

**THE  
COMPREHENSIVE ECONOMIC DEVELOPMENT  
STRATEGY (CEDs)**

**OF THE**

**ASSOCIATION OF SOUTH CENTRAL  
OKLAHOMA GOVERNMENTS  
(ASCOG)**

**Adopted by the ASCOG Executive Committee (as authorized by the Board of Trustees) on June 17, 2010 Contingent on 30 Day Public Review**

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# THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs)

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## EXECUTIVE SUMMARY

The ASCOG Comprehensive Economic Development Strategy (CEDS) provides an opportunity to continue the combined revisions to the Overall Economic Development Plan (OEDP) and the district's Economic Adjustment Strategy (EAS). In addition to the historic CEDS plan, Appendix A – Summary of County CEDS Meetings, Appendix B – CEDS Survey for Business Owners, and Appendix C – CEDS Survey for Residents have been added to distinguish input information provided by citizens and business owners through surveys and site workshops held throughout May 2010.

The ASCOG development effort will include a focus on the following initiatives this year, in addition to our traditional roles in infrastructure development, jobs creation and technical assistance:

1. **EC/EZ Designation** and other types of state enterprise zone activity
2. **Regional Partnerships/innovative projects**
3. **Strengthening the Linkage** between the South Central Oklahoma Workforce Investment Board and the area's economic development initiatives.

The ASCOG economy is a combination of three, sub-regional economies, covering a wide variety of base activities. Two of these sub-regions have considerable on-going activities. The first is "Oklahoma City metropolitan spillover area" that includes Caddo, Grady and McClain Counties, especially the northernmost portions of these counties. In addition to oil and gas, manufacturing and agriculture, much of these counties' economy comes through Oklahoma City. Both Grady and McClain Counties are now in the Oklahoma City Metropolitan Statistical Area. According to 2009 Census estimates for population, the following population changes occurred between April 2000 and July 2009: Caddo County (.8% increase), Comanche County (1.5% decrease), Cotton County (5.0% decrease), Grady County (13.5% increase), Jefferson County (7.3% decrease), McClain County (19.6% increase), Stephens County (.7% increase) and Tillman County (16.0% decrease) (*source <http://quickfacts.census.gov/qfd/states>*). These numbers graphically illustrate that the largest growth were in those counties that bordered the Oklahoma City metroplex area.

The second area of growth is in the geographic middle of the ASCOG area. People in Comanche and Stephens counties work in the same three basic employment sectors as those listed for Caddo, Grady and McClain Counties; however Fort Sill must be added to the list because of its impact to this area. Economic interaction between Duncan and Lawton continues to expand rapidly. Although not reflected in the census information, Lawton-Fort Sill is expected to expand substantially in population because of two factors: Base Realignment and Closure (BRAC) and reassignment of specific jobs and activities from other military bases to Fort Sill. Considering the staggering amount invested in new housing and infrastructure at Fort Sill, new growth is continuing

to occur on almost a daily basis. According to published information from Fort Sill, \$210 million in construction costs were funded for the transfer of the ADA Center and School Complex to Fort Sill. Another \$128 million is being used to construct 11 buildings and refurbish 14 others necessary to move the 31<sup>st</sup> ADA Brigade to Fort Sill. The Armed Forces Reserve Center is also being moved to Fort Sill as part of Base Realignment and Closure (BRAC) decisions. This movement will consolidate 7 reserve centers into one location at Fort Sill with construction costs of \$39 million. The Joint Fires and Effects Training Simulation (JFETS) building to be located at Fort Sill calls for another \$29 million for construction projects. Lastly, the Training Service Center (TSC) is another BRAC project that will cost \$7.3 million.

With all of these new assignments and transfers, the military is projecting an increase in the population of at least 10,000 military, civilian and family members will move to the area. This will have a tremendous impact on the existing infrastructure. These activities began in 2008 and some have been completed while others are still in the process but expected to be fully implemented by the end of 2010.

The southern three ASCOG counties (Jefferson, Cotton and Tillman) concentrate primarily on agricultural jobs, although many workers commute to Lawton and outside of the district (Wichita Falls, Texas, and Altus, Oklahoma). These three southern counties continue to be our most challenging areas for generating jobs, as well as central and southern areas of Caddo County which are generally outside of Oklahoma City's economic influence. To address these areas of special need, we are trying to expand their access to development capital and focus on efforts for needed infrastructural improvements.

We continue to explore the creation of new regional partnerships and projects in these and other areas, because of area wide impacts, and will expand our efforts to bring new forms of technology to the workplace in these areas. ASCOG, along with six other organizations, has taken a leadership role in the creation and continuation of the Southwest Oklahoma Impact Coalition (SOIC), a regional partnership designed to encourage economic development in twenty counties within the southwest quadrant of Oklahoma. The University Center is the core of the SOIC organization. The other six founding organizations include South Western Oklahoma Development Authority (SWODA), Cameron University - Lawton, Southwestern Oklahoma State University (SWOSU) - Weatherford, University of Science and Arts of Oklahoma (USAO) – Chickasha, Western Oklahoma State College – Altus, Redland Community College – El Reno. EDA has provided the bulk of the funding for this organization including \$81,000 in 2005, \$81,484 in 2006, and \$95,850 in 2007 under the University Center program. Each founding member provided \$5,000 each and Southwestern Oklahoma State

University provided an additional \$50,000 to hire Marilyn Feaver as its executive director. Since its inception, six technology centers (Caddo Kiowa Technology Center, Canadian Valley Technology Center, Great Plains Technology Center, Red River Technology Center, Southwestern Technology Center, and the Western Technology Center) have become dues paying members, each having representatives on the SOIC Board of Directors.

The partnership between two COGs, five institutions of higher learning and six technology centers has already begun to show great promise. In lieu of its fourth Annual Conference, SOIC sponsored a Futures Game Workshop in February 2009 at the Simmons Center in Duncan, Oklahoma. The purpose of the Workshop was to demonstrate how community decisions can have far-reaching effects. It also demonstrated the mutual benefits of communities working together on a regional basis. The workshop resulted in new ideas and direction for the organization. SOIC's organization's board of directors meets monthly.

Additionally, members of ASCOG's staff serve on the newly formed Fort Sill and Southwest Oklahoma Community Partnership Council (CPC). The purpose of this council is to coordinate activities related to the growth of Fort Sill and the impact of this growth. There are several focus groups or "working groups" including transportation, education, health care, housing, community facilities, community services, utilities and economic development. ASCOG's Community and Economic Development Director serves a member of the CPC's Economic Development Working Group.

ASCOG is being considered for a pilot program with the Oklahoma Department of Transportation for regional transportation planning. The purpose of this collaborative effort is to reduce the amount of redundancy through cooperative efforts to identify and address transportation needs in South Central Oklahoma.

Our development vision (strategies, goals and objectives) is keyed toward being responsive to the variety of needs expressed by our local governments, as well as using the appropriate blending of technology, innovation and basic funding source development and expansion that have previously been successful in meeting the needs of the ASCOG area. Evaluation and implementation will be handled in much the same way as before.

## **BACKGROUND INFORMATION AND ANALYSIS**

### **The organization and its management**

**The Comprehensive Economic Development Strategy (CEDS)**, formerly called the Overall Economic Development Program (OEDP), has been ASCOG's focal

planning and implementation program to improve local economic conditions since its creation in 1969. The major milestones in the program are (1) preparing the report, (2) implementing the findings of the report and (3) monitoring and evaluating progress.

The strategy is an ongoing program of ASCOG, a trust authority for the benefit of Caddo, Comanche, Cotton, Grady, Jefferson, McClain, Stephens and Tillman Counties in south central Oklahoma. The governing body of ASCOG is a board of trustees containing 39 members: 25 are elected officials of local governments (counties, conservation districts and cities and towns), four are elected by minority groups and 2 are appointed by Indian tribal groups.

The area covered in this strategy includes the eight counties that are members of ASCOG. In the context of this report, that area is called an economic development district and all eight counties are active participants. ASCOG is organized as an eight-county public trust in accordance with the statutes of Oklahoma.

The implementation strategy and action statements in the development vision were initially developed several years ago by ASCOG's executive committee using information from the report of the Oklahoma rural development summit conducted during the summer and fall of 1991. In 1992 and 1993, these statements were subjected to a series of reviews by OEDP committee members representing all eight counties and condensed and/or modified to more accurately reflect the need for a local focus, set within the context of state economic development activities.

Changes made through 2010 involved a continued revision and refinement of these original statements. With such changes being minimal, the district strategy and action statements continue to be in harmony with the rural development policy of Oklahoma's governor and legislature. The strategy has been reviewed and recognized by the ASCOG board of trustees and the boards of county commissioners of all eight counties in the district.

In an appendix of this plan are the names and addresses of the trustees, minutes of the meetings of the ASCOG trustees and executive committee wherein the CEDS was considered, and letters of concurrence and adoption from the eight (8) member counties.

## **The Area and its Economy**

### **Economic Trends**

The economic base of the district includes multiple layers of settlement and development:

1. Indian tribes
2. Fort Sill

3. Agriculture
4. Oil
5. Natural gas
6. Electric power generation
7. Manufacturing
8. Tourism
9. Technology
10. Telecommunications
11. Healthcare

All of these contribute to the overall, current pattern. Indian tribes, agriculture and oil production have been growth elements. Stronger growth potential now exists in the areas of industrial production, software development and gas production, with significant expansion of the tourism economy.

### **Indian tribes**

The region's eight major Indian tribes have made significant economic strides in the last few years becoming, in large part, self-sufficient through gaming and other business enterprises. Not only are they meeting the needs of their members but they support the common good in their geographical areas through road and infrastructure monies as well as grants to individual communities. Several tribes have built, or are building, cultural centers which will enhance the ever-growing tourism industry. At least four tribes (Apache, Chickasaw, Comanche, and Kiowa) are major economic forces in the region.

### **Fort Sill**

In FY2009 alone, Fort Sill's economic impact was in excess of \$1.3 million! The base has a major influence on the region. A key component of the economic vitality of the region is the continued vitality of the United States Army Fires Center of Excellence and Fort Sill. Accordingly, ASCOG is a member of the Lawton Fort Sill "base realignment and closure committee" whose mission is to assure that Fort Sill remains a critical component of America's defense. As noted in the Executive Summary, construction activities at Fort Sill have been significant. While the community growth will ultimately favor Lawton-Fort Sill, it has an immediate negative impact for much of the infrastructure. More water and wastewater lines must be installed. More water and wastewater must be treated. Every affected community is experiencing difficulty with water and wastewater capacity. New lines and treatment facilities have been constructed to meet the demands.

## **Agriculture**

Farms and ranches are located in every county in the region. Dairies are located in Comanche, Grady, McClain and Tillman Counties. Dairy “support operations” such as farmers who grow alfalfa and other feed products, plants that mix, package and deliver cattle feed, and cattlemen who raise dairy cows contribute significantly to the economic impact of the area’s dairy industry.

## **Oil**

Exploration and production in earnest began in 1918 when a 2,169-foot wildcat well south of Empire City came in with an initial production of 200 barrels of oil per day. Discovery of new fields occurred rapidly throughout Stephens County and near Cyril in Caddo County. As exploration and drilling techniques improved, oil was found at a growing number of locations and at greater depths. A great field centered near Burkburnett, Texas, extended across the Red River into Tillman County, although most wells have been located in the Anadarko Basin. The biggest oil production counties are Stephens, Grady and Caddo.

A refinery was constructed at Grandfield to process local production. That refinery closed in the 1950's when the local production played out. (This site is now an ASCOG Brownfields site.) A refinery was constructed at Cyril to process the local production which is particularly high in components useful in making solvents. During World War II, the federal government constructed a refinery at Meridian in Stephens County specifically to manufacture high-octane aviation fuel. That refinery was sold to DX-Sunray at the end of the war. Both of these refineries closed in the mid-1980's. The refinery at Cyril was classified a “super fund” clean-up site and the dismantling, under the auspices of the US Environmental Protection Agency, is completed except for some cleanup and re-vegetation. (ASCOG has been a player in the site cleanup through the ASCOG bio-solids removal and beneficial reuse program.) -- Conoco-Phillips, the current owner of the refinery at Meridian, has made major strides in cleaning up the site. After cleanup (projected to take several more years) the site will be transferred, at no cost, to the Stephens County Industrial Authority for reuse.

## **Natural Gas**

Natural gas is responsible for keeping many independent oil and oil-related companies in business. The biggest natural gas production counties are Grady, Caddo and Stephens. Trillions of cubic feet of gas reserves are estimated to be in the Anadarko Basin.

Exploration and drilling for natural gas began after natural gas was deregulated and the price of natural gas began to rise and fall with that of oil. During past years,

natural gas prices have declined, causing the state to enact laws limiting production, in hopes that the prices can be made to rise. There are two natural gas processing plants in the district: Velma gas plant and Chitwood gas plant (near Alex).

Oil and natural gas production remains a significant employer. The collapse of the oil-drilling boom did not immediately collapse oil production. Existing wells continue to produce, and there has been a significant increase in exploration activities in recent months. However, these reductions have played significant roles in the state budget deficit that continues to cause ongoing fiscal issues for the state.

### **Electric Power Generation**

Electric Power Generation began as a municipal government utility. These power stations were eventually replaced with purchases from bigger, more efficient private and cooperative enterprise generating stations. Year-round stream flow in the Washita River and rail access prompted Public Service Company and Western Farmers Electric Cooperative to locate big generating stations in Caddo County along the Washita. Fort Cobb reservoir was constructed in the 1960's, largely to store water during high flow periods for use as cooling water by these two electrical generating stations.

Public Service Company constructed another electric power generating station southeast of Lawton. Some of the water discharged from Lawton's wastewater treatment plant is used for cooling at that station. With de-regulation, the future direction of the power industry is very unclear, although a major electrical (gas-fired) plant is located in Newcastle in the northeast portion of the ASCOG area

The "wind farms" in Comanche County have a combined total of 129 turbines. Western Farmers Cooperative has a 20-year agreement to buy all of the energy produced by the 45 turbines at the Blue Canyon Wind Power farm. At its full capacity, the farm is capable of producing 74.5 megawatts of power daily. The remaining turbines produce power for American Electric Power with a maximum daily capacity of 151.2 mega watts. Plans to add to the number of wind turbines and wind farms continue to fuel speculation that this will be a growing industry in Oklahoma.

### **Manufacturing**

Manufacturing has become increasingly important in the economic base of the district. For years, the list of manufactured products made in the district consisted of refinery output and food processing. Currently, the two largest manufacturing employers are the Goodyear Tire and Rubber plant in Lawton (2,600 employees) and the Halliburton Energy Services plant in Duncan (600 employees). Halliburton suffered through some layoffs when the oil and gas industry activities waned but recently

announced that they were going to hire an additional 150 for the Duncan facility. Goodyear has expanded recently, and Bar-S Foods, Republic Paperboard in Lawton, and the Family Dollar Distribution Center in Duncan are significant contributors to the economy and labor force in the area.

The city of Frederick obtained possession of the former World War II air base land and facilities and thus had, in effect, a ready-made industrial park, complete with vacant industrial buildings. Industries have come and gone from Frederick through the years, and the city has had to replace or extensively renovate all the facilities. Henniges is currently located on the facility. The company, which manufactures rubber products (e.g. door moldings for the auto industry) employs approximately 400 at the current time.

The city of Elgin's new Fort Sill Industrial Park is now fully operational and ready for additional new businesses. All required infrastructure (water, sewer, natural gas, electricity and telecommunications) have been installed. BAE Systems is currently the only tenant in the park, but they plan to make significant expansions within the next 1-2 years. The focus of the park will be for military related industries, although any industry could be located there. With its unique location and amenities, the Park is poised to have a profound positive effect on the entire region when the right industries take advantage of its unique offerings.

The park was made possible through a \$2.25 million dollar EDA grant used to help fund infrastructure installation on the industrial park site. The roadbed was prepared to grade by the county commissioner for that district. A Tax Increment Financing (TIF) District was created to help fund the required match. Another \$500,000 was earmarked by the Oklahoma Department of Transportation to help pay for the top surfacing of the industrial park road.

Elgin also acquired a grant/loan totaling \$2,466,000 from the United States Department of Agriculture – Rural Development to drill a new well, refurbish an existing well, erect a water tower, and lay water lines between the wells and the tower. Elgin was granted \$1,066,000 and the balance of \$1,400,000 for a loan will be funded by an increase in water and sewer sales. These water improvements are necessary for continued community growth. The city is at or near capacity for water and sewer usage and is working on plans to increase capacity to take advantage of the inevitable growth as a result of having the industrial park. Lawton, Duncan and Chickasha are the designated growth centers in the ASCOG economic development district. Each is capable of accommodating manufacturing plants built by giant multi-national, Fortune 500 firms, employing over 1,000 workers in a single facility. Chickasha, with the assistance of EDA, is developing the airport as its new industrial park.

There are seven cities with populations between 2,000 and 7,500 (Anadarko, Tuttle, Newcastle, Frederick, Marlow, Purcell and Walters) now capable of accommodating manufacturing plants which would employ over 100 workers; six of these cities have plants of that size.

### **Tourism**

Tourism is big business in Oklahoma -- \$4 billion annually! And it is big business in the ASCOG area also. According to the latest information (2008) of Travel Industry Association of America, ASCOG's eight counties brought in \$284.79 million from tourists and reaped \$5.69 million in local tax receipts. The total payroll for individuals working in the travel industry in ASCOG's counties is over \$43.98 million annually (*source: [http://www.travelok.com/files/2007-2008\\_OK\\_Report.pdf](http://www.travelok.com/files/2007-2008_OK_Report.pdf)*).

### **Technology**

Technology as it relates to both manufacturing and software development has a significant impact on the economy of the area. Three of the top four software development firms in Oklahoma are in Lawton and employ several hundred people. Two of the prominent technology companies are Stanley and Advanced Systems Technology. Although they serve the private sector, their number one market is the U.S. Department of Defense.

Cameron University has completed construction on the second phase of their Center for Emerging Technology and Entrepreneurial Studies (CETES) established to nurture the development and growth of technology-based industries in southwest Oklahoma. A significant portion of the funding for the initial multi-million dollar facility came from Lawton's capital improvement program (voter-approved taxes). The second phase addition cost approximately \$2.4 million with \$900,000 coming from EDA. Additionally, Cameron University (which also has a campus in Duncan) offers both associate and bachelors degrees in technology with many of their graduates being employed by Halliburton and other technology-based manufacturers and businesses in the area.

### **Telecommunications**

Telecommunications is important to the district's economic base. With the creation of a telemedicine network centered on Comanche County Memorial Hospital in Lawton, technology is beginning to focus its attention on the district. However, severe telecommunication limitations remain in rural areas which must be addressed for both emergency response and economic development.

## Healthcare

Healthcare is a vital component of the district's economic base. The Healthcare Industry is a major employer in the district and is also a key component to businesses deciding to stay, expand, or relocate to the district

## Demographic Information

The Association of South Central Oklahoma Governments is an eight-county economic development district composed of Caddo, Comanche, Cotton, Grady, Jefferson, McClain, Stephens and Tillman Counties in south central Oklahoma. It is bounded on the north by the South Canadian River and on the south by the Red River separating Oklahoma and Texas. It contains an area of 7,152 square miles. It is strategically located between two major north-south transportation corridors, as a result of the North American Free Trade Agreement, and has an excellent east-west highway system encompassing or connecting portions of both of these trade corridors.

### 2000 Census Data

<u>ASCOG DISTRICT</u>	<u>TOTAL</u>
<b>Urban and Rural Residence</b>	
Total population	284,303
Urban	147,751
Rural	136,552
<b>Highest Educational Attainment</b>	
Persons 25 years and over	177,879
No diploma	35,474
High School graduate	63,146
Some College	42,549
Bachelor's degree	20,479
Graduate degree	8,843
<b>Labor Force Status</b>	
Persons 16 years and over	217,521
In labor force	132,360
Civilian labor force	119,397
Employed	111,879
Unemployed	7,518
Armed Forces	12,963

**Trend and Distribution.** The 2000 population of the district was 284,303, up 12,381 from 1990, for a 5% increase.

**ASCOG DISTRICT****Family Income**

Families	76,881
Less than \$10,000	6,134
\$10,000 to \$14,999	4,816
\$15,000 to \$24,999	12,140
\$25,000 to \$34,999	12,111
\$35,000 to \$49,999	15,265
\$50,000 to \$74,999	15,622
\$75,000 to \$99,999	6,240
\$100,000 to \$149,999	3,147
\$150,000 or more	1,406

**TOTAL****Poverty Status**

All persons for whom poverty status is determined	84,303
Below poverty level	40,973
Persons 18 years and over	
Below poverty level	26,390
Persons 65 years and over	
Below poverty level	4,466
Related children under 18	
Below poverty level	15,143

**TOTAL****Age and Sex Distribution**

Persons under 19 years	86,293
Persons 20 to 64 years	160,689
Persons 65 and over	37,321
Male	142,585
Female	141,688

**Race and Hispanic Origin**

White	215,293
Black	26,326
American Indian	20,205
Asian or Pacific Islander	5,471
Other Race	9,969
Hispanic (of any race)	284,303

**Personal Income (1999)****ASCOG DISTRICT**

Total personal income	5,482,475
Per capita personal income (dollars)	18,919
Earnings by place of work	3,470,885
Farm	96,003
Non-farm	4,077,009

**TOTAL**

Govt. and Govt. enterprise	1,351,161
Federal civilian	218,872
Agriculture services	9,231
Mining	137,254
Construction	179,567
Manufacturing	412,086
Non-durable goods	19,930
Durable goods	99,786
Transportation/Public Utilities	153,184
Wholesale trade	73,885
Retail trade	315,428
Finance, Insurance and /Real Estate	120,968
Services	528,826

**Major Manufacturers in the District:**

**Employing 1,000 - 2,500 persons**

Goodyear Tire and Rubber Company, Lawton

**Employing 500 - 1,000 persons**

Braum's Dairy, Tuttle

Halliburton Energy Services, Duncan

**Employing 250-500 persons**

Bar-S Foods, Lawton

Family Dollar Distribution, Duncan

Hermetic Switch, Inc., Chickasha

Hinneges, Frederick

Republic Paperboard, Lawton

Standley, Lawton

Valco Manufacturing, Duncan

Wind Hollow, Anadarko

**Employing 50-250 persons**

Barrett Trailer Manufacturing, Purcell

Cameron Measurement Systems, Duncan

Cimarron Trailer, Chickasha

Cosmetic Specialty Labs, Inc., Lawton

Coca-Cola Bottling Company, Lawton

Farm Fresh, Inc. Lawton

Haulmark Industries, Duncan

H&H Mechanical, Goldsby

Hoffman, Vanderlaan and Machado Dairies, Frederick

Hydro-Rig, Duncan

Northrop Grumman, Lawton

Raytheon, Lawton

Richards Manufacturing, Duncan  
Silver-Line Plastics Corporation, Lawton  
Solitaire, Duncan  
Temple-Inland Sheetrock, Fletcher  
Wal-Mart Jewelry Repair, Marlow  
NuFlo Technology, Duncan  
Richards Manufacturing, Duncan  
Superior, Duncan

## **Environmental Information**

The information presented in this section is to assist in the identification of environmentally sensitive areas in the district which could impede or constrain economic development.

## **Public Utilities**

Several sewage treatment plants in the district are currently not in compliance with their discharge permits. The operators are under consent orders to improve sewage treatment at those plants by a specific date.

## **Superfund Sites**

There are three of these in the district. One is the abandoned industrial waste landfill near the Criner community in McClain County which has been completed. The second is an abandoned oil products storage site at the refinery at Cyril in Caddo County. It is complete except for some final cleanup and re-vegetation. ASCOG participated in cleaning up the Cyril site through the ASCOG bio-solids removal and beneficial reuse program. The third is an abandoned oil refinery at Meridian in Stephens County. The previous owner is completing cleanup up of the site and had agreed to donate the cleaned up site to the Stephens County Industrial Authority so that it can be developed for reuse.

## **Landfills**

Because of the U.S. EPA regulations that went into effect in October 1993, there are only three publicly owned landfills in the ASCOG area. Lawton and Fort Sill dispose of municipal solid waste and construction and demolition material (CDM) while the Frederick landfill accepts only CDM.

A very few number of communities still collect their municipal solid waste but disposal is at private facilities. The vast majority of communities have contracted for their collection and disposal. – As a result of ASCOG's encouragement, three

communities (Comanche, Duncan and Marlow) in Stephens County formed the South Central Oklahoma Environmental Authority. Because three communities were joined together, SCOEA was able to negotiate a favorable rate for the collection and disposal of their MSW. Additionally, a transfer station was built near Duncan which SCOEA will eventually own.

Although solid waste management remains a challenging environmental and fiscal responsibility facing Oklahoma communities, most collection and disposal functions have been “contracted out.” Oklahoma formerly had 110 landfills which accepted municipal solid waste; fewer than 45 remain. The ASCOG-related sites that survived EPA requirements are listed below.

### **Current Landfills (ASCOG AREA)**

Frederick, city of (construction and demolition only)  
Fort Sill  
Grady County (Alex/Waste Connections)  
Lawton, city of  
Newcastle (USA Waste)  
Temple, town of (construction and demolition only)

The principle solution for many areas of the State has been the development of transfer stations to ship the waste to a regional landfill. There appears to be an adequate number of landfills with ample capacity capable of serving as regional landfills. Existing transfer stations in the ASCOG area are listed below.

### **Existing Transfer Stations**

Eakly, town of	Walters, city of
Duncan, city of *	Waurika, city of (company use only)
MCSA; Fletcher, town of	

A new transfer facility has been built in the city of Duncan by a private contractor. The former facility had two bays. The new facility has five bays and a “drive-through” tunnel at an approximate cost of \$1 million.

### **Solid Waste**

Some communities are developing transfer station and waste reduction projects, such as yard waste composting projects. These sites are required by the Oklahoma Solid Waste Management Act to be permitted by ODEQ.

As disposal costs increase, recycling may become an increasingly cost-effective element of a waste management program. However, recycling can be viable only if there is an industrial market for the commodities being separated from the waste stream. In order to help stimulate that industrial demand, Oklahoma state government has developed a comprehensive program which seeks to use the state's purchasing power to procure items, such as paper, for normal government use which are made from recycled materials. Fort Sill operates an area-wide paper-recycling program, as well as a composting program.

## **Brownfields**

The district has 132 potential Brownfields sites that have been evaluated and categorized with 42 targeted sites identified for cleanup. One site in Frederick has been cleaned and readied for future development as a multi-purpose complex including a soccer field, running track and possible community building. ASCOG garnered the assistance of the U.S. Soccer Foundation which provided architectural drawings and indicated additional help when the soccer field is completed. Continued funding has been approved by U.S. EPA for ASCOG to maintain its Brownfields assessment activities. Additionally, U.S. EPA awarded ASCOG a \$1 million Brownfields revolving loan fund grant. RLF monies assisted in the cleanup of a major redevelopment effort in the city of Lawton. The old Southwestern Hospital building located at 4<sup>th</sup> and Lee and owned by the Kiowa-Comanche-Apache Intertribal Land Use Committee (KCAILU) was cleaned of all asbestos and is now ready for redevelopment by the tribes. Additionally, the Lawton Urban Renewal Authority continues to work on a plan to remediate and clean up a 12 square block area located between Gore and Ferris and 2<sup>nd</sup> Street and the Railroad containing approximately 12 sites with environmental hazards. This site has been designated as a Lawton Urban Renewal Authority project and is slated to convert blighted areas into a convention center, hotel and retail-shopping mecca.

## **Water Supply**

Oklahoma Department of Environmental Quality consent orders have created opportunities to fund and solve water supply quality problems in several areas of the district but problems remain, particularly in Caddo, Cotton and Grady counties. In these counties, a number of approaches are being considered, including construction of regional supply lines. Because a significant amount of economic activity is occurring in some of these areas, developing coordinated solutions to these water supply problems is vitally important to the future of the district. Additional challenges are being addressed in some of Comanche County entities. ASCOG is encouraging the creation of county water trusts, as part of the solution.

ASCOG is also participating in the state water plan hosted by the Oklahoma Water Research Institute (OWRI). OWRI had twenty-five initial regional meetings set up throughout the state where all types of water concerns, including water supply, were discussed. Three of the initial meetings occurred in the ASCOG area including Lawton, Duncan, and Chickasha.

ASCOG coordinated the extension of a water line from Devol to Randlett, both in Cotton County. This is an expansion of the water line originating in and serving Tillman County communities. (ASCOG was instrumental in developing the initial Tillman County project over 25 years ago.)

### **Sanitary Sewer Service**

There are several key problems areas with respect to collection of sewage. These problems must be addressed because they relate to a community's infrastructure capacities to support the type of growth that is taking place.

### **Ecologically Sensitive Areas**

Several of the most sensitive natural areas in the state are located within the ASCOG district: the Wichita Mountains in Comanche and Caddo counties; the Caddo Canyons in Caddo County, and Hackberry Flats in Tillman County. Although these areas are protected to a significant degree in different ways (federal protection for the Wichita Mountains Wildlife Refuge and state protection for Red Rock Canyon State Park), all areas represent the potential for conflict in the development processes.

The Wildlife Refuge encompasses a large tract of land that includes a WPA-constructed complex of buildings and structures that have been determined eligible for the National Register of Historic Places (the Holy City of the Wichitas). The Federal (10-year) permit that governs the use of this complex (and the land) has recently been re-negotiated.

The Caddo Canyons of Caddo County also represent an area with the potential for conflict as development pressures increase. ASCOG's role has been to work with local governments that support expansion of state protective measures for these unique natural areas.

### **Significant Historical Buildings/Archeological Resources**

The biggest problems with these two elements pertain to identification and development of alternatives. The State Historic Preservation Office maintains its national register listings, its thematic development contexts for the area (e.g., Native

American settlement, agricultural development, industrial development, etc.) while still embracing responsible growth and a less elaborate listing of sites of possible significance.

Our use of all of these materials, and our relationships with the entities noted, are designed to allow maximum effectiveness when identifying and resolving conflicts between development and historic resources. This can be particularly true in the emerging tourism economy developing within the district. Re-use alternatives for historic structures that enhance development and tourism projects are becoming the norm rather than the exception. In some cases, restoration and re-use become the focal point for tourism development, often on a community-wide scale as in Comanche and Stephens Counties.

Maintaining the capacities to adequately identify historic and archeological resources and create economically viable restoration and re-use alternatives for such resources are rapidly becoming the keys not only to resolving critical development conflicts but also for moving potential liabilities into the assets column.

### **Floodplains and Wetlands**

From its beginning, ASCOG has been affiliated with the local Resource Conservation and Development (RC&D) program of the Natural Resources Conservation Service (NRCS). This affiliation has produced a working relationship which has allowed ASCOG to address floodplain and wetlands issues in ways that most districts could not. Wetlands problems are handled through the Chisholm Trail RC&D coordinator. Although this particular issue has not created a substantial constraint on development projects, we believe that maintaining our RC&D relationship allows us to remain ahead of most problems.

The same is generally true of floodplain areas. ASCOG has over 38 local city and town participants in the National Flood Insurance Program (NFIP), six county participants (Caddo, Comanche, Cotton, Grady, McClain and Stephens), and one tribal participant (the Delaware Tribe of Western Oklahoma). ASCOG facilitated such qualification efforts in many county cases with substantial help from RC&D (NRCS) and was able to quickly identify and resolve floodplain issues before they snowballed and became major problems. There is still a great deal of work to do, much of it relating to the overall, four-county Cache Creek drainage basin, and to county and tribal qualification, particularly in areas where problems exist or where development pressures are occurring or are expected to occur. ASCOG has combined its role in the development of Capital Improvements Planning (CIP) with use of Geographic Information Systems (GIS) technology to formulate and carry out long-term solutions to these problems.

## **Summary of Environmental Concerns**

The district is concerned with the following key environmental issue areas:

1. Landfills
2. Water supply
3. Sewage collection and treatment
4. Super Fund and Brownfield sites
5. Ecologically sensitive areas
6. Historical buildings
7. Archeological resources
8. Floodplains/Wetlands
9. Air quality

The district's approach to dealing with these issue areas, particularly as it relates to environmental problems which might constrain or impede economic development, is to work from a position of awareness and understanding in the early and accurate identification and resolution of these problems. This position is reflected not only in this section but also in the implementation and other sections of this strategy.

## **Economic Development Potentials**

### **Increasing Number of Good Jobs**

The work of our communities to attract, expand or maintain business remains the highest priority for economic development. Attracting significant new manufacturing, research and development and service entities and activities to the growth centers creates new economic opportunities throughout a large geographic area. A qualified, well-trained workforce to fuel this economic development is necessary for this to occur. The South Central Oklahoma Workforce Investment Board (SCOWIB), a business-led board staffed by ASCOG, is committed to linking economic and workforce development in the district to achieve this goal.

The growth center cities (Chickasha, Duncan and Lawton Fort Sill) each have most of the essential core of services, including medical, higher education and technology centers, Workforce Oklahoma One-stop Career Centers, retail and wholesale businesses, transportation, freight service and specialized cultural event centers. They also have the largest labor force pools and are within commuting distance of most of the district. All this makes the growth centers the most likely places for large employers to locate. A manufacturing plant with a massive workforce must be

located in or near a population center, so there will be enough labor to meet all its needs.

ASCOG and the SCOWIB work closely with the Duncan Area Economic Development Foundation, Lawton's Chamber of Commerce and Industry and North Side Chamber of Commerce and the Chickasha Chamber of Commerce and Industry (as well as the chambers of commerce and economic development authorities of smaller communities) to assist in workforce and economic development. Cameron University in Lawton (with a branch campus in Duncan), the University of Science and Arts of Oklahoma in Chickasha and the five technology centers (with six campuses) in the region are critical and active partners in workforce and economic development.

### **Increasing Advanced Services Jobs and Backyard Linkage**

Every non-primary economic activity creates the opportunity to supply (through domestic production) the inputs needed in that activity. The number of service jobs is often more than twice the number of jobs available for goods production. Service firms, which are usually small businesses, have more freedom to locate where the owners prefer.

### **Increasing Value-Added Processing**

Every activity that does not cater exclusively to final demands provides an opportunity to utilize its outputs as inputs in some new activity. For example, by processing the district's wheat, cotton or dairy products, for example, in the same vicinity as they were produced increases the value and jobs added to that area.

### **Education and Health Facilities**

Within the district there are two universities, six technology centers and 54 high schools serving the educational needs. There are 11 hospitals and 45 nursing homes and assisted living facilities. These education and health entities serve the dual purpose of being crucial to the health and welfare of the district's citizens and also providing jobs for qualified, well-trained professionals.

### **Tribal Enterprises**

The Indian tribes in the district (primarily the Kiowa, Comanche, Apache, Wichita, Caddo, Delaware, Fort Sill Apache and Chickasaw) have a unique relationship with the state, federal and local governments, deriving from their status as sovereign nations. Tribal enterprise income is not subject to some taxes, and the tribes have access to assistance programs on a different basis from other entities. This creates special opportunities for economic development. (The Kiowa, Comanche and Apache tribal

group and the Wichita, Caddo and Delaware tribal group each have a seat on the ASCOG board of trustees.)

## **Workforce Development**

The workforce development system in the district is comprised of the USDOL funded labor exchange and workforce investments programs, the district's technology centers and universities, and partner agencies serving businesses and the labor force. The system serves both business and job seeking customers and is closely linked to the district's economic development initiatives. There are four (4) workforce centers in the area that have fully integrated the functions of labor exchange and workforce development into the services offered. Objective assessment that identifies workplace skill levels and skills development tools screen and prepare workers to meet the needs of district businesses.

## **THE DEVELOPMENT VISION**

### **Strategies and Goals**

#### **Strategy Types**

In order to have a clear understanding of development strategies, names for the basic types are provided.

#### **Export Substitution**

Export substitution is the export of non-traditional products, such as processed primary products, semi-manufactured and manufactured goods, rather than the traditional export of primary products. For example:

1. Persuading manufacturing firms to construct plants in the area.
  - a. Improvement of industrial parks and sites.
  - b. Financing industrial expansion.
  - c. Improving public infrastructure.
  - d. Business recruitment and marketing for recruitment.
2. Value-added processing.
  - a. Oil and natural gas processing.
  - b. Agriculture products processing.
  - c. Gypsum, granite and limestone processing.

#### **Import Substitution (Export Exclusion)**

This category is the different measures that will promote the production of consumer goods in substitution for imports. For example:

1. Protection of manufacturing industries producing for domestic markets.
  - a. High tariffs or quotas to limit imports.
  - b. Requiring Oklahoma electric utilities to burn coal from Oklahoma mines.
2. Replacement of the inputs of intermediate goods and producer and consumer durables by domestic production.
  - a. Buy local campaigns.
  - b. Promotion of natural gas for motor fuel.

## **Human Capital Formation**

This category includes measures that improve human capabilities such as:

1. Health facilities and services broadly conceived to include all expenditures that affect life expectancy, strength and stamina, and the vigor and vitality of people.
2. Job training to include customized and on-the-job training.
3. Formally organized education to include post-secondary and technology.
4. Study programs for adults including adult education and English as a second language.
5. Immigration and migration of individuals and families.
6. Life-long learning opportunities for district residents—bricks and mortar and web based.
7. Skills assessment and development tools to align worker skills with workplace needs.
8. District youth programs that prepares district to continue on to post secondary education and training following high school completion.

## **Transportation**

Several transportation issues need to be addressed to make Oklahoma a more attractive area for encouraging economic development.

1. **Bridges** - More than 60% of the federal and state highway bridges and 40% of the on-state maintained bridges are either structurally deficient (deteriorated deck, deck supports, or other major components) or functionally obsolete (no longer meet current design standards). Many are at least 80 or more years old. Oklahoma leads the nation in the percentage of bridges that are deficient or obsolete.
2. **Roads** – Approximately two thirds of Oklahoma state roads need replacing. Only 28% of Oklahoma’s roads are considered to be “in good surface condition.” Oklahoma is more “truck dependent” than the nation generally, 87% of total freight tonnage is shipped by truck in Oklahoma compared to 70% nationally. Over 90% of the Business Economic Areas (BEA) freight that originates in Oklahoma and has an Oklahoma destination is shipped by truck.
3. **Railroads** – A lack of double tracks for Class I carriers restricts future increases in rail freight capacity. Existing rail infrastructure is not designed to

accommodate newer and heavier equipment, and much of the existing infrastructure has reached maximum carrying capacity. Four times more freight moves through the state than is imported to or exported from Oklahoma.

4. **ODOT 25 year plan** – The plan identified U.S. Highway 81 from Chickasha to I-40 as a “transportation improvement corridor” that needs to be expanded to a 4-lane road including a bypass of Chickasha to the west and south.

### **Previous Development Strategies and Actions**

Previous strategies have been directed at removing economic challenges and deficiencies that are blocking economic development. Development strategy and action statements include:

1. Sustain and increase the local economic base; stimulate private sector investment; provide financing assistance; revitalize business districts; coordinate promotion of tourism.
2. Allow local governments to provide full service for their citizens; provide infrastructure planning; seek and secure financial assistance; promote cooperation between localities; provide assistance in solving local government problems.
3. Economic and workforce development planning; assist local economic development planning; support state, regional, and local economic and workforce development efforts.

### **Primary Strategy of Promoting Industrial Development**

The primary strategy of promoting industrial development has more local support than ever. During the first years of the last decade, the oil and gas-drilling boom brought such an influx of economic activity that the labor market was temporarily exhausted. When the boom turned to bust, attention turned again to this primary strategy. All three growth-center cities (Lawton, Duncan and Chickasha) now employ full-time industrial development coordinators and the work of those professionals and their supporting organizations are reflected in the industrial plant location announcements that continue to be made in these communities.

Eleven major EDA public works projects that bolstered this primary strategy have been funded since the mid 1980's and additional projects are being developed.

1. In Anadarko, a water tower for storage of raw water was constructed near the Hollytex carpet mill to allow faster filling of the carpet mill dye vats, and a new large diameter sewer line was constructed from the carpet mill to the sewage treatment plant to alleviate and overload of sewage collection. (EDA funding: \$200,000)
2. In Duncan,

- a. An additional 300 acres of the Stephens County Industrial Park were fully developed with internal streets, water tower and water distribution lines, sewage collections lines and additional sewage treatment lagoon. (EDA funding: \$900,000)
  - b. Expansion of Duncan's South Industrial Park (currently the location of the Family Dollar Distribution Center) and development of an industrial park at Duncan's airport will provide facilities and location opportunities for development, manufacturing, testing and training activities. (EDA funding to be sought: \$2,000,000)
  - c. The Red River Technology Center has just completed construction (and staffing) of a 30,000 square foot "business services center" to support training and business development and expansion.
3. In Frederick, Great Plains Technology Center established a new campus. The school provides skill training for the labor force employed in that part of the district. (EDA funding \$1,300,000)
4. In Lawton,
  - a. Extension of water and sewer lines at the 100-acre industrial site. The utilities improvements were designed to serve the entire 250-acre school land tract from which the 100-acre industrial site was carved. (EDA funding: \$660,000)
  - b. Construction of Cameron University's Center for Emerging Technology and Entrepreneurial Studies at a total cost of \$1,884,716 to enhance the development, manufacturing and marketing of new technologies. (EDA funding: \$0)
  - c. Expansion of Cameron University's Center for Emerging Technology and Entrepreneurial Studies at a total anticipated cost of \$2.4 million to expand the capabilities of the incubator program for responding to new business needs. (EDA funding: \$900,000)
  - d. Land purchase of an additional 160 acres across the street south of Goodyear to be developed as an industrial park. Engineers have been hired and are in the process of producing plans for infrastructure to this location for future development.
5. In Chickasha,
  - a. Expansion of the city's sewage treatment plant, to allow the continued development and growth of the community's manufacturing base. (EDA funding: \$1,500,000)
  - b. Expansion of the Chickasha Industrial Park will allow growth of current and development of new companies. (EDA funding: \$1,500,000)
6. In Elgin, a new industrial park that targets defense contractors due to its unique location to Fort Sill, I-44 and a railroad adjoining or on the property. The total project cost will be approximately \$5.3 million. \$2.95 million will be funded by a local Tax Increment Financing (TIF) district. The United States Department of Agriculture – Rural Development has provided \$1,066,000 in grants and \$1,304,000 in loans (total of \$2.37 million) for a water project that will supply water needs including fire suppression for the west side of the community. The Comanche County Industrial Development Authority has provided \$1,286,300 to purchase the required land and to help pay for engineering costs. (EDA approved

funding: \$2.25 million). The park has sufficient infrastructure already installed to serve prospective tenants. Currently, BAE Systems has a facility on site with plans for major expansions within the next 1-2 years.

### **Concerning Other Goals**

Six (6) career technology center campuses serve the entire district. The water supplies of all major public systems are adequate in volume, and smaller water systems are now working to secure new water supplies, some to dilute nitrate levels. Rural water lines have been installed over vast areas. Every large public sewage treatment plant has been upgraded to meet treatment standards, though many have to upgrade again to meet even more stringent standards. Smaller sanitary landfills have been closed and operations consolidated for more efficiency and environmental protection. Much of the solid waste collection in the district is now handled by the private sector or increasingly regionalized. Flood insurance guidelines and floodplains regulations are in place throughout most of the district, including six of the eight ASCOG county governments. Rural fire protection has improved substantially.

### **Development Strategy - Purpose, Mission, Vision, Strategies and Goals**

#### **The Purpose**

The purpose of ASCOG is to improve the quality of life for the citizens of south central Oklahoma.

#### **The Mission**

The mission of ASCOG is to improve the efficiency of local government by promoting sharing of governmental services, expressing common positions on issues of public policy and providing members with planning, development, management and research services.

ASCOG (1) responds to the common needs of local member governments for reliable information, (2) provides efficient program management and professional assistance, (3) assists in accessing federal and state funds and (4) supports economic and workforce development programs and initiatives.

#### **The Vision**

The vision of ASCOG, drafted to serve as a blueprint for 2010 and beyond, will culminate in the eight-county region being recognized as a model for the improvement of rural and small town social and economic conditions. This vision reflects the

expectations that our local governments will have earned the respect and confidence of the citizens by being highly efficient and fully supportive of economic diversification.

## **The Strategies**

After an examination of the social, technological, economic, environmental and political concerns that dominate the external environment, the plan committee will retain its two primary strategies to counter those forces and move ASCOG toward its vision:

1. To enhance information efforts to increase legislators' understanding of the vital role ASCOG members can play in achieving our commonly held goals.
2. To expand ASCOG's leadership role in actively pursuing cost-effective solutions and alternatives to state and federal government demands. (This will include training for local governments to do the same.)

## **The Goals**

The goals are simple and straightforward:

1. **Economic and Workforce Development** to improve the region through economic planning, collaboration with workforce development partners and provision of services.
2. **Regional and Community Assistance** to improve local governments' abilities to deliver services to their citizens.

## **Economic Development Strategies**

1. Remain involved, supportive and ready to participate (as appropriate) in integrated rural development implementation programs.
2. Expand infrastructure planning and implementation programs.
3. Expand local and regional capacities to support a wider range of economic diversification opportunities, to coincide with the state strategic plan.
4. Support state, local and other efforts in developing effective leadership programs and support or initiate efforts to provide educational programs and materials to a larger audience.
5. Support existing efforts to "plug the gaps" in health and human service programs.
6. Develop and support workforce development activities which play a vital role in the district's economic development strategy.

## **Assumptions**

1. Economic development is a process that is directly tied to public policy.
2. Future growth in the district's economy will be mostly from diversified technology and advanced manufacturing, research and development, service entities and

tourism.

3. Economic development is the process by which localities enhance the quality of life of their residents (whereby the real per capita income of an area increases over a long period of time) subject to the stipulation that the number of people below an absolute poverty line does not increase and that the distribution of income does not become more unequal. An increase in per capita real income and the creation, expansion and retention of jobs are the best available overall indexes of economic development.
4. Workforce development is a critical component of economic development.

### **Criteria for Selection of Courses of Action:**

1. What have been the constraints on economic development?
2. What policies in a strategy of development can raise growth rates and provide more productive employment opportunities?
3. What actions are within the capacity of ASCOG to influence implementation?
4. What actions are vital to the area's economic development?

Those considerations were applied to the elements of the action plan needed to carry out the comprehensive economic development strategy. Those elements that were deemed appropriate were selected to be the implementation actions of the ASCOG strategy, as outlined on the pages included in the "implementation and evaluation program" segment of this strategy.

## **The Economic Adjustment Strategy (EAS) - Overview**

### **Resources and Opportunities**

Our planning process assisted in identifying both strengths and weaknesses. The following is a list of competitive advantages on which the area will continue to build:

1. Labor availability and reasonable labor costs;
2. Competitive energy costs and capacity;
3. Pro business attitude of local government;
4. Transportation accessibility via Interstates 44 and 35;
5. Access to numerous major U.S. markets, including a strategic location, positioned between two developing, north-south, NAFTA-oriented transportation corridors, and
6. Affordable housing.

ASCOG is maintaining its position as a successful leader in regional economic development activities. From these experiences, it was evident that operating costs and labor force availability were the most common concerns among industrial prospects. As a whole, the advantages outlined above provide a positive business environment that is very competitive. ASCOG has been successful in assisting to diversify the economic base and is promoting the linkage between economic and workforce development. Companies representing the following industries are currently located in the area: tire manufacturing, food processing, energy and oil field services, software development, insurance claims processing, metal stamping, cosmetics manufacturing, wood products and many others. Many of these industries are poised to expand, given the financial assistance and workforce needed.

ASCOG marketing efforts will also continue to focus consistently on the needs of existing companies. This focus has allowed the area growth to come from within, and to identify additional companies that will complement the existing companies. The majority of industrial prospects are start-up businesses and small to medium sized companies that range in employment from 5 to 150.

## **Goals and Objectives**

The goals and objectives for the ASCOG Comprehensive Economic Development Strategy (CEDS) are:

1. Goals:
  - a. To expand and diversify the economic basis of the area;
  - b. To attract income and spending from outside the area;
  - c. To keep wages and other income within the area;
  - d. To improve the participation and employment for target groups (women & minorities) in the area, and
  - e. To promote a rising standard of living and enhance the quality of life for all citizens.
2. Objectives:
  - a. To enhance the area's business location climate and overall attractiveness;
  - b. To increase spending from outside the area;
  - c. To expand the area's export base;
  - d. To improve intergovernmental cooperation, and
  - e. To facilitate the creation, retention, and expansion of jobs.

## **Implementation of Programs**

The primary goal of ASCOG is economic development through economic diversification and the creation of jobs. ASCOG funds are primarily used for programs

with goals similar to those proposed here. All ASCOG programs work toward the common goals of economic, workforce, and community development.

ASCOG assists in generating prospects through our direct association with economic development entities in the area and with the Oklahoma Department of Commerce (ODOC) and various other programs.

## **The Business Development Strategy**

ASCOG will continue its role to assist with business retention and expansion efforts. The following ongoing economic development activities illustrate local assistance efforts:

1. Continue to ascertain local company needs, problems and expansion plans, and use available data to identify business opportunities for local companies.
2. Work with chambers of commerce and other economic and workforce development entities to assure new businesses and their employees have access to whatever is available to assist in their retention, expansion or relocation to the area.
3. Continue to refer clients to available resources such as area economic development entities, technology centers and universities as well as the Oklahoma Department of Commerce and other entities.
4. Work with local, state, tribal and federal government officials to support issues favorable to economic and workforce development.

To assist in continued economic recovery, ASCOG encourages its communities to focus attention on increasing investment and other revenues from outside the area. This approach concentrates on expanding public and commercial services, expanding the tourism market and expanding the retirement sector of each community, and encouraging them to spend their money within the area. Increasing spending from outside the area will have a positive impact on the commercial and retail sectors of all communities.

To improve the business location climate, the need exists to continue development of industrial parks and facilities, expand educational services, improve transportation, promote amenities, and improve water, sewer, waste and flood control facilities. Additional industrial facilities and developed sites are needed to attract new businesses.

The general appearance of an area is an important factor in industrial, tourism and commercial development. While many communities are clean in comparison to other areas of the southwest, much could be done to enhance the area's beauty.

Activities or programs to enhance the attractiveness of the area include: 1) downtown renovation; 2) street, gutter and curb improvements; 3) trees and landscaping; 4) removal of dilapidated buildings and 5) support for use of covenants in industrial parks.

In today's economy no community or area can survive by itself. Economic activities transcend governmental boundaries. Because of this, good communication between local government officials and state and federal officials is imperative. With increased complexity and change, officials closest to the problems will have the best opportunity to initiate cooperative action to solve the problems.

The U.S. Economic Development Administration (EDA), the U.S. Department of Housing and Urban Development (HUD), the U.S. Department of Agriculture (USDA), the U.S. Small Business Administration (SBA) and other federal agencies have played and will continue to play a big role in the future of the area. This role can be improved and enhanced through a continuous effort to communicate and cooperate with appropriate elected and appointed federal officials. ASCOG's congressional delegation is kept informed on economic development plans and implementation actions within the area. City and town officials and community leaders are encouraged to establish and maintain personal and professional relationships with federal agency personnel responsible for programs and projects important to the area.

## **The Financing Strategy**

### **Current Types of Financing Needs and Opportunities**

Most small businesses are typically under-capitalized. Under-capitalization is the most commonly encountered problem facing small business and the most difficult to resolve. Financing is available for fixed asset purchases, in the event the borrower is capable of providing a substantial equity infusion and/or collateral security. However, businesses which successfully obtain capital for business ventures generally combine funds from several private and public funding sources to raise the full amount of financing needed. Nonetheless, there is often a "gap" in financing between the amount needed and the amount available.

### **Current Availability of Public and Private Financing**

Economic infrastructure funding sources available through the Oklahoma Department of Commerce (CDBG-EDIF) are limited. Existing public financing sources are not adequate to meet the needs of the variety of businesses in the State wanting to expand or start a business. For some types of business, SBA funding guarantees are available from many banks in the area. Even though equity requirements are more liberal, other credit qualifications remain strict and outside the reach of many borrowers. Venture capital is virtually non-existent in south central Oklahoma. National and state

economic conditions have helped to lower the availability and attractiveness for this type of financing for start-up and expansion companies in the area.

## **THE IMPLEMENTATION AND EVALUATION PROGRAM**

### **Performance Measures**

The following measures will be used by ASCOG to evaluate its CEDS performance; these indicators were taken from the draft performance measures provided by EDA's consultant (applied development economics):

1. **Economic Development Partnerships:** Determined by the number of partnerships, projects and the value of such projects that assisted partners.
2. **Economic Development Funding Obtained:** Determined by assessing the amount of funding secured for economic development projects, programs and operations.
3. **Economic Development Technical Assistance Provided:** Determined by grant writing and other technical assistance events provided.
4. **EDA Priority Accomplishments:** Determined by the number and type of economic development projects undertaken that match with EDA national priorities.
5. **Plans Implemented:** Determined by the number of economic development projects the grantee planned and completed.
6. **Economic Development Project Investment:** This is measured by obtaining data on the amount of private and public sector investment dollars stimulated through planning efforts during the year.
7. **Jobs Created and/or Retained:** This is measured by the number of jobs created and/or retained through planning efforts during the year.

In consultation with a variety of advisory groups and committees, the program emphasis areas summarized on the following pages have been developed to provide guidelines to ASCOG during the coming year with respect to economic development priority areas, actions, programs and projects. They are listed by county and an "area-wide" (or regional) listing is also included. (A more detailed breakdown of each activity, program or project follows this summary page.)

### **CADD0**

Anadarko Hollytex plant reuse (EDA)  
Anadarko industrial park creation  
Carnegie redevelopment strategy  
County CIP  
Delaware/Kiowa Tribal projects support

Hinton industrial park creation  
Hinton sewage lagoons expansion

### **COMANCHE**

Cameron University CETES  
County CIP  
Elgin industrial park  
Industrial financing strategies  
Lawton: technology targeting  
Regional industrial park creation

### **COTTON**

County CIP  
County courthouse renovation  
Walters industrial park expansion  
Water supply development

### **GRADY**

Chickasha industrial park creation  
County CIP  
Ninnekah industrial park infrastructure  
Northern Grady County water development

### **JEFFERSON**

County CIP  
County economic development strategy  
Courthouse renovation  
Jefferson County industrial park creation  
Ryan: downtown  
Water supply development

### **McCLAIN**

County CIP  
County ITP center development  
Newcastle technology park creation  
Purcell industrial park expansion

### **STEPHENS**

County CIP  
County industrial park expansion  
Duncan telecommunications strategy  
Duncan Airport Technology Park  
Regional industrial park creation

### **TILLMAN**

County CIP

County tourism/Hackberry Flats  
Courthouse renovation  
Frederick “cool community” project (EPA)  
Frederick airport industrial park expansion  
Grandfield redevelopment strategy  
Water supply development

**AREA WIDE:**

Brownfields redevelopment  
CIP/GIS  
Economic diversification and coordination  
Regional CIP  
Rural fire protection  
Telecommunications  
Tribal economic development  
Water/bio-solids/MS waste solutions

**A. CADDO COUNTY**

1. **Anadarko Industrial Park Creation:**
  - a. Implementing Agency: city of Anadarko.
  - b. Estimated Cost: \$1,500,000.
  - c. Funding Sources: City of Anadarko, EDA, ODOC.
  - d. Impact: Improved industrial sites, jobs creation.
  - e. Progress and Status: Remains in planning stages.
2. **Anadarko Hollytex (EDA):**
  - a. Implementing Agency: city of Anadarko; ASCOG; ODOT.
  - b. Estimated Cost: \$1,200,000.
  - c. Funding Sources: EDA, ODOC and ASCOG.
  - d. Impact: Help city recover from Hollytex closing; create jobs.
  - e. Progress and Status: In planning stages.
3. **County Capital Improvements Plan (CIP):**
  - a. Implementing Agency: Caddo County.
  - b. Estimated Cost: \$25,000.
  - c. Funding Source: ODOC.
  - d. Impact: County assets inventory (computerized), annual capital budgets.
  - e. Progress and Status: Completed.
4. **Delaware/Kiowa Tribal Projects Support:**
  - a. Implementing Agencies: Delaware and Kiowa-Tribal governments.
  - b. Estimated Costs: \$2,500,000.
  - c. Funding Source: EDA, Tribal funds.
  - d. Impact: Tribal jobs creation, improved health care facilities.
  - e. Progress and Status: Remains in planning stages.
5. **Carnegie Redevelopment Strategy:**
  - a. Implementing Agency: town of Carnegie.
  - b. Estimated Cost: \$30,000.

- c. Funding Sources: Town of Carnegie, banks, utility companies.
  - d. Impact: Redevelopment guidance and timetable.
  - e. Progress and Status: Currently doing study.
6. **Hinton Industrial Park Creation:**
- a. Implementing Agency: town of Hinton, H.E.D.A.
  - b. Estimated Cost: \$1,600,000.
  - c. Funding Sources: H.E.D.A., ODOC and EDA.
  - d. Impact: Creation of new jobs in underemployment area.
  - e. Progress and Status: Being studied.
7. **Hinton Sewage Lagoons Expansion:**
- a. Implementing Agency: town of Hinton.
  - b. Estimated Cost: \$600,000.
  - c. Funding Source: H.E.D.A., ODOC and EDA.
  - d. Impact: Relieve problems with lift station serving Hinton correctional facility; accommodate economic growth in the area and increase potential for prison expansion.
  - e. Progress and Status: Engineering studying.
8. **Ft. Cobb Workforce Oklahoma Access Center created.**

## **B. COMANCHE COUNTY**

1. **Regional Industrial Park Creation:**
- a. Implementing Agencies: Comanche and Stephens counties.
  - b. Estimated Cost: \$4,000,000.
  - c. Funding Sources: EDA, OIFA, ODOC and IDB's.
  - d. Impacts: New jobs creation, based on location and advantages of NAFTA trade corridor positioning.
  - e. Progress and Status: Under review by all parties.
2. **Lawton Technology Targeting:**
- a. Implementing Agencies: city of Lawton, Cameron University.
  - b. Estimated Cost: \$100,000.
  - c. Funding Sources: Cameron University, State and EDA.
  - d. Impacts: Create new focus on technology jobs and provide for replication of planning model throughout Oklahoma.
  - e. Progress and Status: First year plan complete; funds to be sought for replication.
3. **Lawton Westside Water Pump Station:**
- a. Implementing Agencies: city of Lawton.
  - b. Estimated Cost: \$600,000.
  - c. Funding Sources: city of Lawton, EDA.
  - d. Impacts: Trigger Goodyear and Republic Paper plant expansions and new job creations.
  - e. Progress and Status: Planning stage.
4. **Workforce Oklahoma Center Lawton:**
- a. Provides services to businesses.
  - b. Provides skills alignment and upgrade services to job seekers.

5. **County CIP:**
  - a. Implementing Agency: County Commissioners.
  - b. Estimated Cost: \$20,000.
  - c. Funding Sources: Comanche County.
  - d. Impact: Improved budgeting.
  - e. Progress and Status: Completed.
6. **Elgin Industrial Park:**
  - a. Implementing Agency: city of Elgin/E.E.D.A./CCIDA.
  - b. Estimated Cost: \$5,340,000.
  - c. Funding Sources: CCIDA/ASCOG-REAP/Local TIF/USDA/ODOC/EEDA/U.S. EDA
  - d. Impact: Jobs creation.
  - e. Progress and Status: Land purchased, grant/loan obtained from USDA for water improvements, EDA grant of \$2,250,000 for infrastructure installation. First phase completed in 2010.
7. **City of Elgin**
  - a. The city currently has several providers of water service to their incorporated areas including Caddo County Rural Water District #3, Comanche County Rural Water District #1 and #2, and the city's water supply. The primary issue related to these providers is the provision of adequate distribution facilities to provide adequate flow and pressure in high growth areas. Many of the existing lines are 4" and 6" in size and require significant upgrades to provide capacity and pressure.
  - b. The city's current lagoons do not have the capacity necessary for community growth. Elgin has received a consent order from the Oklahoma Department of Environmental Quality (ODEQ) due to wastewater escaping from the lagoons during heavy rains. Elgin has recently completed an evaluation of their overall sewer system and found that many of their pipes are deteriorated and there is significant infiltration. A \$45,000 Rural Economic Action Plan (REAP) grant will partially address the worst of the manholes that have to be raised, relocated, or refurbished because of infiltration issues. Capacity for new housing is limited until the sewer system problems are resolved.
  - c. The city has no significant storm water management facilities or programs in place. As development continues within the city, storm water runoff increases should be anticipated and could cause localized flooding capable of damaging structures and endangering health and safety.
8. **City of Cache**
  - a. Currently the water system is operating at or near capacity at any given time with approximately 1,100 customers and a total water storage capacity of 250,000 gallons in two towers. The most pressing need is for additional domestic water supply and enhanced water distribution facilities that can provide potable water at sufficient pressures to handle new growth. Additional data is being collected to analyze critical need areas for focusing distribution and pressure improvements. Elevated water storage facilities appear to be the greatest need for improving overall system pressure and flow.

- b. The sewer system also needs capacity upgrades. An existing lift station on the east side of town (where new growth is occurring and future growth is anticipated) needs upgrading and the sewage treatment facilities require up to 50% additional capacity. If the city addressed probable inflow and infiltration issues, existing capacity would be sufficient for the immediate future, but it is also likely that additional capacity will be needed for continued growth.
- c. There are no significant storm water management facilities or programs in place. Related problems should be anticipated if they remain unaddressed.

9. **City of Geronimo**

- a. A recently proposed and approved housing addition emphasized the need for water and sewer upgrades. A CDBG grant addressed much of the sewer needs and water is purchased from the City of Lawton. Minimal development is still possible until capacity is better addressed.

**C. COTTON COUNTY**

1. **Courthouse Renovation:**

- a. Implementing Agency: Cotton County.
- b. Estimated Cost: \$451,000
- c. Funding Sources: ODOC, ASCOG-REAP.
- d. Impacts: Promote energy/governmental efficiency.
- e. Progress and Status: Funding acquired to install an elevator to become ADA compliant – project completed in 2010.

2. **Walters Industrial Park Expansion:**

- a. Implementing Agency: city of Walters.
- b. Estimated Cost: \$800,000.
- c. Funding Sources: city of Walters, USDA and EDA.
- d. Impacts: Jobs creation; develop industrial site.
- e. Progress and Status: Remains in planning stages.

3. **Temple Economic Expansion:**

- a. Implementing Agencies: town of Temple, Temple Industrial Authority.
- b. Estimated Cost: \$100,000.
- c. Funding Sources: Town of Temple, ASCOG-REAP and ODOC.
- d. Impacts: Renewed downtown.
- e. Progress and Status: Project under review.

4. **Water Supply Development:**

- a. Implementing Agencies: town of Temple, city of Walters, town of Randlett, town of Devol and Rural Water District.
- b. Estimated Cost: \$3,000,000.
- c. Funding Sources: EDA, CDBG, OWRB and ASCOG.
- d. Impacts: Stop duplicating cost of operations and service.
- e. Progress and Status: Planning stage.

5. **County CIP:**

- a. Implementing Agency: County Commissioners.
- b. Estimated Cost: \$20,000.

- c. Funding Sources: ASCOG-REAP.
- d. Impact: Improved budgeting.
- e. Progress and Status: Pending.

#### **D. GRADY COUNTY**

1. **Chickasha Industrial Park Creation:**
  - a. Implementing Agency: Grady County Industrial Authority, city of Chickasha.
  - b. Estimated Cost: \$800,000.
  - c. Funding Sources: County industrial trust, ODOT and EDA.
  - d. Impacts: Open new industrial park.
  - e. Progress and Status: Discussion meetings underway.
2. **Workforce Oklahoma Center -Chickasha:**
  - a. Provides services to businesses.
  - b. Provides skills alignment and upgrade services to job seekers.
3. **Northern Grady County Water Development:**
  - a. Implementing Agency: cities of Minco and Tuttle; Grady County.
  - b. Estimated Cost: \$3,500,000.
  - c. Funding Sources: Local, USDA, ODOC and EDA.
  - d. Impacts: Remove barriers to economic growth.
  - e. Progress and Status: Meetings being conducted.
4. **Ninnekah Industrial Park Infrastructure:**
  - a. Implementing Agency: town of Ninnekah.
  - b. Estimated Cost: \$600,000.
  - c. Funding Sources: ODOC, EDA, ASCOG and town of Ninnekah.
  - d. Impacts: Promote industrial expansion.
  - e. Progress and Status: Progress in stages

#### **E. JEFFERSON COUNTY**

1. **Courthouse Renovation:**
  - a. Implementing Agency: Jefferson County.
  - b. Estimated Cost: \$400,000
  - c. Funding Sources: County sales tax, ODOC, ASCOG-REAP.
  - d. Impacts: Promote energy/governmental efficiency.
  - e. Progress and Status: Elevator installed and renovations completed in 2009.
2. **County Economic Development Strategy:**
  - a. Implementing Agency: Jefferson County.
  - b. Estimated Cost: Unknown.
  - c. Funding Sources: EDA, WDT, ODOC and USDA-RD.
  - d. Impacts: Create steps toward county industrial funding.
  - e. Progress and Status: Planning.
3. **Jefferson County Industrial Park Creation:**
  - a. Implementing Agency: Jefferson County.
  - b. Estimated Cost: \$2,000,000.

- c. Funding Sources: ODOC, EDA and USDA-RD.
- d. Impacts: Acquire and improve county industrial park.
- e. Progress and Status: Remains in planning stages.
- 4. **Ryan Downtown Revitalization:**
  - a. Implementing Agencies: town of Ryan.
  - b. Estimated Cost: \$600,000.
  - c. Funding Sources: ASCOG, USDA, RD, EDA and ODOC.
  - d. Impacts: Create expansions/new jobs completed; First building renovation funded (ASCOG-REAP).
- 5. **County CIP:**
  - a. Implementing Agency: County Commissioners.
  - b. Estimated Cost: \$20,000.
  - c. Funding Sources: ASCOG-REAP.
  - d. Impact: Improved budgeting.
  - e. Progress and Status: Fieldwork completed; digitizing in progress.
- 6. **Water Supply Development:**
  - a. Implementing Agencies: towns of Waurika, Terral, Ryan, Addington, Ringling and Cornish and Rural Water District.
  - b. Estimated Cost: \$3,000,000.
  - c. Funding Sources: EDA, CDBG, OWRB and ASCOG-REAP.
  - d. Impacts: Stop duplicating cost of operations and service.
  - e. Progress and Status: Planning stage.

## **E. McClain County**

- 1. **Purcell Industrial Park Expansion:**
  - a. Implementing Agency: city of Purcell.
  - b. Estimated Cost: \$300,000.
  - c. Funding Sources: ODOC, ASCOG-REAP, EDA and USDA-RD.
  - d. Impacts: Create industrial sites.
  - e. Progress and Status: Phase I funded (ASCOG-REAP); Phases II and III planned.
- 2. **Newcastle Technology Park Creation:**
  - a. Implementing Agency: city of Newcastle.
  - b. Estimated Cost: Unknown.
  - c. Funding Sources: EDA, ODOC, ASCOG-REAP and USDA-RD.
  - d. Impacts: Create technology park around satellite imaging company.
  - e. Progress and Status: Feasibility study.
- 3. **County: International Trade Processing Center Development:**
  - a. Implementing Agency: McClain County and Continental Gateway Authority.
  - b. Estimated Cost: \$6,500,000.
  - c. Funding Sources: County, DOT and EDA.
  - d. Impacts: Expand international trade.
  - e. Progress and Status: Initial dirt work began in spring of 2010, ongoing planning activities to tailor site for potential tenants.
- 4. **County CIP:**

- a. Implementing Agency: County Commissioners.
- b. Estimated Cost: \$20,000.
- c. Funding Sources: McClain County.
- d. Impact: Improved Budgeting.
- e. Progress and Status: Pending.

## **G. STEPHENS COUNTY**

1. **County Industrial Park Expansion:**
  - a. Implementing Agency: County Industrial Trust.
  - b. Estimated Cost: \$2,500,000.
  - c. Funding Sources: EDA, Stephens County.
  - d. Impacts: Increase marketability of industrial park sites.
  - e. Progress and Status: Project factors being studied.
2. **Regional Industrial Park Creation:**
  - a. Implementing Agency: cities of Lawton, Duncan, and Marlow.
  - b. Estimated Cost: \$4,000,000.
  - c. Funding Sources: EDA, OIFA, ODOC and IDB's.
  - d. Impacts: New jobs creation; NAFTA-related.
  - e. Progress and Status: Under review by all parties.
3. **Telecommunications Strategy:**
  - a. Implementing Agency: city of Duncan and Duncan Area Economic Development Foundation.
  - b. Estimated Cost: \$40,000.
  - c. Funding Sources: EDA, DAEDF.
  - d. Impacts: Create Guidelines for enhancing telecommunications in Duncan.
  - e. Progress and Status: Application for feasibility study in review.
4. **Duncan Technology Park:**
  - a. Implementing Agency: Duncan and DAEDF.
  - b. Estimated Cost: \$3,000,000.
  - c. Funding Sources: EDA, Local and CDBG.
  - d. Impacts: Jobs creation - 500 new jobs.
  - e. Progress and Status: EDA grant request under review locally.
5. **Workforce Oklahoma Center - Duncan:**
  - a. Provides services to businesses.
  - b. Provides skills alignment and upgrade services to job seekers.
6. **County CIP:**
  - a. Implementing Agency: County Commissioners.
  - b. Estimated Cost: \$20,000.
  - c. Funding Sources: Stephens County.
  - d. Impact: Improved budgeting.
  - e. Progress and Status: Pending.

## **H. TILLMAN COUNTY**

1. **Frederick Airport Industrial Park Expansion:**
  - a. Implementing Agency: city of Frederick and Tillman County.
  - b. Estimated Cost: \$4,250,000.
  - c. Funding Sources: EDA, city of Frederick.
  - d. Impacts: Building to promote Hinneges jobs expansion.
  - e. Progress and Status: Study continues.
2. **Grandfield Redevelopment Strategy:**
  - a. Implementing Agency: city of Grandfield and GEDA.
  - b. Estimated Cost: \$100,000.
  - c. Funding Sources: EDA, EPA, HUD, ODOC and USDA-RD.
  - d. Impacts: Coordinate local E.D., brownfields and CBD activities.
  - e. Progress and Status: Sites under review.
3. **County Tourism/Hackberry Flats:**
  - a. Implementing Agency: Tillman County and Oklahoma Department of Wildlife Conservation.
  - b. Estimated Cost: \$6,000,000.
  - c. Funding Sources: County/state/private/OU-CBED.
  - d. Impacts: Create/market major eco-tourism attraction.
  - e. Progress and Status: Phase I completed in 2008.
4. **Frederick “Cool Community” Project (EPA):**
  - a. Implementing Agency: city of Frederick.
  - b. Estimated Cost: \$1,200,000.
  - c. Funding Sources: EPA, FEDA, ODOC and ASCOG-REAP.
  - d. Impacts: Downtown re-design compatible with environment; new jobs.
  - e. Progress and Status: Study continuing.
5. **County Courthouse Renovation:**
  - a. Implementing Agency: Tillman County.
  - b. Estimated Cost: \$250,000.
  - c. Funding Sources: ODOC, ASCOG-REAP and Tillman County.
  - d. Impacts: Energy and governmental efficiency.
  - e. Progress and Status: Project completed in 2006.
6. **County CIP:**
  - a. Implementing Agency: County Commissioners.
  - b. Estimated Cost: \$20,000.
  - c. Funding Sources: ASCOG-REAP.
  - d. Impact: Improved budgeting.
  - e. Progress and Status: Pending.
7. **Water Supply Development:**
  - a. Implementing Agencies: city of Grandfield, town of Manitou, town of Tipton, town of Davidson, town of Loveland, town of Hollister, city of Frederick and Rural Water District.
  - b. Estimated Cost: \$2,000,000.
  - c. Funding Sources: EDA, CDBG, OWRB and ASCOG-REAP.
  - d. Impacts: Stop duplicating cost of operations and service.
  - e. Progress and Status: Completed.

# **APPENDIX A**

## **Summary of County CEDS Meetings**

# **2010 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) SURVEY AND COUNTY MEETING SUMMARY OF RESULTS AND FINDINGS**

The Association of South Central Oklahoma Governments (ASCOG) utilized part of its annual grant money from the United States Economic Development Authority (EDA) to implement a grassroots input process to review, modify, and complete the biennial Comprehensive Economic Development Strategy (CEDs) report. A two-prong approach ensured adequate opportunities for input from all residents and decision-makers.

The first approach consisted of on-line surveys for all residents and business owners within ASCOG's eight-county region. Fifty-one (51) residential respondents and twenty-one (21) business owners responded to the on-line survey. Responses were enlightening and provided a good cross-section sampling for those unable to attend the county meetings. The analytical breakdown of the questions and answers are provided including relevant write-in responses for questions in Addendum B for Business Owners. The analytical breakdown of the questions and answers are provided including relevant write-in responses for questions in Addendum C for Residents.

The second approach consisted of on-site meetings held within each of the counties within the ASCOG region. Members of ASCOG's Executive Board of Trustees, who also represent their respective counties of residence, determined the dates, times, and locations for the meetings in their respective counties. The meetings began on May 3 and were held on various dates and times through May 27, 2010. The on-site meetings proved to be very informative and fairly well attended (5-14 at each meeting) by community leaders having good insight to the assets and needs of their respective counties. Items discussed at each of the meetings included:

1. Purpose of developing a CEDs
2. Significance of collaboration and regionalism for economic development
3. Encouragement to participate in ASCOG's online survey for economic development as either a resident or business owner
4. Development of current list of major employers
5. Listing of employers who were new or expanded the number of employees within the last 2 years
6. Listing of employers who went out of business, moved out of the county or reduced the number of employees within the last 2 years
7. Identifying the county's assets for attracting new businesses or industry
8. Identifying the county's limitations for attracting new businesses or industry, and
9. Producing a game plan for what ASCOG could do to promote economic development within each respective county.

Significant input for each county was recorded with emphasis on existing employers to secure commitments to remain in the county and assisting them to explore ways to expand and increase the number of their employees, identify new businesses to

develop them as community stakeholders and encourage further development, and identify companies that were no longer in the communities and identify what factor(s) caused them to go out of business, move, etc. The identifications of employers in each of these groups served several purposes. First, it revealed there were significant employers in every county and each of these employers should not be taken for granted. It also helped identify factors companies use to choose location, start a business or increase the number of employees. Lastly, factors were also identified that led to company demise, relocation out of the county, or reduction in employees. This self-examination, self-appraisal process was enlightening. Each of the sessions was held to a two (2) hour maximum. However, there were several at each meeting ready to continue with the discussions. The specific or somewhat unique factors for the meeting are listed below.

### **ALL 8 COUNTIES**

Employers, assets, and deficits common to all or most every county in the region will not be repeated but rather included in this paragraph for listing. Every county identified government, K-12 school systems, health care professionals, and retail merchants as major employers within the county. Almost every county also included excellent school system, recreational opportunities, tax incentives, available labor force, low cost of living, and work ethic as assets. Almost all of the counties also listed their deficits as lack of a workforce specifically pre-trained for many manufacturing jobs and general appearances of the communities (too many absentee owner homes, boarded up buildings, and inoperable cars in driveways).

### **CADDO COUNTY**

The Caddo County meeting took place at the Caddo Kiowa Technology Center in Fort Cobb, Oklahoma, on May 25. Major employers within the County include Western Farmers Electric, Caddo Electric Co-Op, PSO Washita Station, Cornell Correction Center, Cana Farms, Blue Canyon Wind Farms, Wind Hollow, Stockman Livestock Auction, Dolese, Harrison, VJ Stone, Love's Travel Stop, Bureau of Indian Affairs and Tribal offices, Riverside Indian School, Tribal Casinos, and the Caddo Kiowa Technology Center.

Employers hiring new or additional employees included Wind Hollow, Halliburton, the Casinos, a grocery store in Hinton and a restaurant in Hinton. It was also noted that Agri-tourism was a growing business in the county with many being engaged as guides for private hunting and fishing trips.

Employers losing employees included 3 grocery stores, 2 appliance stores, a furniture store, a movie gallery and a pharmacy. The employer losing the most employees is the Caddo County school systems which lost about 50 jobs due to state budgetary cutbacks.

Caddo County representatives listed additional assets as the Technology Center where employee training can be customized for employers, small airports at 3 locations in the county, interstate highway access to both I-44 and I-40, enterprising work force, low insurance rates, abundance of natural resources, diverse agriculture opportunities, water quality and abundance, access to Cameron University, Southwestern State

University and Redlands Community College within easy driving distance from anywhere within the County, a large, surplus wastewater capacity at Anadarko, and all communities in Caddo County having interactive service through OneNet, a strong internet provider for high-speed telecommunications training opportunities including the ability to interact with locations around the world for anything from classroom interactions between school children in different countries to watching a brain surgery while it is being performed. This technology is also available to businesses desiring to teleconference or train from remote locations or to remote locations.

These same representatives identified their perceived deficits as the commercial electric rates, workforce availability and training (need startup time for some applications), tax rate structure, and telecommunication infrastructure. An analogy for the latter was a description of a 2-lane road serving 8 lanes worth of traffic. The high-speed telecommunication capabilities are installed and in use at the school systems, however, accessing the infrastructure is too difficult because of the number of users desiring to get on at the same time. Resolution was described as difficult, if not impossible because of the number of telecommunication providers (AI-Tel, TDS, Hinton Telephone, Carnegie Telephone, Pioneer Telephone Co-Op, and AT&T) who do not appear to be inclined to work together to get adequate infrastructure installed.

Caddo County's game plan includes trying to resolve the telecommunication infrastructure issues so that they can take full advantage of the advanced systems the schools have in place, trying to attract more eating establishments, attracting employers offering higher paying jobs instead of being content with minimum wage employers, and a better marketing and advertising plan for the area. A grant application has been submitted and approved by the Oklahoma Department of Commerce for Community Development Block Grant that will match local funds to rehabilitate a building at the county fairgrounds used for the annual American Indian Exposition. Improvements from this grant are expected to bring more opportunities for economic development because the exhibit building will also be available for various meetings.

## **COMANCHE COUNTY**

Representatives for Comanche County met in Lawton at the Comanche County Courthouse in the County Commissioners' Conference Room on May 27. Major employers in the County include Goodyear Tire and Rubber, Republic Paper, Temple-Inland, Bar-S, Standley, Northrup-Grumman, Raytheon, Cameron University, Great Plains Technology Center, Civil Service and Military personnel at Fort Sill, Banks and Credit Unions, Cosmetic Specialties, Private Schools, Marie Detty and other social service employers, correctional facility, Taliaferro and Southwest Behavior centers, utility companies, Silverline Plastics, Casinos, Construction Companies, and Auto Dealerships.

Businesses that are new or have expanded the number of their employees include Goodyear Tire and Rubber, Built Better Enterprise, Daycare Centers, and the Hotel/Service industries.

The loss of employment over the last two years has not been from the decline in employers as has been in the change of situations. Fort Sill has changed to more of training facility where the troops are trained and are deployed in a short length of time. This has caused a ripple effect in that troops are not stationed at Fort Sill long enough

to be interested in buying a house or investing in the community like they were before when their duty assignments at the post lasted longer. Additionally, Cameron University has replaced many full time professors with part-time instructors. These have had a negative impact on the overall economic development of the community. It was also noted that the number of individuals and families needing assistance (i.e. food stamps and low-cost housing) is growing even though more family members have some type of employment than in previous years.

Assets for the county were listed as health care, recreational opportunities, strong arts and cultural programs, rich history, untapped Native American resources, ethnic diversity and culture, and worldwide connectivity through the internet. Offering some uniqueness due to military families from all over the world being stationed at Fort Sill, Comanche County residents were described as having rich and fulfilling cultural and ethnic diversity and opportunities rarely experienced in most places.

The representatives offered very insightful information and candid observations regarding deficits. The perception is that the local media puts way too much emphasis on negative events within the communities. When crime rates are compared, the Lawton area has a much lower crime rate than Oklahoma City or Tulsa. However when someone does a web search on Lawton, the number of hits for murders and other crimes makes it appear that Lawton is a dangerous place to live. The perception is that a murder gets headlines when it happens, when a person is arrested, when they go to court, when they are sentenced, when they appeal, and when the final disposition is determined. Blighted areas were also listed as a deficit. Business professionalism appears to be lacking in many aspects. The airport corridor from I-44 at the 11<sup>th</sup> Street exit to the Airport does not offer a good first impression for Lawton. Positive information and area self-marketing lack focus and persistence. The community has many promotional opportunities that are not being identified or utilized. There needs to be a "Get to Know Your Community" program to educate newcomers and lifelong residents alike about all the positive opportunities offered in the area. Sufficient better paying jobs are not available. Affordable housing also needs to add more units.

Comanche County's game plan included developing a career ladder program to help employees in lower paying jobs get training needed to transition into higher paying jobs, esthetic improvements to the airport corridor, improving self-perception, engaging existing businesses of the positives offered, encouraging growth, developing and using the internet to promote a more positive image, exploiting regional connections, promoting intermodal rail service, promoting development of four lane roads from Ardmore to Amarillo, and promoting cultural and Native American assets found prevalently throughout the area. In summary, it was noted that instead of promoting that Lawton was the home of a former Miss America, it should promote the fact that two of the high schools had back-to-back state champion debate teams. More effort should be made to accentuate the positive and cleanup the blighted areas.

## **COTTON COUNTY**

Cotton County representatives met at the Cotton Electric Co-Op Conference Center in Walters, Oklahoma on May 3. Current major employers include Cotton Electric Co-Op, casinos, home health care, Co-Op elevator, and banking. No effort was made to identify increases or decreases in employees by specific employers.

Assets include inexpensive land, adequate water, low utility rates, interstate access (I-44), high-speed internet services, a local airport, rail service at Temple, close to a regional airport, close to state university (less than 25 minute drive), low crime rates, quality of life (several churches, golf courses, lakes and parks), quality of school system (Walters was rated 3<sup>rd</sup> best in state), and electricity capacity.

Listed deficits included the fact that there were no hospitals or urgent care facilities in the county, no way to offer tax abatements or change the tax base significantly, no E-911 services, low population (only 4 towns in the entire county), community appearances, lack of sufficient restaurants/cafés, lack of a regional solid waste facility, lack of sufficient housing, and no natural gas in many locations. There was also discussion on the problem that the county had because of its low tax base. It is difficult for a city such as Walters to offer any incentives to companies that are looking for a place to locate or expand. Difficulty with state bureaucracies such as the Oklahoma Department of Environmental Quality work a hardship on communities due to all of the fees and fines generated from a rigid approach to resolving issues.

Cotton County's game plan includes getting E-911 implemented before the state mandate takes effect and there is no choice for a provider or PSAP. Being without E-911 is not only an economic development hindrance but also a safety factor. The high cost of county addressing might be lessened if the GPS database from Cotton Electric is usable. The cost of equipping and operating may require the county to participate in a regional collaboration with another county.

The number of absentee owners creates difficulties in addressing community appearance problems but the issue still must be addressed as practically as possible. A regional landfill as a collaborative effort between the county's 4 towns and the surrounding rural areas is needed to reduce hauling costs and create some revenue stream that is currently being funneled out of the county to other landfills.

## **GRADY COUNTY**

The Grady County CEDS meeting was held at the Canadian Valley Technology Center in Chickasha on May 25. Current major employers include Badgett Machine Shop, Baby Screw Shop, Hart Manufacturing, Royal Filter, Canadian Valley Technology Center, University of Science and Arts of Oklahoma, Green Bay Packing, Enogex, PSO, Electric Co-op, Chickasha Airport, Cimarron Trailer, Liquid Nitrogen, Mid-West Tower, Braum's Dairy, Grady County Hospital, Copeland Manufacturing, Wheel & Tire Manufacturing, Amber Pipe Yard, and the Oil and Gas Industry related employers.

New businesses or businesses that increased the number of employees within the last two years included a dog food plant in Chickasha and the Morris Motorcycle/Residential Wind Turbine Company in Chickasha.

Businesses that went out of business, moved out of the county or decreased the number of employees within the last 2 years include Hart Manufacturing and large losses in the oil and gas industry and related supporting businesses.

Assets were identified as low cost of living, availability of land, direct access to I-44, development around I-44, new airport facility at Chickasha, location near the metropolitan area of Oklahoma City, housing availability, low crime rates, excellent schools, the Canadian Valley Technology Center, higher education opportunities through University of Science and Arts in Oklahoma located in Chickasha as well as

close commuting distances to Cameron University, University of Oklahoma, Oklahoma City University and several other private universities, and rail service that runs through the county with several stops especially in Chickasha.

When listing deficits, the largest part of the discussion was the lack of having some businesses that some mid-sized communities have that hurt the perception of what the county had to offer. Specific examples included not having a Barnes and Noble Bookstore, a Starbucks coffee shop, and similar stores/shops that are now considered staples for growing communities. The only other deficit discussed was the negative perception that non-Oklahoma natives have regarding the weather in Oklahoma specifically as it relates to tornados.

Grady County's game plan is very simple. Work on community appearances and do better marketing to draw in staple stores that citizens in other similar sized communities take for granted.

## **JEFFERSON COUNTY**

Representatives for Jefferson County met at the Rock Island Railroad Train Depot Museum in Waurika on May 13. Current major employers include Jefferson County General Hospital, More Booms, Joe Robinson Welding, Livestock Auction, Metalspand, Copperhead Construction, Stuart Ranch, Conner Auto Group, Family Dollar, Dollar General and Catfish Bills.

Businesses that hired more employees include Cantina Restaurant, Tax Service firm, Dollar General Store, Miller Roof Construction, Robinson Plumbing, General Repair Shop In Ringling, and Hasting's Restaurant.

Businesses that no longer operate or have reduced the number of employees are a Pizza Store, an appliance store, and LMR Construction Company.

Assets in Jefferson County include low property tax, cheap water rates, low crime rates, 2 major state highways (SH70 and SH81), high speed internet services, recreational opportunities (large lake and golf courses), library and public facilities, inexpensive land, higher education opportunities within commuting distance including Cameron University in Lawton and Midwestern University in Wichita Falls, Texas, low pollution and low cost of living.

Deficits identified include lack of sufficient lodging (motel/hotel), lack of adequate housing, low county population which makes getting a good job more competitive, community appearances, lack of sufficient eateries, lack of retail stores (specifically clothing stores), and not having E-911 (although this is scheduled to be addressed on the July election ballot).

Jefferson County's game plan consisted of bringing the E-911 issue to resolution, creation of zoning ordinances to help clean up communities, addressing several blighted areas (specifically Anderson Street in Waurika because it is directly across from their golf course which brings in the most visitors), and increasing efforts to draw in more tourism by better promotion of such events as their annual Rattlesnake Hunt and the golf tournaments.

## **McCLAIN COUNTY**

McClain County representatives met at the Mid-America Career Technology Center in Wayne on May 19. McClain is one of the more fortunate counties because

Interstate 35 traverses the county in a north and south direction while Interstate 44 is in the northern tip and it is accessible to Interstate 40 which runs east and west. Major current employers in McClain County include large Native American casinos, H&H Mechanical, D&H Construction, Mid-America Technology Center, ESP, Barrett Trailers, Blackwell Enterprise, Pioneer Telephone, Blanchard Building Center, Matador, Yarborough, C&S, and 2 auto dealers.

Businesses that have increased the number of employees include Walgreens, Braums, a dentist office, CATO, a physical therapy office, Blankenship Oil, Rodney's Pizza, Tractor Supply, Hibbet Sports, and Factory Connect.

Businesses that have decreased the number of employees include Lindmark Advertising, Barret Trailers, a dry cleaners, and Spencer's grocery store.

McClain County Assets include the county's location regarding major interstate highways, railroad accessibility, availability of land, workforce availability, Mid-America Technology Center and the flexible and tailor-made training opportunities offered on-campus, close proximity to an international airport (Will Rogers in Oklahoma City), low cost of living, higher education opportunities due to all of the major universities located just across the river in Norman, Oklahoma City and Edmond, quality of life, low-cost, reliable utilities, tax incentives, water availability, workforce character (ethics, loyalty, etc.), natural gas availability, active Chambers of Commerce and businesses, shopping opportunities, eatery options, recreational opportunities, excellent schools and well-maintained county roads.

Deficits identified included lack of ready-to-move into facilities and overall appearances in some portions of communities within the county.

The county's game plan is to promote water capacity, conduct a demographic inventory to identify exactly what is available to lure businesses to relocate to McClain County and improved marketing through the internet.

Charlie Dry of American Gateway informed those attending the meeting that 5 companies with an employment potential of 800 were considering the American Gateway location across from the Mid-America Tech Center as a place to expand their operations. He said that there was one other that had looked at the location but had decided to locate in the Fort Worth area, but the remaining five were still looking at the Wayne, Oklahoma area. He also said that the questions companies were asking about had to do with the schools in the area and what types of training were available.

## **STEPHENS COUNTY**

Representatives from Stephens County met at the Red River Technology Center in Duncan on May 10. Major current employers include Halliburton, Family Dollar Distribution Center, Pre-Paid Legal, Cameron Measurement Systems, and Richards Manufacturing.

New businesses within the last 2 years include Sentry International and Hampton Inns. Existing businesses that have increased their number of employees include Cameron Measurement System, KellPro Computer Systems, Duncan Regional Hospital and several nursing homes.

Businesses that have gone out of business in the last 2 years include Goody's Department Store, Red's Beds, Enventure Global, Haulmark, and Solitaire Manufacturing. Businesses that have experienced reductions in the number of

employees include Halliburton, Cimarron, Hydro Rig, Superior Manufacturing, and Wilco.

Assets identified include water availability, potential workforce (depending on pay), non-union area, money availability to help create jobs, cheap land, available buildings, within 2 hours of DFW Airport, Red River Technology River, Cameron University campus In Duncan, quality of life, low insurance rates because of good public safety services, three electric providers to choose from, and inventory tax reductions compared to other states.

Deficits included not having a four lane highway connecting to Interstate 35, toll fees for the better interstate running north and south through the state (I-44), community air service needs upgraded, infrastructure is in need of major repairs and improvements, and not having E-911.

On the brighter side, there are several prospective employers looking at the Duncan area for a location. These employers are associated with fabrication and wind energy.

## **TILLMAN COUNTY**

Representatives for Tillman County met at the Great Plains Technology Center in Frederick on May 3. Current major employers were listed as Henniges in Frederick, Southwest Correctional Facility, Southwest Rural Electric Co-Op, Van der Laan Dairy Farms, Tipton's Children's Home, and Farming industries.

The only new employers or businesses that increased the number of employees Businesses opening in the last 12 months were mainly in retail or service based businesses including a gift shop, a new restaurant, a hardware store, a hair salon, an auto repair shop, a dentist's office and an electrician's business.

The only business suffering any reduction in employees that could be identified was a trucking company.

County assets include having employees available that have a non-union, strong work ethic, low utility rates, availability of real estate, good climate, low cost of living, interest free loans for start-up businesses, an airport, rail service, good state highway accesses, long-term leasing at the airport industrial park, internet infrastructure in place, Great Plains Technology Center that offers customized training, adequate water supply, natural gas availability, good hospital and medical services, functional E-911 system, and higher education opportunities at Cameron University in Lawton, Western Oklahoma State College in Altus, and Midwestern University in Wichita Falls, Texas.

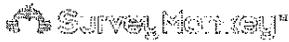
Deficits include electric system capacity and transmission capabilities, limited upper degree opportunities in higher education, number and quality of available workforce, community appearances, lack of local community support of businesses, communities not set up to take advantage of events, and not taking advantage of natural resources to create events such as those available at Hackberry Flats.

On the bright side, the Southwest Correctional Facility has an opportunity to expand its operations which will create more jobs and the dairy industry is poised to hire more employees if they can get additional water for the milk cows.

Tillman County representatives identified four areas to work on to bring in economic development. The first was to identify what needs are existing for workforce development and then implement corresponding training to meet those needs. The second was to actively lure more and better service providers such as insurance agents, automotive repair shops, tire shops, and retail sales. The third is to bring in a grocery store tailor made for rural areas, and fourth is to increase the number of restaurants and cafes in the county.

# **APPENDIX B**

## **CEDS Business Owner Survey**



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### Response Summary

Total Started Survey: 2  
Total Completed Survey: 2

PAGE: SURVEY OF BUSINESS LEADERS TO IMPROVE ECONOMIC DEVELOPMENT IN YOUR AREA!!

1. In what county is your business or organization primarily located? [Create Chart](#) [Download](#)

	Response Percent	Response Count
Caddo <input type="checkbox"/>	14.3%	3
Comanche <input type="checkbox"/>	4.8%	1
Cotton <input type="checkbox"/>	9.5%	2
Grady <input type="checkbox"/>	9.5%	2
Jefferson <input type="checkbox"/>	38.1%	8
McClain <input type="checkbox"/>	0.0%	0
Stephens <input type="checkbox"/>	9.5%	2
Tillman <input type="checkbox"/>	14.3%	3
Other (please specify)		0
answered question		21
skipped question		0

2. Are you responding as a: [Create Chart](#) [Download](#)

	Response Percent	Response Count
Business owner <input type="checkbox"/>	47.6%	10
Manager/operator of business <input type="checkbox"/>	14.3%	3
Non-profit executive <input type="checkbox"/>	33.3%	7
Economic developer <input type="checkbox"/>	4.8%	1
<a href="#">Show replies</a> Other (please specify)		4
answered question		21
skipped question		0

3. What is your primary type of business? [Create Chart](#) [Download](#)

	Response Percent	Response Count
Agriculture <input type="checkbox"/>	14.3%	3
Utilities	0.0%	0
Construction	0.0%	0
Manufacturing <input type="checkbox"/>	4.8%	1
Wholesale Trade	0.0%	0
Retail Trade <input type="checkbox"/>	14.3%	3
Transportation <input type="checkbox"/>	4.8%	1
Warehousing	0.0%	0

Information Industries	<input type="checkbox"/>	0.0%	0
Cultural Industries		0.0%	0
Finance	<input type="checkbox"/>	4.8%	1
Insurance	<input type="checkbox"/>	9.5%	2
Real estate, rental and leasing		0.0%	0
Professional Services	<input type="checkbox"/>	4.8%	1
Scientific Services		0.0%	0
Technical Services		0.0%	0
Administrative and Support Services		0.0%	0
Education	<input type="checkbox"/>	23.8%	5
Health Care	<input type="checkbox"/>	4.8%	1
Social Assistance		0.0%	0
Arts and Entertainment		0.0%	0
Recreation		0.0%	0
Accommodation and Food Services		0.0%	0
Public Administration	<input type="checkbox"/>	4.8%	1
Government	<input type="checkbox"/>	9.5%	2
<a href="#">Show replies</a> Other (please specify)			1
		answered question	21
		skipped question	0

4. How long has your business operated in the area?

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	Response Percent	Response Count	
<2 years <input type="checkbox"/>	4.8%	1	
2-5 years <input type="checkbox"/>	4.8%	1	
6-10 years <input type="checkbox"/>	14.3%	3	
Longer <input type="checkbox"/>	76.2%	16	
		answered question	21
		skipped question	0

5. How many people do you employ? (full-time or full-time equivalent)

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	Response Percent	Response Count	
1-5 employees <input type="checkbox"/>	38.1%	8	
6-10 employees <input type="checkbox"/>	9.5%	2	
11-20 employees <input type="checkbox"/>	4.8%	1	
21-50 employees <input type="checkbox"/>	9.5%	2	
51-100 employees <input type="checkbox"/>	28.6%	6	
>100 employees <input type="checkbox"/>	9.5%	2	
		answered question	21
		skipped question	0

6. What is the approximate revenue for your company last year?

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	Response Percent	Response Count
--	------------------	----------------

< \$500,000	<input type="checkbox"/>	35.0%	7
\$500,000 - \$1 million	<input type="checkbox"/>	15.0%	3
\$1 million - \$5 million	<input type="checkbox"/>	30.0%	6
\$5 million - \$10 million	<input type="checkbox"/>	5.0%	1
\$10 million - \$20 million	<input type="checkbox"/>	10.0%	2
>\$20 million	<input type="checkbox"/>	5.0%	1
		answered question	20
		skipped question	1

7. Using a scale from 1 to 10 where 1 is "not important at all" and 10 is "very important", please rate the following criteria with the level of importance that each one has for ensuring the GROWTH of your business company.

	1	2	3	4	5	6	7	8	9	10	Rating Average	Re
Availability of land or buildings (e.g. office, retail, industrial)	5.0% (1)	5.0% (1)	5.0% (1)	5.0% (1)	10.0% (2)	10.0% (2)	10.0% (2)	10.0% (2)	10.0% (2)	30.0% (6)	7.00	
Availability of a skilled and semi-skilled workforce	9.5% (2)	4.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	9.5% (2)	19.0% (4)	28.6% (6)	28.6% (6)	7.81	
Access to quality post secondary education, skills development and training	4.8% (1)	4.8% (1)	0.0% (0)	9.5% (2)	0.0% (0)	0.0% (0)	4.8% (1)	19.0% (4)	14.3% (3)	42.9% (9)	7.95	
Availability and quality of high-speed telecommunications	0.0% (0)	4.8% (1)	0.0% (0)	0.0% (0)	14.3% (3)	0.0% (0)	0.0% (0)	14.3% (3)	14.3% (3)	52.4% (11)	8.48	
Presence of post secondary institutions	9.5% (2)	0.0% (0)	0.0% (0)	9.5% (2)	9.5% (2)	4.8% (1)	9.5% (2)	14.3% (3)	19.0% (4)	23.8% (5)	7.14	
Marketing of your City/County to a prospective workforce	10.0% (2)	0.0% (0)	0.0% (0)	5.0% (1)	0.0% (0)	10.0% (2)	10.0% (2)	15.0% (3)	30.0% (6)	20.0% (4)	7.50	
Promotion of your City/County to prospective businesses and investors	5.0% (1)	0.0% (0)	0.0% (0)	5.0% (1)	10.0% (2)	5.0% (1)	5.0% (1)	15.0% (3)	25.0% (5)	30.0% (6)	7.85	
A vibrant and diverse arts and cultural community (e.g. performing and visual arts, museums, theaters, festivals, etc.)	5.0% (1)	5.0% (1)	10.0% (2)	5.0% (1)	15.0% (3)	15.0% (3)	15.0% (3)	25.0% (5)	0.0% (0)	5.0% (1)	5.85	
Competitive wage rates	5.0% (1)	0.0% (0)	5.0% (1)	0.0% (0)	10.0% (2)	10.0% (2)	5.0% (1)	15.0% (3)	30.0% (6)	20.0% (4)	7.55	
Competitive tax rates	5.0% (1)	5.0% (1)	5.0% (1)	5.0% (1)	5.0% (1)	5.0% (1)	5.0% (1)	30.0% (6)	20.0% (4)	15.0% (3)	7.10	
Availability of tax incentives	15.0% (3)	10.0% (2)	5.0% (1)	10.0% (2)	5.0% (1)	10.0% (2)	5.0% (1)	15.0% (3)	10.0% (2)	15.0% (3)	5.70	
Affordable energy costs	4.8% (1)	0.0% (0)	4.8% (1)	0.0% (0)	4.8% (1)	0.0% (0)	9.5% (2)	19.0% (4)	23.8% (5)	33.2% (7)	8.10	
Affordable and efficient waste management	4.8% (1)	9.5% (2)	0.0% (0)	4.8% (1)	0.0% (0)	9.5% (2)	9.5% (2)	19.0% (4)	28.6% (6)	14.3% (3)	7.19	
Availability of affordable housing options	10.0% (2)	0.0% (0)	5.0% (1)	0.0% (0)	5.0% (1)	0.0% (0)	25.0% (5)	15.0% (3)	10.0% (2)	30.0% (6)	7.35	
Access to financing	10.0% (2)	5.0% (1)	0.0% (0)	10.0% (2)	0.0% (0)	0.0% (0)	10.0% (2)	20.0% (4)	25.0% (5)	20.0% (4)	7.15	
Availability of economic development and tourism services	9.5% (2)	0.0% (0)	9.5% (2)	4.8% (1)	9.5% (2)	4.8% (1)	4.8% (1)	14.3% (3)	14.3% (3)	28.6% (6)	6.95	
Low cost facilities in which to start up businesses	9.5% (2)	9.5% (2)	9.5% (2)	4.8% (1)	0.0% (0)	9.5% (2)	0.0% (0)	33.3% (7)	14.3% (3)	9.5% (2)	6.24	
Efficient development environment (ease for obtaining expansion approvals, new development, etc.)	9.5% (2)	0.0% (0)	4.8% (1)	4.8% (1)	0.0% (0)	14.3% (3)	9.6% (2)	28.6% (6)	9.5% (2)	19.0% (4)	7.00	
Quality of lifestyle factors such as health care, housing, shopping and restaurants, schools, parks and recreation, overall community	4.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	4.8% (1)	4.8% (1)	14.3% (3)	23.8% (5)	23.8% (5)	23.8% (5)	8.00	

	1	2	3	4	5	6	7	8	9	10	Rating Average	Response
image, waterfront access, low cost of living												
Proximity to supply and/or market chains	10.0% (2)	0.0% (0)	0.0% (0)	5.0% (1)	20.0% (4)	5.0% (1)	5.0% (1)	25.0% (5)	20.0% (4)	10.0% (2)	6.75	
Transportation Infrastructure	10.0% (2)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	5.0% (1)	0.0% (0)	30.0% (6)	20.0% (4)	35.0% (7)	8.10	
Servicing Infrastructure	4.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	33.3% (7)	28.6% (6)	33.3% (7)	8.62	
Reliable uninterrupted utility services	5.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	5.0% (1)	10.0% (2)	20.0% (4)	60.0% (12)	9.00	
answered question skipped question												
<b>8. Using a scale of 1 to 10 where 1 is "not at all satisfied" and 10 is "very satisfied", please rate each criterion to indicate your satisfaction with your County/Community to OPERATE a business.</b>												
	1	2	3	4	5	6	7	8	9	10	Rating Average	Response
Availability of land or buildings (e.g. office, retail, industrial)	10.0% (2)	5.0% (1)	15.0% (3)	5.0% (1)	15.0% (3)	15.0% (3)	5.0% (1)	20.0% (4)	10.0% (2)	0.0% (0)	5.35	
Availability of a skilled and semi-skilled workforce	4.8% (1)	9.5% (2)	4.8% (1)	0.0% (0)	9.5% (2)	23.8% (5)	9.5% (2)	19.0% (4)	14.3% (3)	4.8% (1)	6.24	
Access to quality post secondary education, skills development and training	5.0% (1)	0.0% (0)	0.0% (0)	10.0% (2)	5.0% (1)	20.0% (4)	5.0% (1)	15.0% (3)	15.0% (3)	25.0% (5)	7.30	
Availability and quality of high-speed telecommunications	5.0% (1)	0.0% (0)	15.0% (3)	0.0% (0)	10.0% (2)	5.0% (1)	15.0% (3)	10.0% (2)	25.0% (5)	15.0% (3)	6.90	
Presence of post secondary institutions	4.8% (1)	0.0% (0)	14.3% (3)	9.5% (2)	4.8% (1)	14.3% (3)	4.8% (1)	19.0% (4)	19.0% (4)	9.5% (2)	6.48	
Marketing of your City/County to a prospective workforce	20.0% (4)	5.0% (1)	5.0% (1)	5.0% (1)	10.0% (2)	25.0% (5)	10.0% (2)	15.0% (3)	5.0% (1)	0.0% (0)	5.00	
Promotion of your City/County to prospective businesses and investors	19.0% (4)	4.8% (1)	14.3% (3)	9.5% (2)	14.3% (3)	14.3% (3)	4.8% (1)	9.5% (2)	4.8% (1)	4.8% (1)	4.67	
A vibrant and diverse arts and cultural community (e.g. performing and visual arts, museums, theaters, festivals, etc.)	10.0% (2)	10.0% (2)	0.0% (0)	10.0% (2)	25.0% (5)	10.0% (2)	5.0% (1)	15.0% (3)	10.0% (2)	5.0% (1)	5.50	
Competitive wage rates	5.0% (1)	5.0% (1)	0.0% (0)	20.0% (4)	5.0% (1)	20.0% (4)	10.0% (2)	15.0% (3)	10.0% (2)	10.0% (2)	6.20	
Competitive tax rates	10.0% (2)	15.0% (3)	5.0% (1)	5.0% (1)	5.0% (1)	20.0% (4)	0.0% (0)	5.0% (1)	30.0% (6)	5.0% (1)	5.80	
Availability of tax incentives	15.0% (3)	5.0% (1)	15.0% (3)	0.0% (0)	5.0% (1)	30.0% (6)	10.0% (2)	5.0% (1)	10.0% (2)	5.0% (1)	5.25	
Affordable energy costs	0.0% (0)	0.0% (0)	10.0% (2)	5.0% (1)	5.0% (1)	10.0% (2)	5.0% (1)	35.0% (7)	20.0% (4)	10.0% (2)	7.30	
Affordable and efficient waste management	0.0% (0)	10.0% (2)	0.0% (0)	10.0% (2)	5.0% (1)	10.0% (2)	5.0% (1)	25.0% (5)	25.0% (5)	10.0% (2)	7.05	
Availability of affordable housing options	15.0% (3)	5.0% (1)	5.0% (1)	15.0% (3)	0.0% (0)	15.0% (3)	15.0% (3)	20.0% (4)	10.0% (2)	0.0% (0)	5.45	
Access to financing	5.3% (1)	0.0% (0)	10.5% (2)	5.3% (1)	5.3% (1)	15.8% (3)	15.8% (3)	15.8% (3)	10.5% (2)	15.8% (3)	6.68	
Availability of economic development and tourism services	15.0% (3)	15.0% (3)	0.0% (0)	10.0% (2)	5.0% (1)	20.0% (4)	5.0% (1)	20.0% (4)	0.0% (0)	10.0% (2)	5.25	
Low cost facilities in which to start up businesses	20.0% (4)	0.0% (0)	15.0% (3)	10.0% (2)	5.0% (1)	10.0% (2)	20.0% (4)	5.0% (1)	10.0% (2)	5.0% (1)	5.10	
Efficient development environment (ease for obtaining expansion approvals, new development, etc.)	9.5% (2)	0.0% (0)	14.3% (3)	14.3% (3)	9.5% (2)	14.3% (3)	9.5% (2)	10.0% (4)	4.8% (1)	4.8% (1)	5.52	
Quality of lifestyle factors such as health care, housing, shopping and restaurants, schools, parks	9.5%	4.8%	9.5%	0.0%	14.3%	33.3%	4.8%	19.0%	4.8%	0.0%		

and recreation, overall community image, waterfront access, low cost of living	(2)	(1)	(2)	(0)	(3)	(7)	(1)	(4)	(1)	(0)	5.48
Proximity to supply and/or market chains	10.0% (2)	5.0% (1)	10.0% (2)	5.0% (1)	5.0% (1)	10.0% (2)	15.0% (3)	30.0% (6)	10.0% (2)	0.0% (0)	5.90
Transportation Infrastructure	14.3% (3)	0.0% (0)	0.0% (0)	14.3% (3)	14.3% (3)	9.5% (2)	9.5% (2)	19.0% (4)	14.3% (3)	4.8% (1)	5.95
Servicing Infrastructure	9.5% (2)	0.0% (0)	0.0% (0)	19.0% (4)	14.3% (3)	4.8% (1)	23.8% (5)	23.8% (5)	0.0% (0)	4.8% (1)	5.90
Reliable uninterrupted utility services	14.3% (3)	0.0% (0)	0.0% (0)	0.0% (0)	14.3% (3)	0.0% (0)	14.3% (3)	14.3% (3)	33.3% (7)	9.5% (2)	6.95

answered question  
skipped question

9. Using a scale from 1 to 10 where 1 is "not at all important" and 10 is "very important", please rate each criterion to indicate the importance of each to your business for the next 5 years. Create Chart Download

	1	2	3	4	5	6	7	8	9	10	Rating Average	Re
Market development, locally	0.0% (0)	4.8% (1)	4.8% (1)	0.0% (0)	14.3% (3)	0.0% (0)	9.5% (2)	4.8% (1)	28.6% (6)	33.3% (7)	7.90	
Market development, outside the local area	4.8% (1)	4.8% (1)	0.0% (0)	9.5% (2)	14.3% (3)	4.8% (1)	4.8% (1)	19.0% (4)	19.0% (4)	19.0% (4)	7.00	
Access to exporting and international markets	33.3% (7)	14.3% (3)	0.0% (0)	9.5% (2)	14.3% (3)	9.5% (2)	4.8% (1)	9.5% (2)	4.8% (1)	0.0% (0)	3.81	
Access to importing of products and services	33.3% (7)	19.0% (4)	0.0% (0)	0.0% (0)	19.0% (4)	4.8% (1)	4.8% (1)	14.3% (3)	4.8% (1)	0.0% (0)	3.86	
Add or change in products or service	9.5% (2)	9.5% (2)	0.0% (0)	14.3% (3)	23.8% (5)	4.8% (1)	4.8% (1)	4.8% (1)	9.5% (2)	19.0% (4)	5.81	
Strategic alliances (joining with other businesses)	0.0% (0)	10.0% (2)	10.0% (2)	0.0% (0)	10.0% (2)	10.0% (2)	5.0% (1)	15.0% (3)	20.0% (4)	20.0% (4)	6.95	
Improving worker productivity	0.0% (0)	0.0% (0)	4.8% (1)	4.8% (1)	9.5% (2)	9.5% (2)	4.8% (1)	4.8% (1)	38.1% (8)	23.8% (5)	7.90	
Industry/professional standards	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	9.5% (2)	4.8% (1)	9.5% (2)	19.0% (4)	23.8% (5)	33.3% (7)	8.43	
Availability of labor	0.0% (0)	0.0% (0)	4.8% (1)	4.8% (1)	9.5% (2)	9.5% (2)	14.3% (3)	14.3% (3)	14.3% (3)	28.6% (6)	7.67	
Workforce health and safety	0.0% (0)	4.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	9.5% (2)	28.6% (6)	28.6% (6)	28.6% (6)	6.48	
Workforce skill development	0.0% (0)	9.5% (2)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	9.5% (2)	19.0% (4)	28.6% (6)	33.3% (7)	8.29	
Energy costs	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	4.8% (1)	0.0% (0)	9.5% (2)	9.5% (2)	47.6% (10)	28.6% (6)	8.81	
Sufficient water/sewer availability	4.8% (1)	0.0% (0)	0.0% (0)	4.8% (1)	0.0% (0)	4.8% (1)	4.8% (1)	23.8% (5)	33.3% (7)	23.8% (5)	8.14	
Water/sewer costs	4.8% (1)	0.0% (0)	0.0% (0)	4.8% (1)	0.0% (0)	4.8% (1)	4.8% (1)	28.6% (6)	28.6% (6)	23.8% (5)	8.10	
Improved customer service	0.0% (0)	0.0% (0)	0.0% (0)	4.8% (1)	19.0% (4)	0.0% (0)	9.5% (2)	14.3% (3)	14.3% (3)	38.1% (8)	8.05	
Availability of telecommunication services	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	4.8% (1)	4.8% (1)	0.0% (0)	9.5% (2)	9.5% (2)	71.4% (15)	9.29	
Accessing capital	9.5% (2)	0.0% (0)	9.5% (2)	14.3% (3)	19.0% (4)	0.0% (0)	9.5% (2)	9.5% (2)	19.0% (4)	9.5% (2)	6.00	
Business planning	0.0% (0)	0.0% (0)	4.8% (1)	0.0% (0)	14.3% (3)	14.3% (3)	4.8% (1)	23.8% (5)	9.5% (2)	28.6% (6)	7.87	
Strategic marketing	0.0% (0)	5.0% (1)	15.0% (3)	0.0% (0)	10.0% (2)	5.0% (1)	5.0% (1)	5.0% (1)	30.0% (6)	25.0% (5)	7.30	

answered question  
skipped question

10. What is your general impression of your City/County as a place to do Create Chart Download

business?

	Response Percent	Response Count
Excellent <input type="checkbox"/>	4.8%	1
Good <input type="checkbox"/>	61.9%	13
Fair <input type="checkbox"/>	14.3%	3
Poor <input type="checkbox"/>	19.0%	4
	answered question	21
	skipped question	0
<b>11. How do you expect your company to perform in the next 18 months compared to the last 18 months?</b>	<a href="#">Create Chart</a>	<a href="#">Download</a>

	Response Percent	Response Count
Much stronger <input type="checkbox"/>	9.5%	2
Somewhat stronger <input type="checkbox"/>	28.0%	6
About the same <input type="checkbox"/>	52.4%	11
Somewhat weaker <input type="checkbox"/>	9.5%	2
Much weaker <input type="checkbox"/>	0.0%	0
Don't know <input type="checkbox"/>	4.6%	1
	answered question	21
	skipped question	0
<b>12. Do you have plans to upgrade/expand your operations in the next 5 years?</b>	<a href="#">Create Chart</a>	<a href="#">Download</a>

	Response Percent	Response Count
Yes <input type="checkbox"/>	61.9%	13
No <input type="checkbox"/>	38.1%	8
	answered question	21
	skipped question	0
<b>13. Do you plan to increase or decrease your labor force in the next 5 years?</b>	<a href="#">Create Chart</a>	<a href="#">Download</a>

	Response Percent	Response Count
Increase <input type="checkbox"/>	28.6%	6
No Change <input type="checkbox"/>	66.7%	14
Decrease <input type="checkbox"/>	9.5%	2
	answered question	21
	skipped question	0
<b>14. Please select the criterion below that describes how local business associations and/or economic development offices could assist your business sector.</b>	<a href="#">Create Chart</a>	<a href="#">Download</a>

	Response Percent	Response Count
Marketing seminars <input type="checkbox"/>	26.3%	5
Access to capital seminars <input type="checkbox"/>	5.3%	1
Trade shows <input type="checkbox"/>	15.8%	3
Business networking sessions <input type="checkbox"/>	10.5%	2
Export development programs and services <input type="checkbox"/>	10.5%	2
Joint advertising and marketing <input type="checkbox"/>	38.8%	7

Attraction of related supply and services businesses	<input type="text"/>	42.1%	8
Workforce planning, employee training and attraction	<input type="text"/>	57.9%	11
Identification of opportunities for shared uses of buildings or infrastructure	<input type="text"/>	26.3%	5
Productivity improvement workshops	<input type="text"/>	26.3%	5
Website development	<input type="text"/>	47.4%	9
E-marketing	<input type="text"/>	21.1%	4
		Show replies	Other (please specify)
		answered question	19
		skipped question	2

15. What is the primary reason for locating your business in your City/County?

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		Response Percent	Response Count
Proximity to raw materials	<input type="checkbox"/>	5.0%	1
Proximity to customers		0.0%	0
Access to transportation		0.0%	0
We've always been located here	<input type="text"/>	65.0%	13
Quality of life	<input type="text"/>	20.0%	4
Quality of available workforce	<input type="checkbox"/>	5.0%	1
Cost of living	<input type="checkbox"/>	5.0%	1
		Show replies	Other (please specify)
		answered question	20
		skipped question	1

16. What distinctive assets or advantages do you feel your City/County has on which to build a strong economy?

Download

	Response Count
Show replies	13
answered question	13
skipped question	8

17. What are the weaknesses of your City/County that hinder efforts to build a strong economy?

Download

	Response Count
Show replies	13
answered question	13
skipped question	8

18. What opportunities are there to strengthen your City/County and the region's economy?

Download

	Response Count
Show replies	13
answered question	13
skipped question	8

19. What are potential threats to the growth of the local economy?

Download

	Response Count
Show replies	13

answered question 13  
skipped question 8

20. Do you have any additional comments?

Download

	Response Count
Show replies	6

answered question 6  
skipped question 15

21. If you would like to be contacted by your local economic development office to discuss your business retention or expansion plans, please provide your contact information.

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	Response Percent	Response Count
Show replies Name	100.0%	3
Show replies Title	100.0%	3
Show replies Business Name	100.0%	3
Show replies Telephone Number	100.0%	3
Show replies E-mail Address	100.0%	3

answered question 3  
skipped question 18

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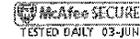
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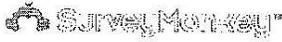
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# **APPENDIX C**

## **CEDS Resident Survey**



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**ASCOG's 2010 CEDS Survey for Residents** Edit

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**Response Summary**

Total Started Survey:  
Total Completed Survey:

PAGE: SURVEY FOR RESIDENTS TO IMPROVE ECONOMIC DEVELOPMENT IN YOUR AREA!!

1. In which county do you RESIDE? [Create Chart](#) [Download](#)

	Response Percent	Response Count
Caddo <input type="checkbox"/>	5.9%	3
Comanche <input type="checkbox"/>	17.6%	9
Cotton <input type="checkbox"/>	3.9%	2
Grady <input type="checkbox"/>	2.0%	1
Jefferson <input type="checkbox"/>	11.8%	6
McClain <input type="checkbox"/>	5.9%	3
Stephens <input type="checkbox"/>	41.2%	21
Tillman <input type="checkbox"/>	11.8%	6
<a href="#">Show replies</a> Other (please specify)		1
answered question		51
skipped question		0

2. How long have you been a RESIDENT there? [Create Chart](#) [Download](#)

	Response Percent	Response Count
<2 years <input type="checkbox"/>	3.9%	2
2-5 years <input type="checkbox"/>	11.8%	6
6-10 years <input type="checkbox"/>	7.8%	4
10+ years <input type="checkbox"/>	76.5%	39
answered question		51
skipped question		0

3. In which county do you WORK? [Create Chart](#) [Download](#)

	Response Percent	Response Count
Caddo <input type="checkbox"/>	5.9%	3
Comanche <input type="checkbox"/>	13.7%	7
Cotton <input type="checkbox"/>	3.9%	2
Grady <input type="checkbox"/>	2.0%	1
Jefferson <input type="checkbox"/>	11.8%	6
McClain <input type="checkbox"/>	5.9%	3
Stephens <input type="checkbox"/>	45.1%	23
Tillman <input type="checkbox"/>	11.8%	6
<a href="#">Show replies</a> Other (please specify)		3
answered question		61

		skipped question	0
<b>4. What is your age?</b>		Create Chart	Download
		Response Percent	Response Count
<18		0.0%	0
18-25	<input type="checkbox"/>	2.0%	1
26-35	<input type="checkbox"/>	3.9%	2
36-45	<input type="checkbox"/>	23.5%	12
46-55	<input type="checkbox"/>	35.3%	18
56-65	<input type="checkbox"/>	19.6%	10
66+	<input type="checkbox"/>	15.7%	8
		answered question	51
		skipped question	0
<b>5. What is the highest level of education you have completed?</b>		Create Chart	Download
		Response Percent	Response Count
No High School Diploma		0.0%	0
High School Diploma or equivalent	<input type="checkbox"/>	23.5%	12
Associates Degree	<input type="checkbox"/>	7.8%	4
Bachelors Degree	<input type="checkbox"/>	43.1%	22
Masters Degree	<input type="checkbox"/>	25.5%	13
Doctorate Degree		0.0%	0
		Show replies	Other (please specify)
			3
		answered question	51
		skipped question	0
<b>6. What best describes your employment?</b>		Create Chart	Download
		Response Percent	Response Count
Full-time employee	<input type="checkbox"/>	78.4%	40
Part-time employee	<input type="checkbox"/>	5.9%	3
Self-Employed/Business Owner	<input type="checkbox"/>	7.8%	4
Unemployed, collecting benefits		0.0%	0
Unemployed, not collecting benefits		0.0%	0
Retired	<input type="checkbox"/>	7.8%	4
Full-time student		0.0%	0
		Other (please specify)	0
		answered question	51
		skipped question	0
<b>7. What best describes the industry in which you currently work?</b>		Create Chart	Download
		Response Percent	Response Count
Agriculture	<input type="checkbox"/>	7.8%	4
Utilities		0.0%	0
Construction		0.0%	0
Manufacturing	<input type="checkbox"/>	2.0%	1

Wholesale trade		0.0%	0
Retail trade	<input type="checkbox"/>	3.9%	2
Transportation		0.0%	0
Warehousing		0.0%	0
Information services	<input type="checkbox"/>	3.9%	2
Cultural Industries		0.0%	0
Finance	<input type="checkbox"/>	5.9%	3
Insurance	<input type="checkbox"/>	2.0%	1
Real estate, rental, leasing		0.0%	0
Educational services	<input type="checkbox"/>	9.8%	5
Health care	<input type="checkbox"/>	3.9%	2
Social services	<input type="checkbox"/>	5.9%	3
Arts, entertainment		0.0%	0
Recreation		0.0%	0
Accommodation (Hotel, Motel, B&B) services		0.0%	0
Food services	<input type="checkbox"/>	2.0%	1
Professional, scientific, technical services	<input type="checkbox"/>	2.0%	1
Administrative and support	<input type="checkbox"/>	3.9%	2
Public administration	<input type="checkbox"/>	11.8%	6
Government	<input type="checkbox"/>	35.3%	18
		<a href="#">Show replies</a>	Other (please specify) 6
		answered question	51
		skipped question	0

8. Select the greatest 3 strengths and 3 weaknesses of the place where you LIVE. (Choose up to 3 answers for each column.)

[Create Chart](#) [Download](#)

	Strength	Weakness	Response Count
Availability of qualified workers	12.5% (2)	87.5% (14)	16
Cost of energy and utilities (electric, gas, sewer, telephone, water, etc.)	61.5% (8)	36.5% (5)	13
Technology Access (cable TV, cell phone service, high speed internet, Wi-Fi)	82.4% (14)	17.6% (3)	17
Transportation Access (bridges, public transit, roads)	33.3% (4)	66.7% (8)	12
Water, air, and land quality	93.3% (14)	13.3% (2)	15
Access to cultural festivals and social networks	30.0% (6)	70.0% (14)	20
Schools for my children	83.3% (15)	22.2% (4)	18
Educational opportunities for adults	56.3% (9)	43.8% (7)	16
Availability and cost of commercial or business space	50.0% (4)	50.0% (4)	8
Crime rate	50.0% (8)	50.0% (8)	16
Access to parks and recreational opportunities	48.2% (6)	53.8% (7)	13

Access to banks and professional services	82.6% (19)	17.4% (4)	23
Access to hospitals and health care	83.8% (31)	16.2% (6)	37
Retail stores and shopping opportunities	6.3% (2)	93.8% (30)	32
Neighborhoods and appearance of streets	10.0% (2)	90.0% (18)	20
State and local taxes	61.5% (8)	38.5% (5)	13
Support for business growth and development	40.0% (6)	60.0% (9)	15
Restaurants, cafes and eateries	24.0% (6)	76.0% (19)	25
Quality and affordability of housing	61.9% (13)	38.1% (8)	21
Access to quality day care services	40.0% (4)	60.0% (6)	10
<a href="#">Show replies</a> Other (about topics above or other strengths and weaknesses			3
			answered question
			skipped question
			51
			0

9. Select the greatest 3 strengths and 3 weaknesses of the place where you WORK. (Choose up to 3 answers for each column.)

[Create Chart](#) [Download](#)

	Strength	Weakness	Response Count
Availability of qualified workers	31.6% (6)	68.4% (13)	19
Reliable and good delivery of energy and utility services at a reasonable cost (electric, gas, sewer, telephone, water, etc.)	53.3% (8)	46.7% (7)	15
Technology access (cable TV, cell phone service, high speed internet, Wi-Fi)	75.0% (12)	25.0% (4)	16
Transportation access (bridges, public transit, roads)	35.7% (5)	71.4% (10)	14
Water, air and land quality	81.8% (9)	18.2% (2)	11
Access to cultural festivals and social networks	8.3% (1)	91.7% (11)	12
Quality schools for my children	76.9% (10)	23.1% (3)	13
Educational opportunities for adults	80.0% (12)	20.0% (3)	15
Availability and cost of commercial or business space	60.0% (6)	40.0% (4)	10
Crime rate	60.0% (9)	40.0% (6)	15
Access to park and recreational opportunities	57.1% (4)	42.9% (3)	7
Access to banks and professional services	88.0% (22)	12.0% (3)	25
Access to hospitals and health care	87.1% (27)	12.9% (4)	31
Retail stores and shopping opportunities	6.5% (2)	93.5% (29)	31
Appearance of neighborhoods and streets	5.0% (1)	95.0% (19)	20
State and local taxes	44.4% (4)	55.6% (5)	9
Support for business growth and development	64.7% (11)	35.3% (6)	17



Not enough daycare facilities for children	<input type="text"/>	7.8%	4
Education needed to find jobs	<input type="text"/>	2.0%	1
Job skills required to find jobs	<input type="text"/>	13.7%	7
Commute and access to transit	<input type="text"/>	9.8%	5
<a href="#">Show replies</a> Other (please specify)			4
		answered question	51
		skipped question	0

12. What are the 3 greatest challenges for workers/residents in your City/County? (Choose up to 3 answers.) [Create Chart](#) [Download](#)

		Response Percent	Response Count
Access/cost of health insurance or health care	<input type="text"/>	52.9%	27
Education/job skills	<input type="text"/>	39.2%	20
Commute time/length of commute	<input type="text"/>	13.7%	7
Cost of housing	<input type="text"/>	11.8%	6
Cost of living	<input type="text"/>	9.8%	5
Cost of transportation	<input type="text"/>	19.6%	10
Not enough jobs	<input type="text"/>	82.4%	42
Not enough parks and recreation	<input type="text"/>	3.9%	2
Not enough shops and restaurants	<input type="text"/>	33.3%	17
State and local taxes	<input type="text"/>	9.8%	5
<a href="#">Show replies</a> Other (please specify)			3
		answered question	51
		skipped question	0

13. What types of investment by state or local government would have the greatest impact in your community? (Choose up to 3 answers.) [Create Chart](#) [Download](#)

		Response Percent	Response Count
Increase safety and security	<input type="text"/>	9.8%	5
Increase in affordable housing/workforce housing	<input type="text"/>	27.5%	14
Improve bridges, drainage, and roads	<input type="text"/>	37.3%	19
Redevelop areas that are abandoned or doing poorly	<input type="text"/>	60.8%	31
Provide transportation alternatives (bicycle paths, walking trails, etc.)	<input type="text"/>	17.6%	9
Micro loans, loan guarantees, business incubators for small businesses	<input type="text"/>	31.4%	16
Clean up and beautify streets and neighborhoods	<input type="text"/>	39.2%	20
Job training and workforce development programs	<input type="text"/>	43.1%	22
Clean up former industrial sites and contaminated areas	<input type="text"/>	11.8%	6
<a href="#">Show replies</a> Other (please specify)			2
		answered question	51
		skipped question	0

14. Which of the following actions do you think are most important to [Create Chart](#) [Download](#)

create jobs and foster economic development? (Choose up to 3 answers.)

	Response Percent	Response Count
Promote tourism through trade shows and advertising <input type="checkbox"/>	3.9%	2
Streamline permitting process and cut government "Red Tape" <input type="checkbox"/>	19.6%	10
Clean up contaminated Industrial sites <input type="checkbox"/>	7.8%	4
Grants to businesses to start economic activity <input type="checkbox"/>	37.3%	19
Create Special Improvement District (SID) or Business Improvement District (BID) to enhance downtown/Main Street/commercial district <input type="checkbox"/>	27.5%	14
Expand community college offerings <input type="checkbox"/>	15.7%	8
Provide state and local government financial incentives to develop new businesses/industries (i.e. tax breaks, rebates, abatements) <input type="checkbox"/>	47.1%	24
Provide state and local government financial incentives to existing businesses/industries to create new jobs (i.e. tax breaks, rebates, abatements) <input type="checkbox"/>	33.3%	17
Job training to improve workers' skills <input type="checkbox"/>	31.4%	16
Financial incentives for businesses to create jobs <input type="checkbox"/>	49.0%	25
Promote industry through trade shows <input type="checkbox"/>	5.9%	3
<a href="#">Show replies</a> Other (please specify)		1
answered question		51
skipped question		0

15. What type(s) of industrial/commercial development do you welcome in your City/County? (Choose up to 3 answers.)

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	Response Percent	Response Count
Accommodation and food services <input type="checkbox"/>	33.3%	17
Administrative, Support, Waste Management and Remediation Services <input type="checkbox"/>	7.8%	4
Arts, Entertainment and Recreation <input type="checkbox"/>	19.6%	10
Construction <input type="checkbox"/>	17.6%	9
Educational Services <input type="checkbox"/>	13.7%	7
Finance and Insurance <input type="checkbox"/>	3.0%	2
Forestry, Fishing, Hunting and Agriculture Support <input type="checkbox"/>	13.7%	7
Health Care <input type="checkbox"/>	19.6%	10
Social Services <input type="checkbox"/>	2.0%	1
Information Services <input type="checkbox"/>	11.8%	6
Management of Companies and Enterprises <input type="checkbox"/>	11.8%	6
Manufacturing <input type="checkbox"/>	68.9%	30

Mining	<input type="checkbox"/>	2.0%	1
Professional, Scientific and Technical Services	<input type="checkbox"/>	33.3%	17
Real Estate, Rental and Leasing	<input type="checkbox"/>	3.9%	2
Retail Trade	<input type="checkbox"/>	35.3%	18
Transportation	<input type="checkbox"/>	15.7%	8
Warehousing	<input type="checkbox"/>	23.5%	12
Utilities	<input type="checkbox"/>	5.9%	3
Wholesale Trade	<input type="checkbox"/>	3.9%	2
<a href="#">Show replies</a> Other (please specify)			2
		answered question	51
		skipped question	0

16. In your opinion, what kind of businesses and services does your local downtown/Main Street/central business district need?

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		Response Percent	Response Count
Music and movie/video game store or rental	<input type="checkbox"/>	2.0%	1
Drug Store/Pharmacy	<input type="checkbox"/>	9.8%	5
Specialty Foods (bakery, butcher, fish market, pastry shop, chocolatier, etc.)	<input type="checkbox"/>	39.2%	20
Banks, credit unions, mortgage brokers and other financial services	<input type="checkbox"/>	7.8%	4
Medical Supplies		0.0%	0
Shoes	<input type="checkbox"/>	13.7%	7
Museum/Movie Theater/playhouse, etc.	<input type="checkbox"/>	13.7%	7
Jewelry	<input type="checkbox"/>	3.9%	2
Dollar store	<input type="checkbox"/>	3.9%	2
Hospitals, clinics and laboratories	<input type="checkbox"/>	2.0%	1
Convenience store/deli	<input type="checkbox"/>	3.9%	2
Antiques and Furniture	<input type="checkbox"/>	11.8%	6
Grocery store/Supermarket	<input type="checkbox"/>	27.5%	14
Liquor store		0.0%	0
Hardware (painting, floor covering, etc.)	<input type="checkbox"/>	7.8%	4
Electronics (cell phone, computers, DVD players, mp3 players, radios, TVs, etc.)	<input type="checkbox"/>	11.8%	6
Coin operated laundry	<input type="checkbox"/>	9.8%	5
Appliances (air conditioners, refrigerators, stoves, etc.)	<input type="checkbox"/>	11.8%	6
Professional offices (dentists, doctors, insurance, lawyers, real estate, etc.)	<input type="checkbox"/>	13.7%	7
Automotive Sales/Service	<input type="checkbox"/>	3.9%	2
Cafes, bistros	<input type="checkbox"/>	35.3%	18
Personal services (barber shop, dry cleaning, hair salon, nail salon, etc.)	<input type="checkbox"/>		

shoe repair, tailor, tanning salon, etc.)	<input type="checkbox"/>	9.8%	5		
Daycare services	<input type="checkbox"/>	11.8%	6		
Florist	<input type="checkbox"/>	2.0%	1		
Travel agency	<input type="checkbox"/>	7.8%	4		
Sporting goods	<input type="checkbox"/>	9.8%	5		
Restaurant	<input type="checkbox"/>	37.3%	19		
Office Supplies	<input type="checkbox"/>	9.8%	5		
Elder care/nursing homes	<input type="checkbox"/>	11.8%	6		
Bookstore/magazine shop	<input type="checkbox"/>	7.8%	4		
Clothing	<input type="checkbox"/>	51.0%	26		
Acupuncture, gym, karate studio, massage therapy, yoga studio	<input type="checkbox"/>	2.0%	1		
Lodging/Hotel/Motel/Bed & Breakfast	<input type="checkbox"/>	25.5%	13		
Arts/Crafts	<input type="checkbox"/>	5.9%	3		
Photo developing and printing	<input type="checkbox"/>	2.0%	1		
Farmer's market	<input type="checkbox"/>	20.4%	15		
		Show replies	Other (please specify)	5	
				answered question	51
				skipped question	0

17. Please comment on any additional issues you feel could improve the quality of life for residents of your neighborhood or region. Please include things you feel could encourage job growth and support the local economy.

	Response Count
Show replies	17
answered question	17
skipped question	34

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# **APPENDIX D**

## **ASCOG Board Meeting Minutes**

**MINUTES OF MEETING**

**ASCOG BOARD OF TRUSTEES**

**6:30 P.M. THURSDAY JUNE 17, 2010**

**JERRY D. MORRIS BUSINESS & INDUSTRY SERVICE CENTER  
3300 WEST BOIS D'ARC DUNCAN, OK.**

NOTICE OF MEETING WAS GIVEN BY LETTER TO THE STEPHENS COUNTY CLERK DATED DECEMBER 1, 2009. AGENDA WAS POSTED AT ASCOG, 802 MAIN, DUNCAN, OK AND ON THE WEB SITE AT 8:30 A.M. WEDNESDAY, JUNE 16, 2010.

**IN ATTENDANCE**

J. C. Awtrey  
Elton Brown  
Bo Cail  
James Dorn  
Wanda Evaige  
Shorty Foster  
Marcel Gigger  
Mary Hasenmyer  
June Hewes  
Jack Hudman  
Gayle Johnson  
Ron Kirby  
Bill Pond  
Hank Ross  
Tom Sutherlin  
Terry Wyatt

Dee Bowen  
Gene Brown  
Ron Dinger  
Ronnie Eisenhour  
Fred Fitch  
Max Gallaway  
Pedro Guevara  
Gerald Hayes  
Buddy Hilbert  
Larry Jefferson  
Loyd Kimbro  
Mike Lennier  
Royse Reagan  
Jimmie Smith  
Troy Gayle Walling

**STAFF**

Blaine Smith  
Perry Brinegar  
Brian Churchman  
Nancy English  
Ray Friedl  
Ken Jones  
Stan Rice  
Melissa Colin  
Archer McPhaul  
Lisa Thomas  
Tom Zigler

**TRUSTEES ABSENT**

Dale Davis  
Jim Parker

Gaylon Gray  
Mary Pewo

Dick Herrin  
Carlos Squires

Gene Overton

The meeting was called to order by Bill Pond, president, who welcomed all guests.

REAP contract signings were held for: Devol, Cotton County District 2, Temple, Indiahoma, Grandfield, Cement, Fort Cobb and Empire City. Senator Don Barrington, Rep. Dennis Johnson, Rep. Corey Holland, Rep. Don Armes and Rep. Joe Dorman were in attendance.

Municipal Judge Gerald R. Hayes issued the Oath of Office to Fred Fitch, mayor of Lawton; Mary Hasenmyer, Tillman County citizen-at-large; and Hank Ross, mayor of Chickasha.

Ronnie Eisenhour, nominating committee chairman, presented their proposed slate of officers:

President	Ron Dinger	Cotton County Mayoral Rep
1 <sup>st</sup> Vice Pres.	Mike Lennier	Grady County Commissioner
2 <sup>nd</sup> Vice Pres.	Terry Wyatt	Tillman County Conservation Director
Secretary	Gene Brown	Stephens County Mayoral Rep
Treasurer	Shorty Foster	McClain County Commissioner

Ron Kirby moved that nominations cease and the officers be elected by acclamation. The motion was seconded by Wanda Evaige and those voting “aye” were Awtrey, Bowen, Brown (E), Brown (G), Cail, Dinger, Dorn, Eisenhour, Evaige, Fitch, Foster, Gallaway, Gigger, Guevara, Hasenmyer, Hayes, Hewes, Hilbert, Hudman, Jefferson, Johnson, Kimbro, Kirby, Lennier, Pond, Reagan, Ross, Smith, Sutherlin, Walling and Wyatt.

Trustees representing minorities and counties not represented by an officer caucused. The following trustees were selected to serve on the executive committee:

Troy Gayle Walling	Caddo County	Mayoral Rep
Ron Kirby	Comanche County	County Commissioner
J. C. Awtrey	Jefferson County	Citizen-at-Large
Marcel Gigger	Minority Representative	

President Ron Dinger presented an engraved gavel to Bill Pond. The gavel was used by Mr. Pond during his term of office.

The minutes of the March 18, 2010 meeting were approved on motion by Ron Kirby and second by Pedro Guevara. Those voting “aye” were Awtrey, Bowen, Brown (E), Brown (G), Cail, Dinger, Dorn, Eisenhour, Evaige, Fitch, Foster, Gallaway, Gigger, Guevara, Hasenmyer, Hayes, Hewes, Hilbert, Hudman, Jefferson, Johnson, Kimbro, Kirby, Lennier, Pond, Reagan, Ross, Smith, Sutherlin, Walling and Wyatt.

Brian Churchman, director of resource management, advised it would be necessary to continue using the signatures of the past president and treasurer on checks for one month until new signature plates could be made reflecting the newly elected treasurer and president’s signatures. The new president and treasurer will sign new bank signature cards and all out-dated signatures will be removed from the ASCOG accounts. Tom Sutherlin moved to accommodate this procedure and Mary Hasenmyer seconded. Those voting “aye” were Awtrey, Bowen,

Brown (E), Brown (G), Cail, Dinger, Dorn, Eisenhour, Evaige, Fitch, Foster, Gallaway, Gigger, Guevara, Hasenmyer, Hayes, Hewes, Hilbert, Hudman, Jefferson, Johnson, Kimbro, Kirby, Lennier, Pond, Reagan, Ross, Smith, Sutherlin, Walling and Wyatt.

Brian Churchman reviewed the current budget figures and the proposed FY 11 budget totaling \$8,122,348. The budget reflects reduced funding in most of the state grants. After discussion, Wanda Evaige moved to approve and June Hewes seconded. Those voting "aye" were Awtrey, Bowen, Brown (E), Brown (G), Cail, Dinger, Dorn, Eisenhour, Evaige, Fitch, Foster, Gallaway, Gigger, Guevara, Hasenmyer, Hayes, Hewes, Hilbert, Hudman, Jefferson, Johnson, Kimbro, Kirby, Lennier, Pond, Reagan, Ross, Smith, Sutherlin, Walling and Wyatt.

Due to the illness of Ronnie Ward, the Comprehensive Economic Development Strategy (CEDS) was not completed in time to be adopted by the board. Blaine Smith asked the board to authorize the executive committee to review and approve the CEDS. On motion by Jimmie Smith and second by Gerald Hayes the executive committee was authorized to act on the CEDS at the July meeting. Those voting "aye" were Awtrey, Bowen, Brown (E), Brown (G), Cail, Dinger, Dorn, Eisenhour, Evaige, Fitch, Foster, Gallaway, Gigger, Guevara, Hasenmyer, Hayes, Hewes, Hilbert, Hudman, Jefferson, Johnson, Kimbro, Kirby, Lennier, Pond, Reagan, Ross, Smith, Sutherlin, Walling and Wyatt.

Blaine Smith discussed creating the South Central Oklahoma Regional Transportation Planning Organization under ASCOG to facilitate the planning process for surface, air and rail development to aid the region in economic development. Regional transportation planning is encouraged by legislation of the Federal Highway Administration. ASCOG is being considered for a pilot program by the Oklahoma Department of Transportation. If approved, funding is anticipated from ODOT to pay for staff time and other related expenses. Bylaws, resolutions, etc. will be developed for review by executive committee prior to submission to full board. On motion by Jimmie Smith and second by Shorty Foster, ASCOG was authorized to pursue development of a Regional Transportation Planning Organization. Those voting "aye" were Awtrey, Bowen, Brown (E), Brown (G), Cail, Dinger, Dorn, Eisenhour, Evaige, Fitch, Foster, Gallaway, Gigger, Guevara, Hasenmyer, Hayes, Hewes, Hilbert, Hudman, Jefferson, Johnson, Kimbro, Kirby, Lennier, Pond, Reagan, Ross, Smith, Sutherlin, Walling and Wyatt.

Nancy English advised the U.S. Department of Labor has issued guidelines on the necessity of holding meetings at times other than during normal business hours. ASCOG (being a volunteer agency) meetings are held at 6:30 p.m. after normal business hours so business people are free to attend. Light hors d'oeuvres are available at the meetings and paid for with grant funds. On motion by Tom Sutherlin and second by Ronnie Eisenhour, ASCOG meetings will be held at 6:30 p.m. Those voting "aye" were Awtrey, Bowen, Brown (E), Brown (G), Cail, Dinger, Dorn, Eisenhour, Evaige, Fitch, Foster, Gallaway, Gigger, Guevara, Hasenmyer, Hayes, Hewes, Hilbert, Hudman, Jefferson, Johnson, Kimbro, Kirby, Lennier, Pond, Reagan, Ross, Smith, Sutherlin, Walling and Wyatt.

There is no meeting in August. The annual meeting will be September 16 at the Simmons Center in Duncan.

There being no further business the meeting was adjourned.

Gene Brown – Secretary

Blaine H. Smith, Jr.

Executive Director

**MINUTES  
ASCOG BOARD OF TRUSTEES  
BUSINESS & INDUSTRY SERVICE CENTER    RED RIVER TECH CENTER  
DUNCAN, OK.**

**NOTICE OF THE MEETING WAS GIVEN BY LETTER TO THE STEPHENS COUNTY CLERK DATED DECEMBER 2, 2009. AGENDA WAS POSTED AT ASCOG, 802 MAIN, DUNCAN, OK AND ON THE WEB SITE AT 8:30 A.M., WEDNESDAY, JUNE 14, 2010**

**IN ATTENDANCE**

J. C. Awtrey  
Gene Brown  
Ron Dinger  
Shorty Foster  
Marcel Gigger  
Ron Kirby  
Troy Gayle Walling  
Terry Wyatt

**OTHER TRUSTEES**

Gerald Hayes  
June Hewes

**EXECUTIVE COMMITTEE ABSENT**

Mike Lennier  
Mary Pewo

**STAFF**

Blaine Smith  
Perry Brinegar  
Brian Churchman  
Nancy English  
Ray Friedl  
Ken Jones  
Stan Rice  
Ronnie Ward

The meeting was called to order by Ron Dinger, president, who welcomed all guests.

The budget report was given by Brian Churchman, CPA, who reported there were some changes to the budget adopted in June to reflect actual funding.

Ronnie Ward discussed the Comprehensive Economic Development Strategy (CEDS) for submittal to the U.S. Economic Development Administration. (This is a condition for ASCOG to retain its EDD designation and to continue receiving annual funding and for ASCOG member governments to be eligible for funding from EDA). At the June full board meeting, the board of trustees authorized the executive committee to review and approve the CEDS. Input information was provided by citizens and business owners through surveys and county meetings during May 2010. After discussion, Shorty Foster moved to approve the CEDS report contingent on a 30 day public review. J. C. Awtrey seconded and those voting “aye” were Awtrey, Brown, Dinger, Foster, Gigger, Kirby, Walling and Wyatt.

The newly enacted REAP legislation was reviewed by Ronnie Ward. There are several significant changes reflecting how REAP funds must be spent. Due to the mandated changes, the REAP application has been revamped so that it complies with the law. After review of the proposed application, it was approved on motion by Ron Kirby and second by Gene Brown. Those voting “aye” were Awtrey, Brown, Dinger, Foster, Gigger, Kirby, Walling and Wyatt.

Staff directors updated the trustees on their progress. Ken Jones advised that Comanche County Nutrition Project filed an appeal with the state disputing the naming of Delta Nutrition Project as the administrative agent for the nutrition centers. Staff is awaiting a hearing date.

There being no further business, the meeting was adjourned.

Gene Brown – Secretary

Blaine H. Smith, Jr.  
Executive Director

# **APPENDIX E**

## **List of ASCOG Trustees**

**ASSOCIATION OF SOUTH CENTRAL OKLAHOMA GOVERNMENTS  
BOARD OF TRUSTEES  
JUNE 2010**

	<b>COUNTY COMM</b>	<b>MAYORAL REP</b>	<b>CONSERVATION DIR</b>	<b>CITIZEN-AT-LARGE</b>
<b>CADDO</b>	<b>Carlos Squires</b> P O Box 210 Carnegie, OK 73015 CH: 405.247.3105 CB: 580.654.2294 Cell: 580.774.9500 Fax: 580.654.2471 <a href="mailto:caddodistrict3@carnegienet.net">caddodistrict3@carnegienet.net</a>	<b>Troy Gayle Walling*</b> P O Box 7 Ft. Cobb, OK 73038 CH: 405.643.2682 H: 405.643.5155 <a href="mailto:tgwalling57@yahoo.com">tgwalling57@yahoo.com</a>	<b>Bill Pond</b> RR1, Box 129 Ft. Cobb, OK 73038 CD: 405.643.5102 H: 405.643.5338 Cell: 405.668.0257 <a href="mailto:bp456348@yahoo.com">bp456348@yahoo.com</a>	<b>Elton Brown</b> P O Box 773 Apache, OK 73006 H: 580.588.2684 <a href="mailto:eltonb17@peli.net">eltonb17@peli.net</a>
<b>COMANCHE</b>	<b>Ron Kirby *</b> 315 SW 5 <sup>th</sup> Street Lawton, OK 73501 CH: 580.353.3717 H: 580.357.5202 Cell: 580.591.1934 <a href="mailto:ron.kirby@comanchecounty.us">ron.kirby@comanchecounty.us</a>	<b>Dick Herrin</b> P O Box 197 Fletcher, OK 73541 CH: 580.549.6550 O: 580.581.5215 Fax: 580.549.4786 <a href="mailto:dh9743@att.com">dh9743@att.com</a>	<b>June Hewes</b> 5428 Wolf Road Lawton, OK 73507 CD: 580.353.0532 H: 580.492.4855. Cell: 580.704.4855	<b>Tom Sutherlin</b> 154 NW 36th Lawton, OK 73505-6121 H: 580.355.8017 Cell: 580.695.1882 <a href="mailto:toms50@sbcglobal.net">toms50@sbcglobal.net</a>
<b>COTTON</b>	<b>Buddy Hilbert</b> 320 East Ohio St Walters, OK 73572 CH: 580.875.3026 CB: 580.875.3852 H: 580.875.2464 Cell: 580.704.2464	<b>Ron Dinger *</b> President P O Box 144 Devol, OK 73531 H: 580.299.3393 <a href="mailto:arriva48@aol.com">arriva48@aol.com</a>	<b>Jack Hudman</b> P O Box 126 Walters, OK 73572 CD: 580.875.2323 H: 580.875.2835 Cell: 580.678.2002	<b>Gerald Hayes</b> 622 Washington Street Walters, OK 73572 H: 580.875.2074 Cell: 580.591.1135 <a href="mailto:grhayes@netzero.com">grhayes@netzero.com</a>
<b>GRADY</b>	<b>Mike Lennier *</b> 1st Vice Pres 326 W Choctaw Chickasha, OK 73018 CH: 405.224.5211 CB: 405.224.2184 H: 405.224.2504 <a href="mailto:melennier@yahoo.com">melennier@yahoo.com</a>	<b>Hank Ross</b> 328 S 29 <sup>th</sup> Chickasha, OK 73018 CH: 405.222.6020 O: 405.224.0280 O: 866.487.0012 <a href="mailto:hross@rosshc.com">hross@rosshc.com</a>	<b>Gene Overton</b> PO Box 544 Minco, OK 73059 CD: 405.224.2172 H: 405.352.5184 <a href="mailto:balermanok@sbcglobal.net">balermanok@sbcglobal.net</a>	<b>J. E. (Jim) Parker</b> P O Box 1283 Chickasha, OK 73023 O: 405.224.5444 H: 405.224.5433 Cell: 405.274.9964 <a href="mailto:jparker219@aol.com">jparker219@aol.com</a>
<b>JEFFERSON</b>	<b>Loyd Kimbro</b> RR 1 Box 53A Ryan, OK 73565 CH: 580.228.2241 CB: 580.757.2638 Cell: 580.656.2996	<b>Gayle Johnson</b> 1105 Magnolia Waurika, OK 73520 CH: 580.228.2713 H: 580.228.3414 Cell: 580.313.0114 <a href="mailto:gaylbaby@sbcglobal.net">gaylbaby@sbcglobal.net</a>	<b>Royse Reagan</b> HC 69 Box 2 Oscar, OK 73561 CD: 580.228.2760 O: 580.757.2775 H: 580.437.2544 <a href="mailto:reagoil@aol.com">reagoil@aol.com</a>	<b>J. C. Awtrey *</b> P O Box 418 Ringling, OK 73456 H: 580.662.2218
<b>MC CLAIN</b>	<b>Charles Foster *</b> Treasurer P O Box 629 Purcell, OK 73080 CH: 405.527.3117 CB: 405.485.3388 H: 405.485.2109 Cell: 405.620.6610	<b>Marion "Bo" Cail</b> P O Box 263 Byars, OK 74831 CH: 405.783.4255 Cell: 405.650.4469 Fax: 405.783.4444 <a href="mailto:boandmarla@gmail.com">boandmarla@gmail.com</a>	<b>Gaylon Gray</b> 1222 Cambridge Circle Purcell, OK 73080 CD: 405.527.3452 H: 405.527.7182 Cell: 405.642.3513 <a href="mailto:gaylonandjoellgray@cebridge.net">gaylonandjoellgray@cebridge.net</a>	<b>Ronnie Eisenhour</b> P O Box 642 Blanchard, OK 73010 O: 405.485.3311 H: 405.485.2205 Cell: 405.517.6329

**ASSOCIATION OF SOUTH CENTRAL OKLAHOMA GOVERNMENTS  
BOARD OF TRUSTEES  
JUNE 2010**

**COUNTY COMM      MAYORAL REP      CONSERVATION DIR      CITIZEN-AT-LARGE**

**STEPHENS**

**Dee Bowen**  
P O Box 124  
Comanche, OK 73529  
CH: 580.255.4193  
CB: 580.439.2206  
H: 580.439.6436

**Gene Brown \***  
Secretary  
310 S. Viola  
Duncan, OK 735333  
CH: 580.252.0250  
H: 580.255.08  
Cell: 580.606.9174  
[mkat48@aol.com](mailto:mkat48@aol.com)

**Max Gallaway**  
Rt. 2 Box 157E  
Marlow, OK 73055  
O: 580.255.0510  
H: 580.255.2420  
[maxgallaway@gmail.com](mailto:maxgallaway@gmail.com)

**Dale Davis**  
P O Box 193  
Marlow, OK 73055  
O: 405.222.0550  
H: 580.255.8534  
[daled@1nb.com](mailto:daled@1nb.com)

**TILLMAN**

**Jimmie Smith**  
P O Box 992  
Frederick, OK 73542  
CH: 580.335.2156  
CB 580.335.3421  
Cell: 580.471.3398  
[jcamp@pldi.net](mailto:jcamp@pldi.net)

**Wanda Evaige**  
P O Box 482  
Frederick, OK 73542  
CH: 580.335.7551  
H: 580.335.5066  
[wjevaige@hotmail.com](mailto:wjevaige@hotmail.com)

**Terry Wyatt \***  
2<sup>nd</sup> Vice Pres  
23007 Crew 184  
Hollister, OK 73551  
CD: 580.335.3630  
H: 580.335.5442  
Cell: 580.335.1907  
[wyatt@pldi.net](mailto:wyatt@pldi.net)

**Mary Hasenmyer**  
1021 W 7th  
Grandfield, OK 73546  
Cell: 580.335.1384  
H: 580.479.3204  
[m\\_hasenmyer@hotmail.com](mailto:m_hasenmyer@hotmail.com)

**LAWTON**

**Fred Fitch**  
Mayor of Lawton  
103 Southwest 4<sup>th</sup> Street  
Lawton, OK 73501-4033  
CH: 580.581.3301  
O: 800.872.4540  
[ffitch@cityoflawton.ok.us](mailto:ffitch@cityoflawton.ok.us)

**MINORITY REP**

**James Dorn**  
Caddo/Grady Counties  
P O Box 211  
Chickasha, OK 73023-0211  
H: 405.224.0797  
Cell: 405.274.5263

**TRIBAL REP**

WCD Tribal Group  
PO Box 825  
Anadarko, OK 73005

**Larry Jefferson**  
Comanche County  
P O Box 1649  
Lawton, OK 73502  
O: 580.353-2223  
Cell: 580.284.8084  
Fax: 580.357.3314  
[jfhok@usa.net](mailto:jfhok@usa.net)

**Mary Pewo**  
KCA Tribal Group  
P O Box 885  
Lawton, OK 73502  
O: 580.248.6300  
H: 580.588.2788  
Cell: 580.695.3354  
[kcailus@sbcglobal.net](mailto:kcailus@sbcglobal.net)

**Pedro S. Guevara**  
Cotton/Jefferson/Tillman  
P O Box 121  
Tipton, OK 73570-0121  
H: 580.667.5424  
Cell: 580.471.5522

**Marcel Gigger \***  
McClain/Stephens  
1206 S. 3<sup>rd</sup>  
Duncan, OK 73533  
H: 580.252.3931  
Cell: 580.255.6954

member of executive committee

# **APPENDIX F**

## **Letters of Concurrence**

# Board of County Commissioners

CADDO COUNTY COURTHOUSE

Post Office Box 1427 • Anadarko, Oklahoma 73005

Telephone: 405/247-3105

---

BENNY BOWLING

District I  
LOOKEBA BARN  
405/457-6373

RANDY McLEMORE

District II  
ANADARKO BARN  
405/247-5321

CARLOS SQUIRES

District III  
CARNEGIE BARN  
580/654-2294

June 7, 2010

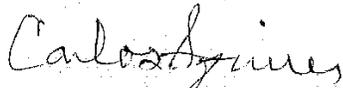
Mr. Ron Dinger  
Association of South Central Oklahoma Governments  
P O Box 1647  
Duncan, OK 73534

Dear Mr. Dinger:

The Board of Caddo County Commissioners actively participates in the Association of South Central Oklahoma Governments (ASCOG) and its programs. Please accept our pledge of continued support for ASCOG's development activities.

We wish it known that we have adopted the Comprehensive Economic Development Strategy (CEDS) of the ASCOG Economic Development District for continued use as the CEDS document for Caddo County. In addition, we support ASCOG's efforts in the field of industrial development as an important element in the overall economic development process of our area.

Sincerely,



Carlos Squires, Chairman  
Board of County Commissioners  
Caddo County, Oklahoma



# Board of County Commissioners

315 SW 5th St. • Room 303 • Lawton, Oklahoma 73501-4391

(580) 353-3717 • Fax (580) 357-9478

June 18, 2010

Mr. Ron Dinger  
Association of South Central Oklahoma Governments  
P.O. Box 1647  
Duncan, Oklahoma 73534

Dear Mr. Dinger,

The Board of Comanche County Commissioners actively participates in the Association of South Central Oklahoma Governments (ASCOG) and its programs. Please accept our pledge of continued support for ASCOG's development activities.

We wish it known that we have adopted the Comprehensive Economic Development Strategy (CEDS) of the ASCOG Economic Development District for continued use as the CEDS document for Comanche County. In addition, we support ASCOG's efforts in the field of industrial development as an important element in the overall economic development process of our area.

Sincerely,

Board of County Commissioners

A handwritten signature in black ink, appearing to read "Ron Kirby".

Ron Kirby, Commissioner

COTTON COUNTY BOARD OF COMMISSIONERS  
COTTON COUNTY COURTHOUSE, 301 NORTH BROADWAY  
WALTERS, OKLAHOMA 73572-1271  
Phone (580) 875-3026

June 21, 2010

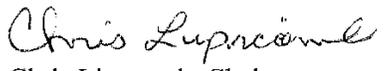
Mr. Ron Dinger  
Association of South Central  
Oklahoma Governments  
P.O. Box 1647  
Duncan, OK 73534-1647

Dear Mr. Dinger:

The Board of Cotton County Commissioners actively participates in the Association of South Central Oklahoma Governments (ASCOG) and its programs. Please accept our pledge of continued support for ASCOG's development activities.

We wish it known that we have adopted the Comprehensive Economic Development Strategy (CEDS) of the ASCOG Economic Development District for continued use as the CEDS Document for Cotton County. In addition, we support ASCOG's efforts in the field of industrial development as an important element in the overall economic development process of our area.

Sincerely,

  
Chris Lipscomb, Chairman  
Board of County Commissioners  
Cotton County, Oklahoma

Buddy Hilbert  
District #1 - Walters  
(580) 875 - 3852

Chris Lipscomb  
District #2 - Temple  
(580) 342 - 6704

Greg Powell  
District #3 - Randlett  
(580) 281 - 3611

**Grady County Commissioners**

District 1 - Windle Hardy - 381-3272  
Tuttle, Ok. 73089

District 2 - Mike Lennier - 224-2184  
Chickasha, Ok. 73018

District 3 - Jack Porter - 580-476-3577  
Rush Springs, Ok. 73082

June 14, 2010

Mr. Ron Dinger  
Association of South Central Oklahoma Governments  
PO Box 1647  
Duncan, Ok. 73534

Dear Mr. Dinger:

The Board of Grady County Commissioners actively participates in the Association of South Central Oklahoma Governments (ASCOG) and its programs. Please accept our pledge of continued support for ASCOG's development activities.

We wish it known that we have adopted the Comprehensive Economic Development Strategy (CEDS) of the ASCOG Economic Development District for continued use as the CEDS document for Grady County. In addition, we support ASCOG's efforts in the field of industrial document for Grady county. In addition, we support ASCOG's efforts in the field of industrial development as an important element in the overall economic development process of our area.

Sincerely,



Chairman – Mike Lennier

Board of Grady County Commissioners

**JEFFERSON COUNTY  
BOARD OF COUNTY COMMISSIONERS  
220 NORTH MAIN STREET  
WAURIKA, OKLAHOMA 73573**

June 21, 2010

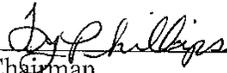
Mr. Ron Dinger  
Association of South Central Oklahoma Governments  
PO Box 1647  
Duncan, Oklahoma 73534

Dear Mr. Dinger:

The Board of Jefferson County Commissioners actively participates in the Association of South Central Oklahoma Governments (ASCOG) and its programs. Please accept our pledge of continued support for ASCOG's development activities.

We wish it known that we have adopted the Comprehensive Economic Development Strategy (CEDS) of the ASCOG Economic Development District for continued use as the CEDS document for Jefferson County. In addition, we support ASCOG's efforts in the field of industrial development as an important element in the overall economic development process of our area.

Sincerely,

  
\_\_\_\_\_  
Chairman  
Board of County Commissioners  
Jefferson County, Oklahoma

**Benny McGowen**  
District 1

**Wilson Lyles**  
District 2

**Charles Foster**  
District 3

**BOARD OF COUNTY COMMISSIONERS**  
McClain County  
P.O. Box 629  
Purcell, Oklahoma 73080

June 3, 2010

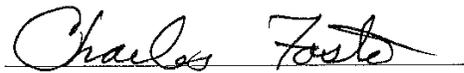
Mr. Ron Dinger  
Association of South Central Oklahoma Governments  
PO Box 1647  
Duncan, Oklahoma 73534

Dear Mr. Dinger:

The Board of McClain County Commissioners actively participates in the Association of South Central Oklahoma Governments (ASCOG) and its programs. Please accept our pledge of continued support for ASCOG's development activities.

We wish it known that we have adopted the Comprehensive Economic Development Strategy (CEDS) of the ASCOG Economic Development District for continued use as the CEDS document for McClain County. In addition, we support ASCOG's efforts in the field of industrial development as an important element in the overall economic development process of our area.

Sincerely,



Chairman  
Board of County Commissioners  
McClain County, Oklahoma





DARRELL SPARKS  
DISTRICT ONE

TODD CHURCHMAN  
DISTRICT TWO

DEE BOWEN  
DISTRICT THREE

## STEPHENS COUNTY COMMISSIONERS

101 SOUTH 11<sup>TH</sup> STREET, ROOM 200  
DUNCAN, OKLAHOMA 73533  
580-255-4193 FAX 580-255-1771

June 14, 2010

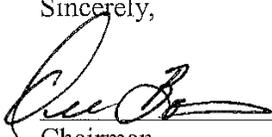
Mr. Ron Dinger  
Association of South Central  
Oklahoma Governments  
P. O. Box 1647  
Duncan, Oklahoma 73534-1647

Dear Mr. Dinger:

The Board of Stephens County Commissioners actively participates in the Association of South Central Oklahoma Governments (ASCOG) and its programs. Please accept our pledge of continued support for ASCOG's development activities.

We wish it known that we have adopted the Comprehensive Economic Development Strategy (CEDS) of the ASCOG Economic Development District for continued use as the CEDS document for Stephens County. In addition, we support ASCOG's efforts in the field of industrial development as an important element in the overall economic development process of our area.

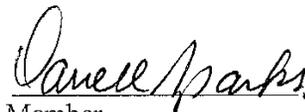
Sincerely,



Chairman  
Board of County Commissioners  
Stephens County, Oklahoma

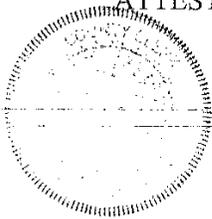


Member



Member

ATTEST:   
Jo Johnson, County Clerk







TILLMAN COUNTY COMMISSIONERS  
P.O. BOX 992 – COURTHOUSE  
FREDERICK, OK 73542  
PH.: (580) 335-2156  
FAX: (580) 335-3795

June 14, 2010

Mr. Ron Dinger  
Association of South Central  
Oklahoma Governments  
P.O. Box 1647  
Duncan, Oklahoma 73534-1647

Dear Mr. Dinger:

The Board of Tillman County Commissioners actively participates in the Association of South Central Oklahoma Governments (ASCOG) and its programs. Please accept our pledge of continued support for ASCOG's development activities.

We wish it known that we have adopted the Comprehensive Economic Development Strategy (CEDS) of the ASCOG Economic Development District for continued use as the CEDS document for Tillman County. In addition, we support ASCOG's efforts in the field of industrial development as an important element in the overall economic development process of our area.

Sincerely,

A handwritten signature in black ink, appearing to read "Kent Smith".

Kent Smith  
Chairman  
Board of Commissioners  
Tillman County, Oklahoma