriptions

ArcGIS Web Map



9/9/2026, 8:30:03 PM

1:106,134

0 1 2 4 mi
0 1.75 3.5 7 km

EZ Tracts FY 2027
Priority Enterprise Zones - 2018 (Current)
EZ Grandfathered
Federal Opportunity Zones - 2018
Counties
World_Hillshade

Sources: Esri, TomTom, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, and the GIS User Community, Esri, NASA, NGA, USGS, FEMA

Exhibit F
Existing Uses and Conditions

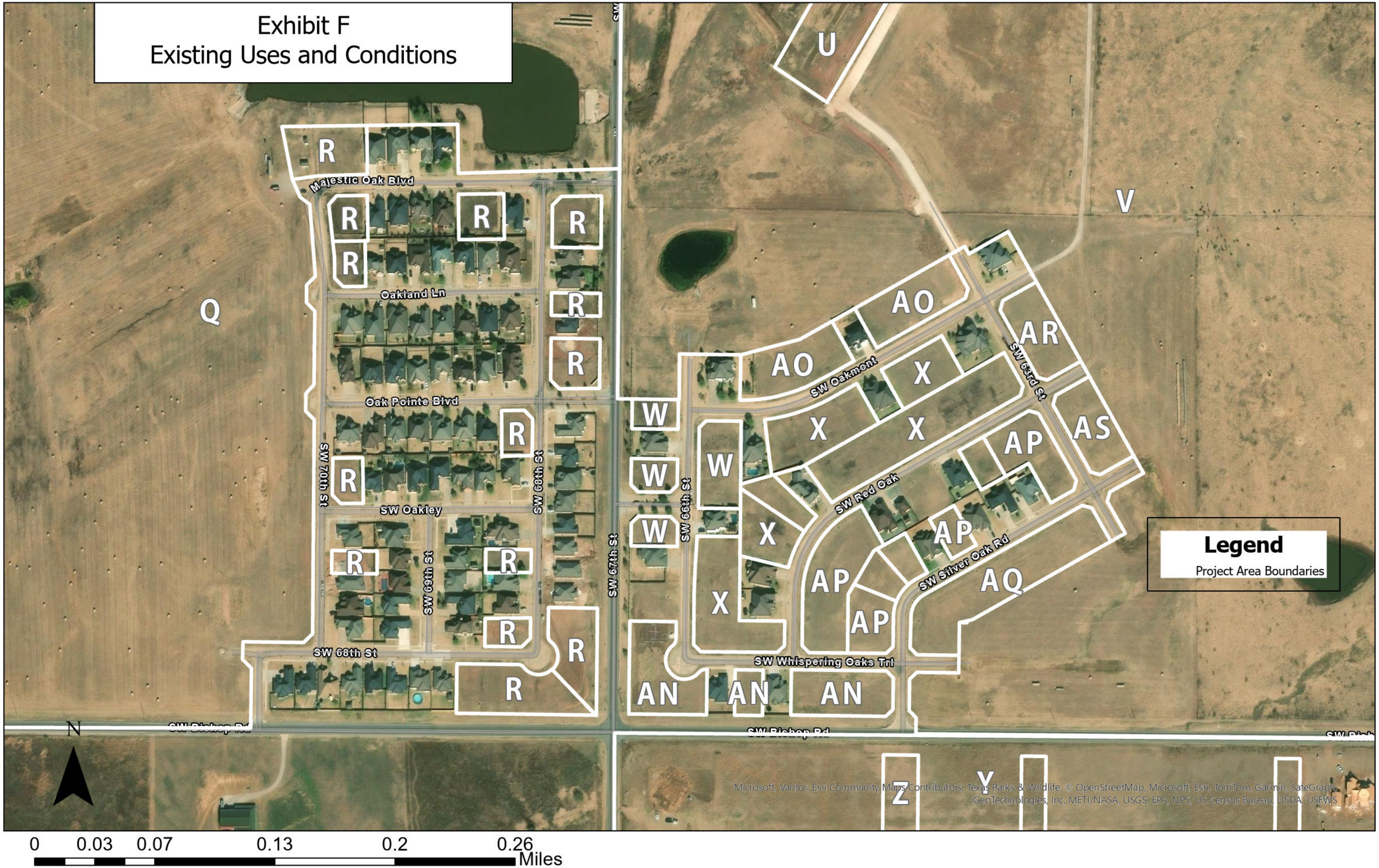


Exhibit F
Existing Uses and Conditions
Legend
Project Area Boundaries
Majestic Oak Blvd
Oakland Ln
Oak Pointe Blvd
SW Oakley
SW 68th St
SW 70th St
SW 69th St
SW 67th St
SW 66th St
SW Oakmont
SW Red Oak
SW Silver Oak Rd
SW 63rd St
SW Whispering Oaks Trl
SW Bishop Rd
Q
R
U
V
W
X
Y
Z
AN
AO
AP
AQ
AR
AS
N
0
0.03
0.07
0.13
0.2
0.26
Miles
Microsoft, Vantor, Esri Community Maps Contributors, Texas Parks & Wildlife, © OpenStreetMap, Microsoft, Esri, TomTom, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA, USFWS

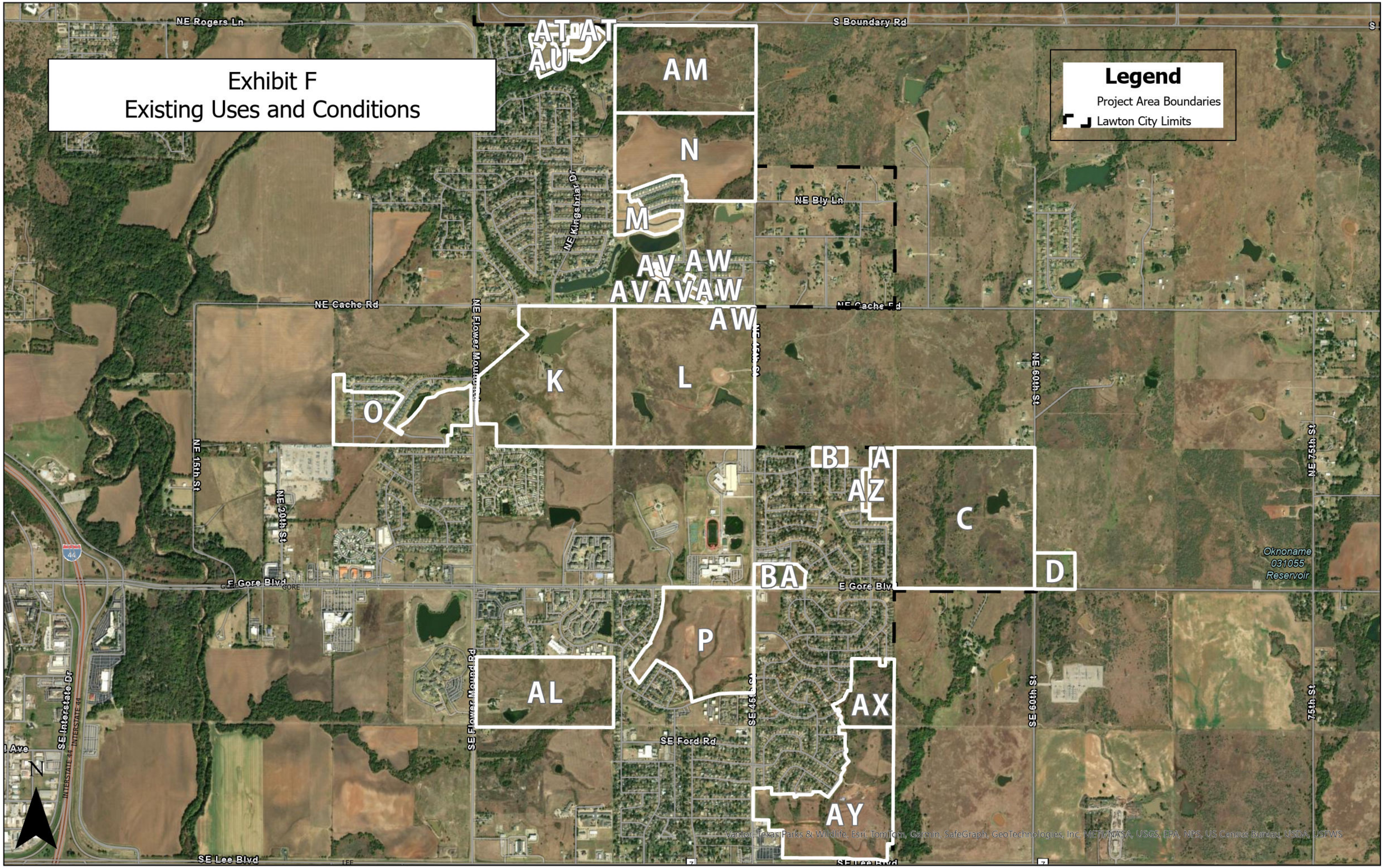


Exhibit F
Existing Uses and Conditions
Legend
Project Area Boundaries
Lawton City Limits
NE Rogers Ln
S Boundary Rd
NE Bly Ln
NE Cache Rd
NE Kingsbriar Dr
NE Flower Mound Rd
NE 15th St
NE 20th St
NE 60th St
NE 75th St
E Gore Blvd
SE Interstate Dr
SE Flower Mound Rd
SE Ford Rd
SE 45th St
SE 60th St
75th St
SE Lee Blvd
Oknoname 031055 Reservoir
AT
AT
AU
AM
N
M
AV
AW
AV
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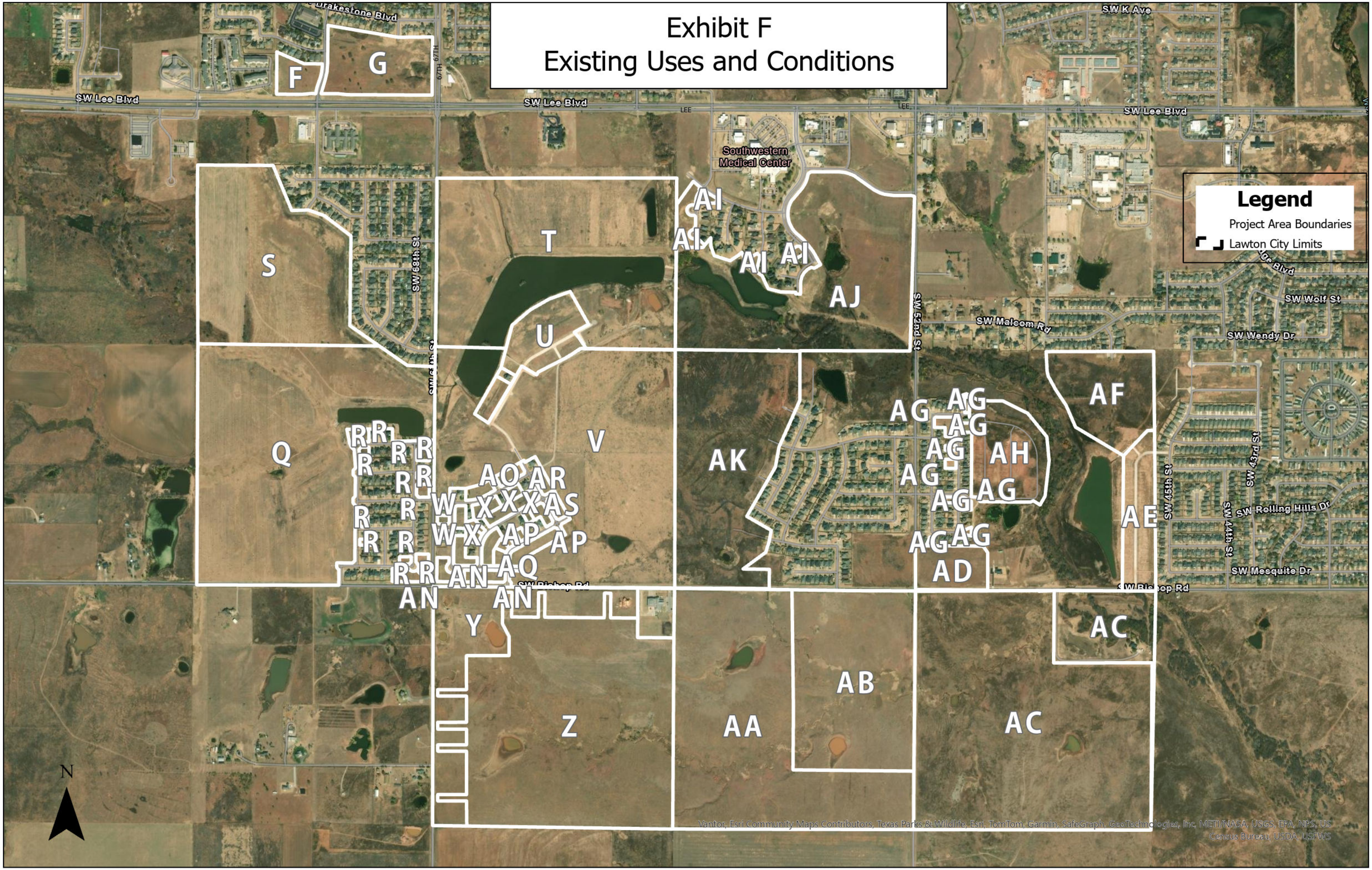
N


Exhibit F
Existing Uses and Conditions
Legend
Project Area Boundaries
Lawton City Limits
NW Rogers Ln
ROGERS
Highway 62 W
NW Lindy Ave
I
J
E
NW Quannah Parker Trl
QUANAH PARKER
52ND
NW 52nd St
NW Santa Fe Ave
NW Lincoln Ave
NW Denver Ave
NW 23rd St
NW 43rd St
NW 72nd St
NW Cache Rd
CACHE
NW Oak Ave
NW 67th St
67TH
NW 63rd St
NW 61st St
NW 47th St
NW 38th St
38TH
NW 34th St
NW 31st St
NW Meadowbrook Dr
NW 53rd St
NW Euclid Ave
NW 40th St
NW 35th St
NW 29th St
Lawton Country Club
N
Vantor, Texas Parks & Wildlife, Esri, TomTom, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA, USFWS

Exhibit F
Existing Uses and Conditions



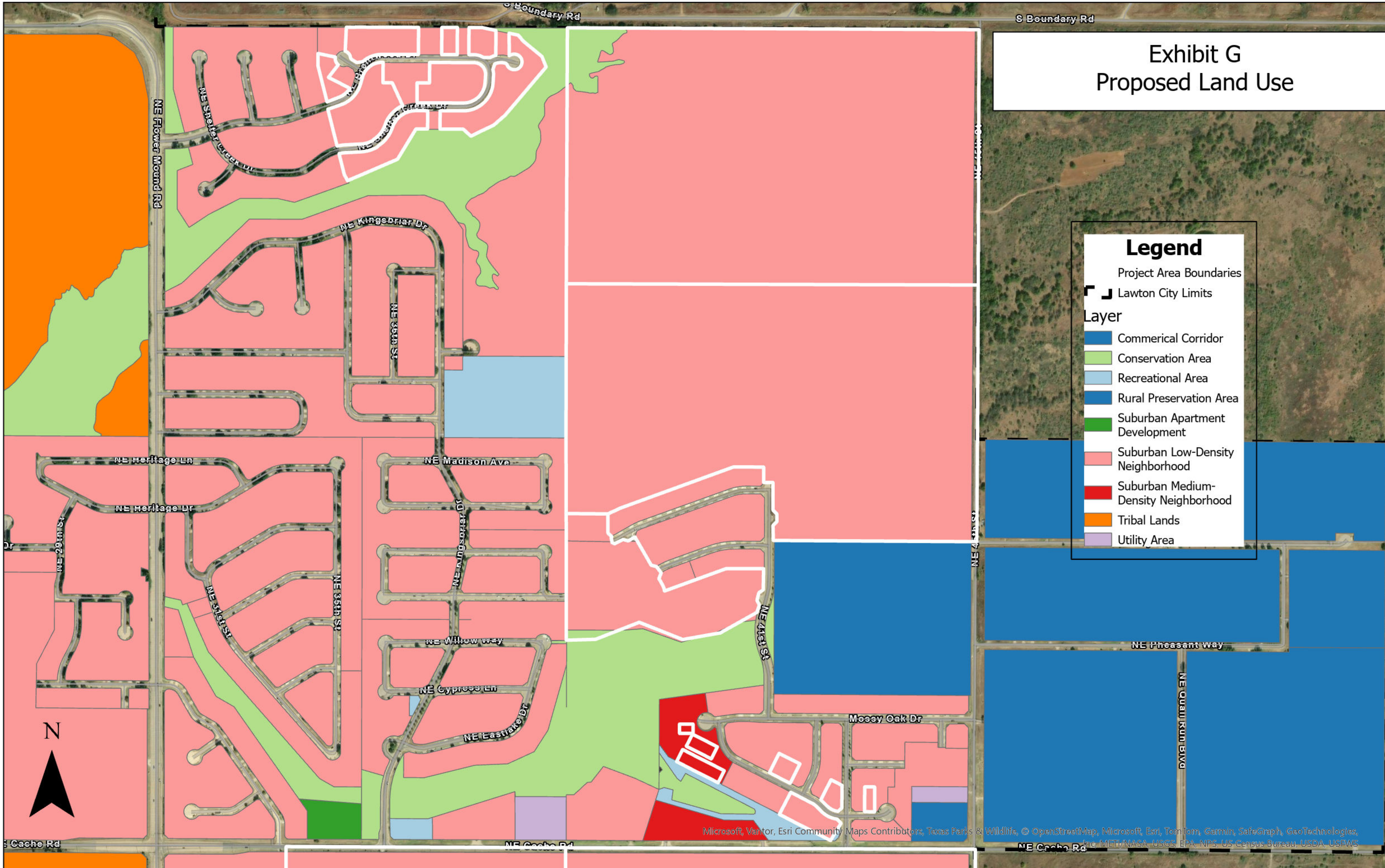
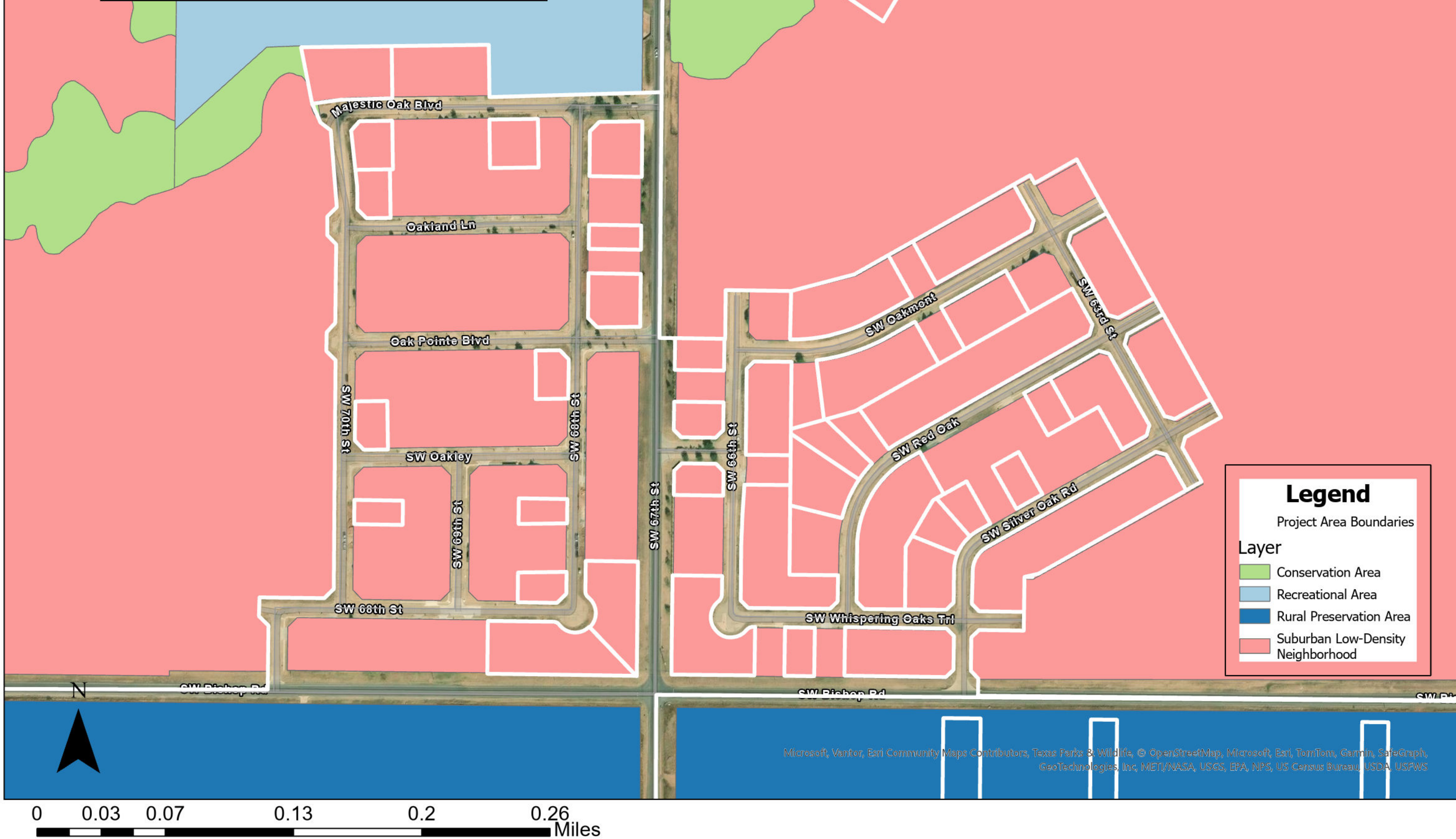


Exhibit G
Proposed Land Use
Legend
Project Area Boundaries
Lawton City Limits
Layer
Commerical Corridor
Conservation Area
Recreational Area
Rural Preservation Area
Suburban Apartment Development
Suburban Low-Density Neighborhood
Suburban Medium-Density Neighborhood
Tribal Lands
Utility Area
N
S Boundary Rd
NE Flower Mound Rd
NE Shelter Creek Dr
NE Kingsbriar Dr
NE 36th St
NE Heritage Ln
NE Heritage Dr
NE 29th St
NE 31st St
NE 35th St
NE Madison Ave
NE Willow Way
NE Cypress Ln
NE Eastlake Dr
NE 41st St
Mossy Oak Dr
NE Pheasant Way
NE Quail Run Blvd
NE Cache Rd
Microsoft, Vantor, Esri Community Maps Contributors, Texas Parks & Wildlife, © OpenStreetMap, Microsoft, Esri, TomTom, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA, USFWS

Exhibit G
Proposed Land Use



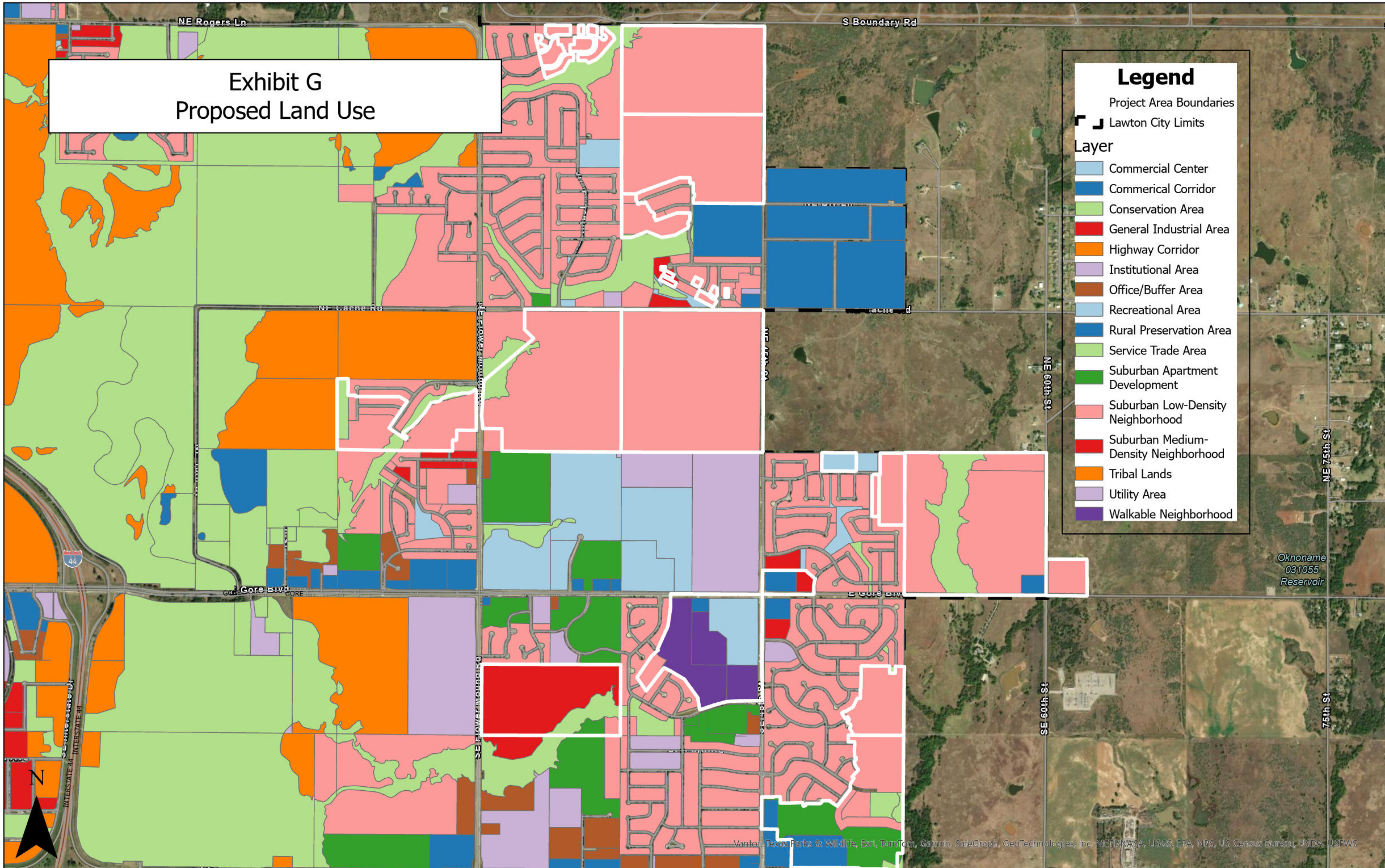


Exhibit G
Proposed Land Use
Legend
Project Area Boundaries
Lawton City Limits
Layer
Commercial Center
Commerical Corridor
Conservation Area
General Industrial Area
Highway Corridor
Institutional Area
Office/Buffer Area
Recreational Area
Rural Preservation Area
Service Trade Area
Suburban Apartment Development
Suburban Low-Density Neighborhood
Suburban Medium-Density Neighborhood
Tribal Lands
Utility Area
Walkable Neighborhood
NE Rogers Ln
S Boundary Rd
NE Cache Rd
Gore Blvd
E Gore Blvd
SE Lee Blvd
NE 60th St
SE 60th St
NE 75th St
75th St
Oknoname 031055 Reservoir
N

Exhibit G
Proposed Land Use

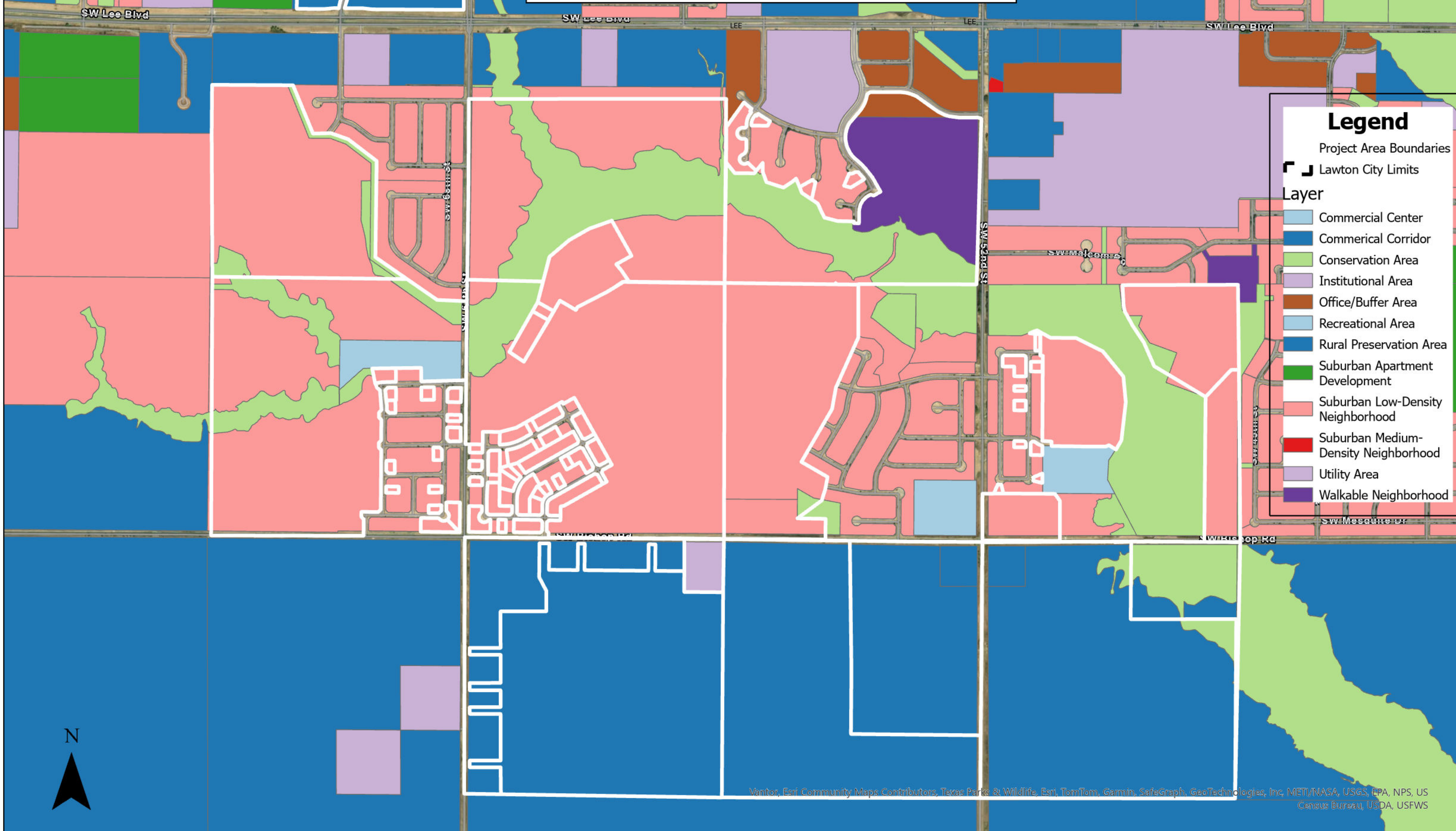
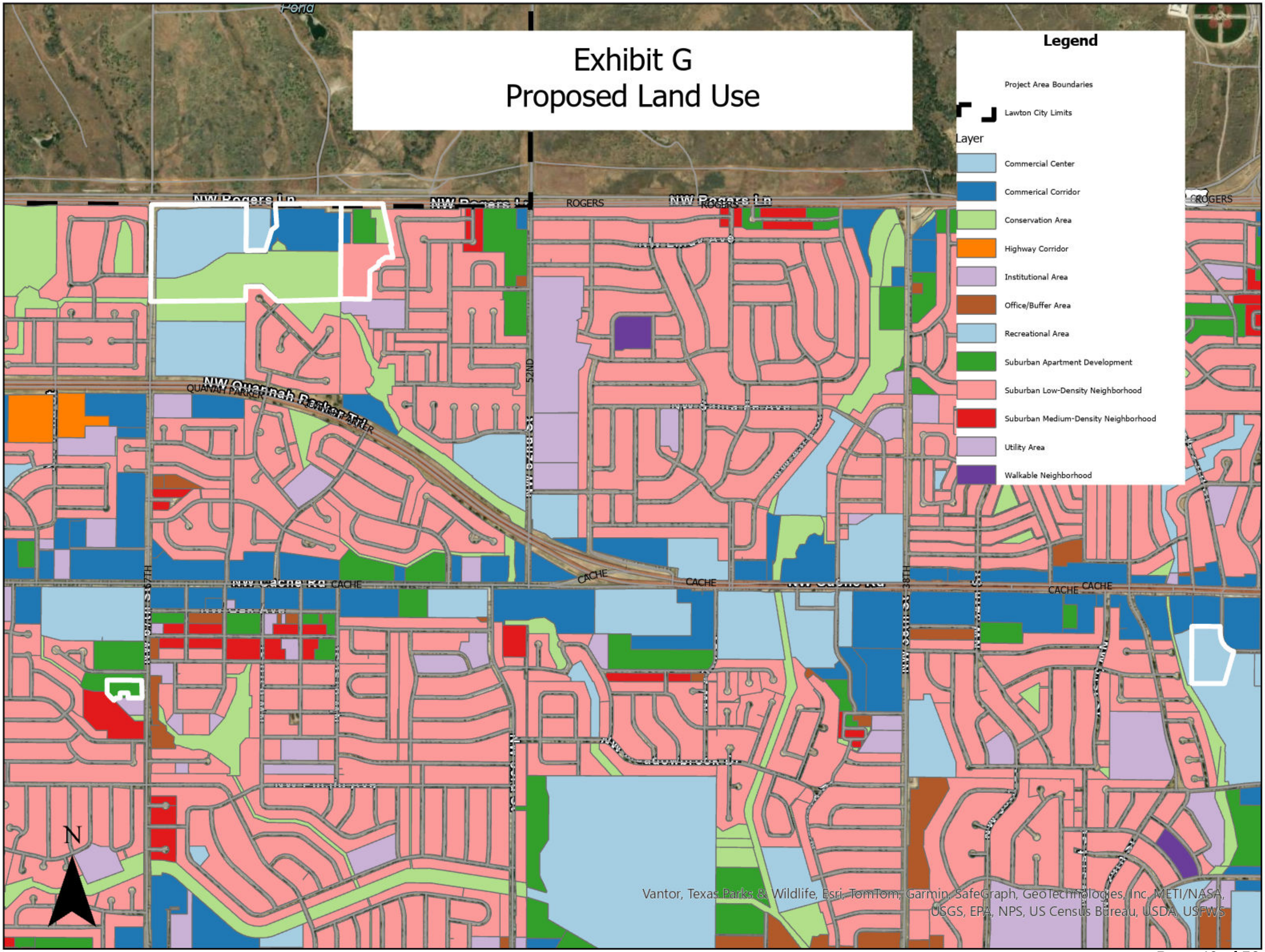


Exhibit G
Proposed Land Use



LAWTON REVITALIZE, INVEST, STRENGTHEN, AND EXPAND (RISE) PROJECT PLAN REVIEW COMMITTEE

STATUTORY FINDINGS AND RECOMMENDATION REGARDING THE LAWTON REVITALIZE, INVEST, STRENGTHEN, AND EXPAND (RISE) PROJECT PLAN AND ITS PROPOSED INCREMENT DISTRICTS

The Lawton Revitalize, Invest, Strengthen, and Expand (RISE) Project Plan Review Committee ("Review Committee") has completed its review of the proposed Lawton Revitalize, Invest, Strengthen, and Expand (RISE) Project Plan ("Project Plan"), the establishment of fifty-three (53) increment districts temporarily designated and identified as Increment Districts A through Increment District Z, Increment Districts AA through Increment District AZ, and Increment District BA, City of Lawton, each of which are or will be ad valorem and sales tax increment districts (collectively, the "Increment Districts"), and other information, and makes the following findings and recommendation.

THE LAWTON REVITALIZE, INVEST, STRENGTHEN, AND EXPAND (RISE) PROJECT PLAN REVIEW COMMITTEE HEREBY FINDS:

A. With respect to the eligibility of the proposed Project Area (as defined by the Local Development Act, 62 O.S. §850, et seq. and the Project Plan), and proposed Increment Districts, the Review Committee finds that:

1. The proposed Project Area and proposed Increment Districts are within a state-designated enterprise zone pursuant to the Local Development Act, 62 O.S. § 853(6), and therefore meet the definition of an "enterprise area" under the Local Development Act, 62 O.S. § 853(5). Enterprise Areas qualify for use of the tools of the Oklahoma Local Development Act pursuant to 62 O.S. §856(B)(4)(a)(3).

2. The level of investment, development, and economic growth desired by the City of Lawton is difficult, but possible, within the proposed Project Area and increment districts if the provisions of the Local Development Act are utilized.

3. Tax increment financing is a necessary component in stimulating reinvestment in the proposed Project Area and Increment Districts.

4. Tax increment financing will be used to supplement and not supplant or replace normal public functions and services in the proposed Project Area and Increment Districts.

5. Tax increment financing will be used in conjunction with existing programs and efforts and other locally implemented economic development efforts.

6. Where possible, the Project Plan emphasizes conservation, preservation, and rehabilitation.

B. With respect to the potential impacts on the affected taxing jurisdictions and business activities with the proposed Project Area and Increment Districts, the Review Committee finds that:

1. As described in Sections IX and X of the Project Plan, the private development anticipated within the Increment Districts is projected to generate tax increments sufficient to pay a substantial portion of the authorized project costs of the Project proposed by the Project Plan, and that without the Project Plan and Increment Districts, the development described in the Project Plan and resulting increases in tax revenues are unlikely to occur.

2. The development anticipated by the Project may result in a modest increase in demand for public services and associated costs to the affected taxing jurisdictions as development and redevelopment occur. Any such impacts are expected to be substantially offset by the broader economic and fiscal benefits generated by the Project, including increased private investment, increased economic activity, increased property values, and additional development stimulated by implementation of the Project outside of the Increment Districts.

3. The public revenue anticipated to result from the development described in the Project Plan includes increased tax revenue beyond the revenues being apportioned to pay Project Costs authorized by the Project Plan and includes economic growth and benefits outside the Increment Districts.

4. The long-term economic benefits of the Project Plan for the affected taxing jurisdictions and the community as a whole offset the short-term adverse financial impacts, if any, of the Project Plan on the affected taxing jurisdictions.

5. The aggregate impacts on the affected taxing jurisdictions and on business activities from implementation of the Project Plan are positive and include the achievement of the objectives set forth in Section IV of the Project Plan.

6. The activities authorized under the Project Plan will stimulate new investment within the proposed Increment Districts and will generate additional indirect economic benefits outside the proposed Increment Districts, which would be difficult to achieve without the development and expansion activities contemplated by the Project Plan.

C. The proposed Project Area and Increment Districts meet the conditions for eligibility and the financial impacts on the affected taxing jurisdictions and business activities from implementation of the Project Plan are positive.

NOW, THEREFORE, the Lawton Revitalize, Invest, Strengthen, and Expand (RISE) Project Plan Review Committee recommends that the City Council of the City of Lawton approve the proposed Lawton Revitalize, Invest, Strengthen, and Expand (RISE) Project Plan, including the establishment of increment districts temporarily designated and identified as Increment

Districts A through Increment District Z, Increment Districts AA through Increment District AZ, and Increment District BA, City of Lawton, each of which are or will be ad valorem and sales tax increment districts, as presented to the Review Committee.

FINDINGS AND RECOMMENDATION APPROVED AND ADOPTED by the Lawton Revitalize, Invest, Strengthen, and Expand (RISE) Project Plan Review Committee this _____ day of September, 2026, and **SIGNED** by its Chair.

____
Chair

I, ___________________________, Acting Secretary of the Lawton Revitalize, Invest, Strengthen, and Expand (RISE) Project Plan Review Committee ("Review Committee"), certify that the foregoing resolution detailing the findings and recommendation of the Review Committee was duly adopted at a special meeting of the Review Committee, held in the City Council Conference Room at the City of Lawton City Hall, 212 S.W. 9th Street, Lawton, Oklahoma, on the ________ day of September, 2026; that said meeting was held in accordance with the Open Meeting Act of the State of Oklahoma; that any notice required to be given of such meeting was properly given; that a quorum was present at all times during such meeting; and that said resolution was adopted by a majority of those present.

____
Acting Secretary