

**COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
2014 -2018**

This document was prepared in part utilizing funding from the Economic Development Administration, U.S. Department of Commerce Planning Grant # 08-83-04938

CENTRAL  OKLAHOMA
Economic Development District

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METHODOLOGY

The Central Oklahoma Economic Development District (COEDD) Consolidated Economic Development Strategy (CEDDS).

The CEDDS describes the district organization and management structure; provides information on the area's demographic and economic backgrounds, conditions, and trends. Goals and objectives toward economic development efforts in the district are developed and formulated. Finally implementation strategy and action plan carry out the goals and objectives are presented. Selected data and statistics of the district are also included as supplemental information.

The CEDDS is not only a document for the COEDD district regional planning and development guidelines, but also a policy statement for all the programs operated by the Economic Development Administration, including Public Works, Title IX Sudden and Severe Economic Dislocation (SSED) and Long Term Economic Decline (LTED).

The development and formulation of the CEDDS and formulation of the CEDDS is an on-going process and a team effort among COEDD Board of Trustees, area business community, individuals and the district staff. The CEDDS is updated annually to reflect the changes in the district economy, program direction, and national priorities. The new CEDDS reflects the national objectives and priorities mandated by Congress in the Economic Development Reform Act of 1998, passed on November 13, 1998.

The COEDD CEDDS are endorsed and adopted by all the counties as planning guidelines for local economic development efforts. It also serves as a tool for development programs and projects for federal, state and local entities.

ORGANIZING AND STAFFING

Characteristics

The Central Oklahoma Economic Development District, or Sub-state Planning District #5, is comprised of seven contiguous counties. The district is located just east of the center of Oklahoma and the United States. It is also between the metropolitan areas of Oklahoma City and Tulsa and is bounded by the Arkansas River to the North, and the South Canadian River to the South. Counties which compromise the COEDD region, are, Hughes, Lincoln, Okfuskee, Pawnee, Payne, Pottawatomie, and Seminole. The total land area of the Region is 6,102 square miles.

Three communities, Stillwater, Shawnee, and Cushing serve as growth centers for the Region. Stillwater has a 2010 population of 42,688 and serves as the county seat of Payne County. Shawnee, the county seat of Pottawatomie County, has a 2010 population of 29,857. Cushing in Payne County has a population of 7,826 residents in 2010.

All but Payne County has been designated as redevelopment areas by the Economic Development Administration. Hughes, Lincoln, Okfuskee, Pawnee, Pottawatomie and Seminole Counties were

designated as redevelopment areas with the formation of COEDD organization in 1967.

ECONOMIC PLANNING COORDINATION

COEDD staff coordinated activities and participated with other entities involved in economic development activities including: Oklahoma Department of Commerce (CDBG) grants for economic development that requires new jobs to be created.

State Rural Economic Action Plan (REAP) activities designated to implement economic development activities in rural areas. This year, COEDD's Board of Director's distributed \$1.3 Million for such projects.

COEDD participates in meetings with other economic development organizations along with area chamber of commerce and other economic development entities within the COEDD region.

ANALYSIS

Development Background

The COEDD district has been shaped by many different events, and reflects many of the characteristics of the state as a whole. Around the turn of the century the area was part of the Indian territory and contained nine displaced tribes, the largest of which was the Creek Nation. The remaining eight tribes were the Pawnee, Iowa, Citizen Band Potawatomi, Seminole, Sac and Fox, Kickapoo, Osage and Choctaw and Chickasaw tribes. In 1903, the lands were opened for settlement and the Indians were given the right to sell their land. Many of the people purchasing these lands were small farmers who attempted to scratch out a living on lands not suitable for cultivation. As a result, a large area of land was scarred by severe erosion caused by the planting of row crops on shallow, highly erodible soils.

In the early 1920's oil was discovered and the economy of the region "boomed". For a short time Seminole County accounted for 1/3 of all the oil produced in the world. The district experienced tremendous growth and the population reached 360,283 in 1930, the largest population the region has experienced.

With over production of oil and gas, the oil boom subsided and entered the "bust" cycle. Out-migration became a real problem as people moved in search of jobs. The region had lost almost 150,000 people and contained less than 211,000 by 1960.

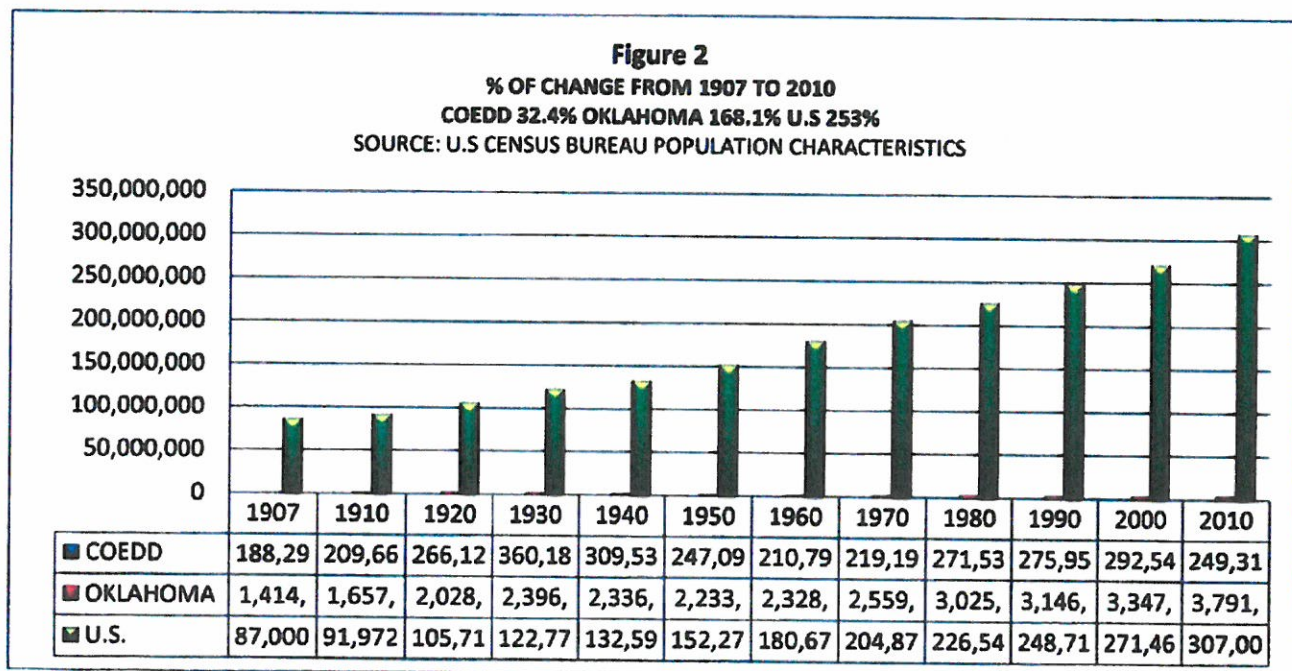
The interests of many people who remained returned to a neglected agrarian economy base. Because most of the region was unsuited for small row crop farms, many farmers sold out and a consolidation of farms took place. For several reasons, including love for the land and a lack of training in other fields, some small farmers chose to remain and barely earn a subsistence living. The decline of the number of farms, due to consolidation, had a negative impact upon the retail and service sectors of COEDD's smaller, farm oriented communities. Over the years, small town retail sectors dwindled, leaving the downtown areas mostly vacant. Competition and technol-

ogy offered by larger town and metropolitan areas lured the business of remaining farmers away, and forced many of the smaller retailers to close their stores.

Problems of an unstable economic base again plagued the COEDD Region in the 1980s. Another “Boom” cycle occurred and the population of the region increased to almost 300,000 in 1984. The following “bust” cycle saw the population once again decline to a low of 275,950 in 1990. Today the population of the COEDD Region is 249,319. High unemployment and people moving elsewhere in search of jobs resulted in population declines in all of COEDD’s counties. While the benefits of rapid infusions of oil money into the economy have facilitated many public and private improvements in the region, encourage growth in other economic sectors is one of the primary goals of the COEDD CEDS.

POPULATION

During the past ninety years, COEDD has experienced dramatic population changes. (see Figure 2). With the birth in the State in 1907 and the prosperity brought by the oil boom, COEDD counties saw tremendous growth. At the height of the growth in the early thirties however, COEDD region experienced the oil bust. From that time on, all of COEDD counties, except Payne, saw a continuing decline in population until 1980. Many of the COEDD counties still have not regained the populations they had at statehood. Hughes, Lincoln, Okfuskee, and Pawnee Counties are below their populations in 1907. Seminole County experienced spectacular population changes corresponding to extreme boom/bust oil industry cycles. Payne County, with its economy centered on Oklahoma State University, grew the most over 90+ year period. And Pottawatomie and Seminole Counties also had growth in population. Please see Appendix A and B for Population Estimates.



AGE

The COEDDs Region median age of population was one and one half years older than the State's. Persons 65 and older accounted for more than 14% of the COEDD population. Hughes County, with more than 17.2% of its population 65 and older, had the largest percentage of persons in this age group. Pawnee County has the highest median age of 41.7 years according to the 2010 Census. The county with the youngest population was Payne County, the home of Oklahoma State University, where the median age is 27.2. (See Appendix C) Reasons for the COEDD Region's comparatively older population can be traced to trends of general out migration of younger people from rural areas to larger cities as is common during time of increased oil activity. Larger number of younger people move into regions to take new jobs.

EDUCATION

Universities and Colleges

Education continues to be a challenge in the region. The COEDD Region has Oklahoma State University, Oklahoma Baptist University and St. Gregory's Catholic University which are four-year universities and Seminole State College a two-year college program. Within the COEDD Region high school graduation rates have continued to increase over the past 20 years along with four or more years of college. (See Appendix E)

Technology Centers

Oklahoma's work force training program was ranked one of the best in the nation by national "top site selection consultants." Expansion Management magazine conducted the survey that cited several factors in considering their ranking, which included minimal red tape and flexibility to choose how employee training was conducted.

Indian Meridian Technology Center is in Stillwater, Payne County has excelled in numerous areas of training. It is also the location of the Oklahoma and Technology and Research Park in conjunction with Oklahoma State University, City of Stillwater and the Stillwater Industrial Foundation. The Park has attracted high tech industries, new companies and products resulting from OSU research and development.

Gordon Cooper Technology Center in Shawnee, Pottawatomie County, has been proven to be an award-winning educational facility, especially in the practice of diesel mechanics. Gordon Cooper also has Aviation Maintenance Technology Program is located on the northeast corner of the Shawnee Regional Airport. The AMT Program has a 100% placement of students who become professional Airframe and Power plant mechanics.

Wes Watkins Technology Center is located in Wetumka, Hughes County, has been recognized by the Oklahoma Association of Technology Centers as a 20-time winner of the prestigious Gold Star Designation, and is one of only 5 schools in the nation to receive the first Golden Improvement Award from Technology Centers That Work Initiative.

EDUCACTIONAL LEVELS OF PERSONS 25 YEARS AND OLDER

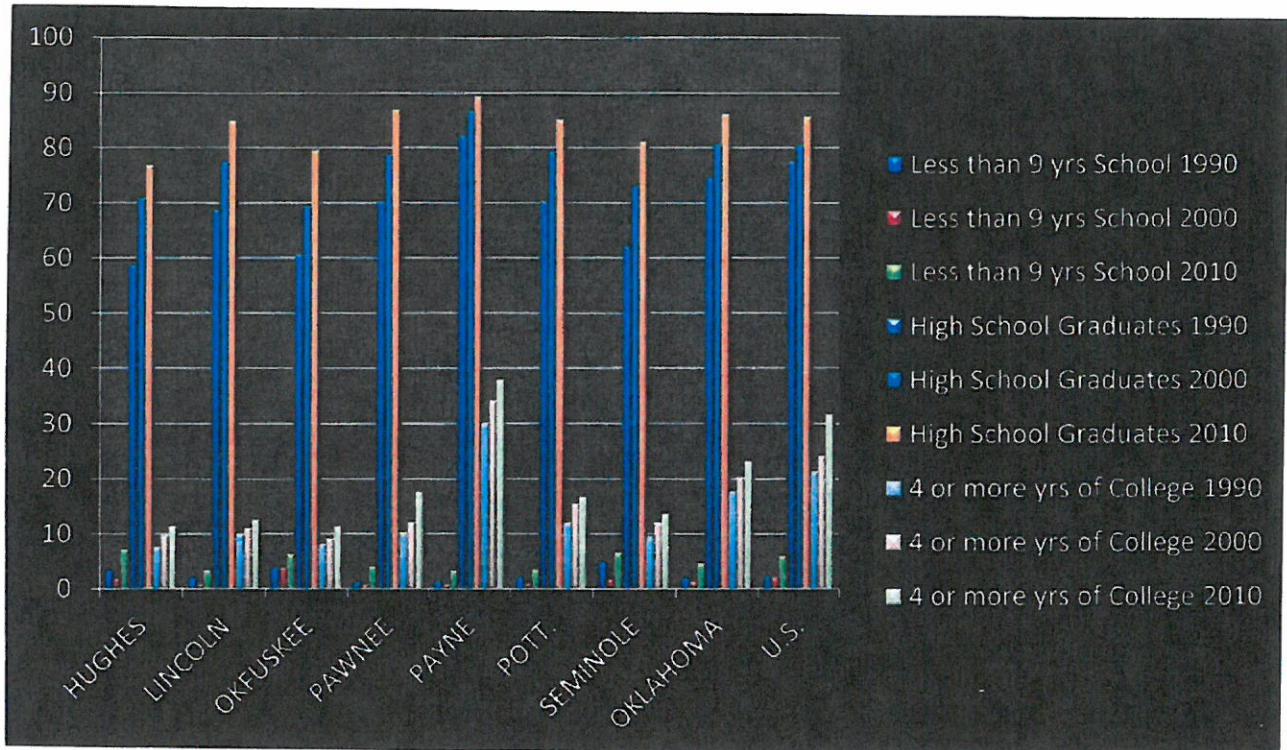


Figure 3

Source: 1990 Census of Population, Characteristics of Population
 2000 Census of Population Characteristics of Population
 2010 Census of Population, Social & Economic Characteristics

ECONOMIC CONDITIONS

The economy in the Central Oklahoma Economic Development District(COEDD) generally follows the state of Oklahoma. The COEDD region is rural and the major industries are manufacturing, agriculture, oil and natural gas and tourism.

According to information from the Oklahoma Employment Security Commission (OESC) January 14, 2014 issue of Oklahoma Economic Indicators, Oklahoma’s economy typically follows a similar trend to that of the nation. State gross domestic product (GDP) data lags behind national data and is only available annually. The data is not a good indicator of current economic conditions and doesn’t fully reflect the recent changes in Oklahoma’s economic climate or that of the Central EDD. However, it’s still valuable to understand that the state’s growth trend compared to the nation and what industries are the largest contributors to Oklahoma’s economy.

Oklahoma, along with 48 states and the District of Columbia, saw growth in real GDP in 2012, according to estimates from the Bureau of Economic Analysis (BEA). Oklahoma’s real GDP growth rate of 2.1 percent ranked 23rd among all other states. Oklahoma had a real GDP of \$138.3 billion on 2012, up from \$135.5 billion the year before. Real GDP increased in all eight

BEA regions in 2012, with growth accelerating in seven of eight regions.

Durable-goods manufacturing was the largest contributor to the U.S. real GDP by state growth in 2012, including Oklahoma, where it contributed 0.78 percentage points to overall growth. Other industries adding to 2012 GDP growth in Oklahoma were wholesale trade (0.37 percent); retail trade (0.33 percent); real estate, rental and leasing (0.32 percent); finance and insurance (0.25 percent); accommodation and food services (0.12 percent) and government (0.12 percent); Subtracting from state GDP growth were mining (-0.72 percent) and management of companies (-0.15 percent).

EMPLOYMENT AND UNEMPLOYMENT

Workforce Investment

Shifts in population and demographics require the Workforce Investment System to constantly analyze both the workforce and its makeup while focusing on the industry clusters that exist in the area working to meet their specific needs.

Implementing efforts supported by the Governor's Council on Workforce and Economic such as promoting the Oklahoma Career Ready Certificate through our Workforce Centers and examination of sustainable and emerging industry clusters give our local system needed resources and abilities to respond to the challenges of the changing, churning workforce currently existing in our area.

Between 2005 and 2010, ten of the twenty main industry groupings showed net job growth in employment. The largest increases occurred in the mining, quarrying and oil and gas extraction industry where +2,493 jobs were added. That represented an +87.0% job gain within that industry and represented +54.6% of the Workforce Investment Area's overall net job growth between 2005 and 2010.

The most significant growth between 2010 and 2015 is expected in the mining and government industries as they are forecasted to account for four out of ten new jobs.

The continued boom cycle for oil and gas exploration in the COEDD region presents a continuing challenge or recruitment and placement in a physically demanding industry noted for its large amount of entry level jobs requiring fewer skills.

Hispanics present a workforce challenge dealing with English language abilities particularly as it affects supervision and training for non-English speaking workforce.

A project is currently underway to unify the service strategies of all Workforce System partners in the area (Workforce Investment Boards, Department of Commerce, Employment Security Commission, Department of Vocational Rehabilitation, Department of Human Services, ect). Through a deliberative process involving service mapping and gap analysis, the goal of serving the workforce job seeking customer and the employer customer in a more productive way is the anticipated outcome of this project.

UNEMPLOYMENT RATES FOR COEDD OKLAHOMA & U.S.

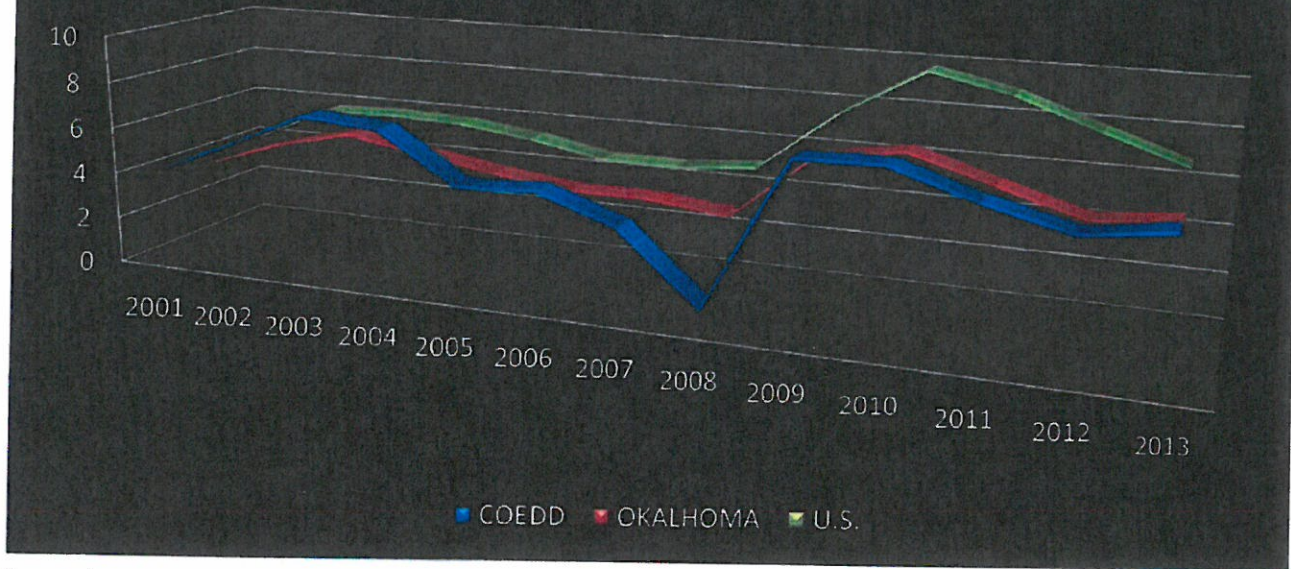


Figure 4

Source: 1990 Census of Population, Characteristics of Population
 2000 Census of Population Characteristics of Population
 2010 Census of Population, Social & Economic Characteristics

TOTAL NUMBER ODF WELLS AND MINING EMPLOYMENT COEDD REGION

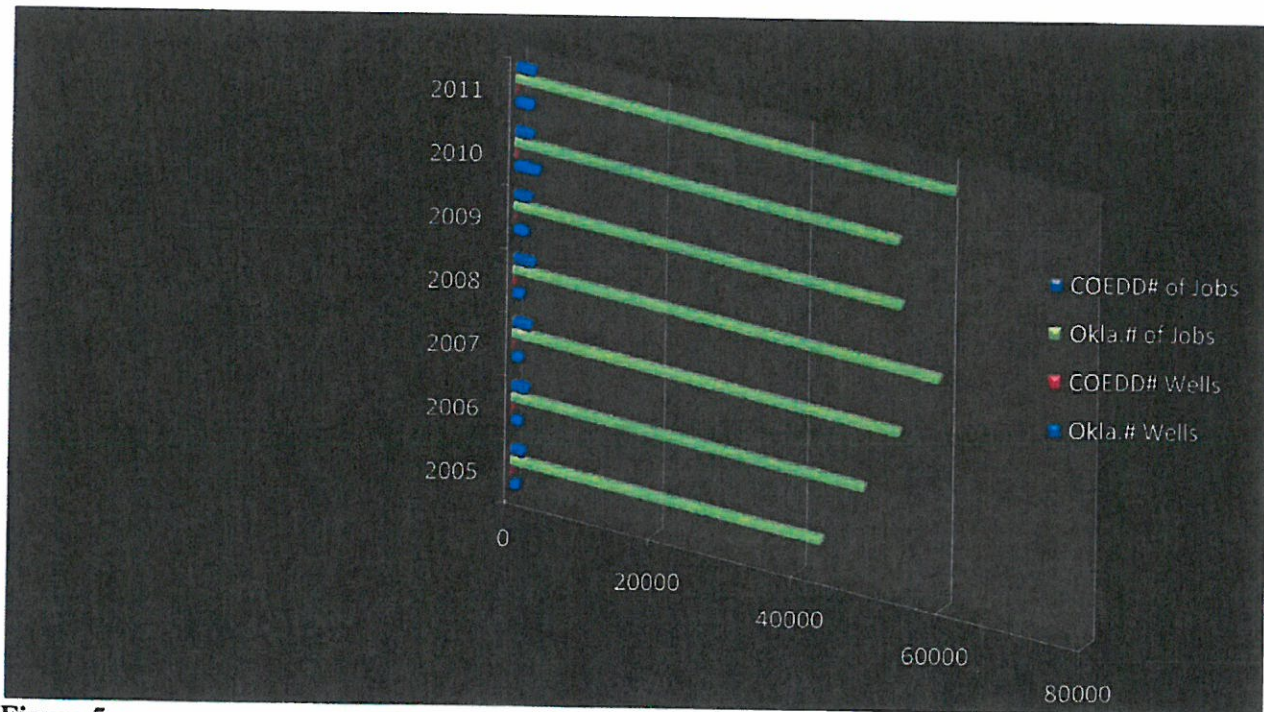


Figure 5

Source: 2000 Census of Population, Characteristics of Population
 2010 Census of Population, Characteristics of Population,
 Social & Economic Characteristics

ECONOMIC CLUSTERS

The Stillwater Micropolitan area ranked 31st in employment within the oil and gas production and service cluster. Between 2005-2010, 1875 jobs were created in this cluster alone. The Shawnee Micropolitan area ranked 50th in employment within the education and knowledge creation and business services. Between 2005-2010, 207 jobs were created in the education and knowledge creation and 447 jobs in the business services. The benefits of these cluster's growth can also be seen affecting growth in other clusters within the COEDD district. Advanced job growth in business services, transportation and logistics, production technologies, manufacturing and education/technology.

An economic cluster is a group of activities located in a similar geography, which work together through all stages of production, from inputs (including goods and services) to outputs. Cluster-based economic development targets investments to conform to the strengths of the district or develop interdependent, growth-oriented enterprises in the regional economy. Economic clustering allows industries to draw from like resources in terms of available workforce (and skill sets of workers), as well as knowledge based resources and to leverage mutual benefits that exist between potential competitors in the region.

By targeting investment in workforce development to create reliable source of workers with the skills necessary to do business, communities can create an environment favorable to those industries. Also, by development the regional economy in a way that induces clustered support networks (in terms of available materials, services, and specialists), industries are able to more efficiently access all services needed for the conduct of business. Additionally, by locating industries in close (or closer) proximity to one another, industrial sectors can benefit form an exchange of knowledge that results from the techniques of neighbors.

Finally, by investing in competitive clusters, regions can add insulation against economic downturns in important industrial sectors, reinforcing against losses resulting from competitive advances such as the advent of new technologies.

TRANSPORTATION PLANNING AND ACCESS

Highway infrastructure in the district is adequate with a good network of primary and secondary roads. Most of the COEDD Region is well served by the State's turnpikes and interstates. Only Hughes County is without direct access to a major thoroughfare. Highway 99 has been improved from the Turnpike at Stroud, through Prague and Seminole.

Source: Oklahoma Department of Transportation

Figure 6

2009 Functional Classification System

Date Printed: 08/19/2009

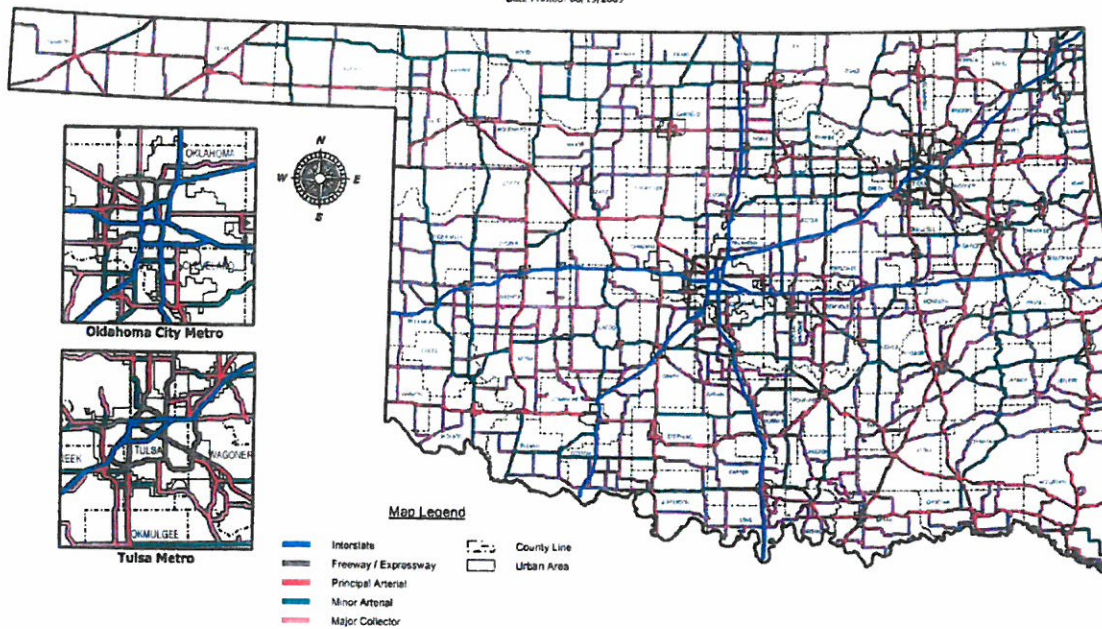
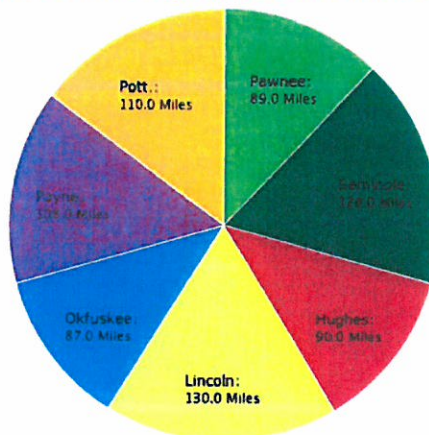


Figure 7

MILES OF STATE HIGHWAY IN ADEQUATE OR TOLERABLE CONDITION IN 2009



Source: Oklahoma Department of Transportation, 2009 Needs Study and Sufficiency Rating Report, VI.1

AIRPORTS

All airports whether turf strips or fully equipped airfields are able to stimulate economic growth by providing “outside” access to an area. However, certain facilities make an airport more capable of handling business and industrial traffic. The presence of these facilities – repair services, fuel, hard surfaced runways, runway lights, and an air traffic controller – were used to identify those COEDD airports with potential of attracting new businesses and industries. The area has 11 general aviation airports which are all considered civil aviation operations.

RAILROADS

The rail industry has had a great impact on the establishment and economic success of Oklahoma. Oklahoma's railroads played a key role in converting the previous frontier into one of the largest energy and agriculture producing regions of the U.S. The Oklahoma rail system has experienced many changes in the last 30 years.

Stroud, Oklahoma (Lincoln County) has become a delivery point for oil transported from the Bakken Shale deposit in North Dakota to Stroud, where it is transferred to a pipeline. Rail has become important to the movement of this oil because the limited pipeline at the extraction locations. The oil is first moved by BNSF in unit tank trains and then delivered to the Stillwater Central, a short line providing the connection to Stroud. From Stroud, the oil is piped to Cushing, which does not have rail service.

A-OK Railroad recently completed the restoration of the railroad bridge across the North Canadian River. This is an important milestone in the construction of the Citizen Potawatomi Nation Iron Horse Industrial Park.

The railroads in the state provide essential goods movement services that are strategically connected to other modes. Improving the rail system productivity is critical to keeping Oklahoma a significant economic force.

Currently the COEDD district is served by three Class I railroads and three Class III railroads known as short lines which provides services within the district and the State of Oklahoma. The importance of short lines has grown as these railroads often serve as the initial or final link between Class I railroads and rail customers.

Oklahoma Transportation Infrastructure TRANSPORTATION PLANNING

Type of Infrastructure	Miles/Number
All public roads	112,634 miles
Interstate	930 miles
Class I railroad trackage	2,360 miles (2011)
Class III railroad trackage	1,239 miles (2011)
Inland waterways	150 miles
Public –use airports	8 certified for air carrier operations

Source: Bureau of Transportation

In 2012 COEDD created the Central Oklahoma Rural Transportation Planning Organization (CORTPO). The primary goals of the CORTPO include enhancement of rural transportation system connectively, promotion of rural mobility/congestion relief and enhancement of rural transportation safety. Rural transportation planning is a collaborative process designed to foster participation by interested parties, such as businesses, community groups, elected officials and the general public, through a

proactive public participation process. Emphasis by the Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) is placed on extending public participation to include people who have been traditionally under-served by the transportation system and services in the district.

The transportation planning process involves both long-term transportation system objectives and short-term implementation of projects and will provide a blueprint for the development of a safer, more efficient and less congested transportation network between population centers. Long-term objectives will be identified and documented in the rural transportation planning process. The identified planned transportation improvements will be implemented within the next 20 years. Steps will be taken to determine what short-term projects can be completed within the next five years. When complete, the CORTPO Rural Transportation Plan will represent ODOT's long-term transportation goals for rural areas of the state.

WASTE WATER SYSTEMS

About half of COEDD's municipal wastewater systems have consent orders. This well documented problem has received considerable attention, and Federal, State and local resources are being targeted toward upgrading local waste water systems. The Oklahoma Water Resources Board, U.S. Department of Housing and Urban Development, Economic Development Administration and The State of Oklahoma through Rural Economic Action Plan funds have programs providing assistance. Unfortunately the need is much greater than the resources available.

WATER

Water has long been recognized as a vital resource, which has to constantly be planned for, and new resources developed. Years of oil exploration with little consideration of pollution of the ground water have left towns and rural areas without suitable drinking water. Oklahoma's climate is quite variable and with frequent droughts and floods, resulting in water rationing almost on a yearly basis. Although water problems are easily identified, the funds to correct them are limited. Therefore, many towns and rural areas are functioning below desirable levels until funds can be secured. Communities and rural residents are working to improve their water supplies for domestic and industrial use for economic development. In many instances communities have found that joint efforts provide definite advantages when developing water resources. In Southern Pottawatomie County, several towns, and rural residents created a rural water district. Citizen Potawatomi Nation purchased the rural water district and has provided water to areas of the county that would not have had that opportunity. Also, the CPN's has formed a rural water district in the Northern Pottawatomie County. Northern rural Seminole County has also formed a rural water district for the purposes of developing water resources to serve families having water wells contaminated from oil drilling activities.

FIRE PROTECTION

COEDD's Rural Fire Defense Program was initiated in September of 1981. Since then 51 new fire departments have been formed. COEDD was the second sub-state planning district to enter into a contract with the State Forestry Division to provide a Rural Fire Coordinator and the services to the rural areas. The Rural Fire Program provides excess equipment, test departments and works with legislators for financial aid and benefits to the rural departments. The program provided many more benefits than the costs of operation.

Value of Equipment Placed (excess Property)	\$11,002,235.00
Value of Equipment Placed (DOD Equipment)	\$5,267,088.00
Fire Insurance Savings	\$13,398,493.00
Flow Test Savings (1044 Pumpers & 46 Hydrants)	\$327,000.00
Grants	\$4,625,729.50
Risk Management Savings	\$7,499,866.00
Wet & Dry Hydrants	\$55,000.00
Total	\$42,175,411.50

New Fire Departments Formed	51
Fire Departments with Lower Fire Ratings	142

Annual Savings

Fire Insurance Rates	\$13,398,493.00
Risk Management	\$471,958.00
Total	\$13,870,451.00

HOUSING

Building Communities By Building Homes

More than \$14 million has been secured and invested by the Central Oklahoma Economic Development District (COEDD) and its housing affiliate to help more than 2780 families achieve the American dream of homeownership and housing rehabilitation since 2003.

Recognizing that safe and affordable housing is one the cornerstones for a vibrant regional economy, COEDD started working in the early 1990s to address the pressing issue of diminishing housing stock and the lack of an effective housing organization with in its service region.

Formed in 1992, COEDD's Community Housing Association for Rehabilitation Measures and Effective Development (CHARMED) is not –for-profit organization that provides down payment assistance, home repair, new construction, grant administration and environmental review.

As a federally-recognized community housing development organization, CHARMED uses its grant funds to build and sell homes eligible families, while retuning revenues generated to the

program for additional stock. COEDD has also tapped into Oklahoma's affordable Housing Tax Credits Program to build and maintain affordable rental housing units for low-income households.

ENERGY

Oklahoma and COEDD offer some of the lowest energy rates in the Nation. The two electric companies that serve the Region, Oklahoma Gas & Electric (OG&E) and Public Service Company of Oklahoma (PSO), charge rates that are below the national averages. PSO's industrial rate is ranked the lowest 3% of U.S. companies; Oklahoma Natural is also comparatively lower than the Nation's other companies. Its rates, on the average, rank 16th lowest out of 200 companies.

CLIMATE

The COEDD Region's weather is generally temperate with mild winters and occasional snow which stays on the ground only a day or so. Rainfall is evenly distributed throughout the year. The winters have a low of near zero and the summers have a high near 100 degrees. However, the duration of these extreme temperatures is usually very short. The humidity in the summer is low. There are four definite seasons of weather, which include an average growing season of 210 days.

INFRASTRUCTURE

To accommodate industry and population growth, COEDD will need adequate water supply, waste water systems, and other support facilities. As should be expected, this growth will not take place evenly. If no changes are made, some systems will be overloaded.

ENVIRONMENTAL CONDITIONS

Environmental conditions remain fairly stable in most of the region. Ground water pollution, primarily from oil exploration, continues to become more evident. COEDD has worked in assisting rural water districts in finding funding. Various sources of funding include HUD-CDBG, USDA Rural Development, Oklahoma Water Resources Board and the Bureau of Indian Affairs.

DISASTER AND ECONOMIC RECOVERY PLAN

COEDD is an established leader in emergency preparedness, hazard mitigation, rural fire defense, business and workforce development, public infrastructure, housing and transportation needs. COEDD plays a significant role in the COEDD region in such fundamental areas as emergency response, preparedness and participation, communication and coordination with area emergency management, state agencies and business and industry leaders. COEDD has in place a Pre-Disaster and Post Disaster Response Plan.

PAST AND PRESENT ECONOMIC DEVELOPMENT EFFORTS

After an evaluation of the regional economy, the COEDD organization outlined a program to

overcome barriers to economic development. Numerous projects improving the economic climate were accomplished. Many of the projects involved Economic Development Administration funding. Highlights of EDA assisted projects and results follow.

Educational Facilities

Education in the labor force was one of major needs identified for the region. In 1968, Gordon Cooper V-Tech training facility was established in Shawnee, OK to provide training for new industries and some existing industries. The school provides training for a four county area. Approximately 13,362 students were enrolled this past spring during the day and 2862 students enrolled in night courses. The school has a 90 percent placement record for graduating students with 60 percent finding jobs. Twenty-four school districts now send students to this facility for training.

An additional \$350,000 project was developed in 1968 to serve Gordon Cooper Technology Center in Shawnee with sewer and water facilities. This project also extended water and sewer lines to the north industrial area allowing for expansions and additional industrial growth. Gordon Cooper Aviation Maintenance and Training Facility received EDA funding in 2005 to expand and modernize their facility.

Industrial Facilities

Good industrial sites were few in numbers. With the help of EDA funding, the following industrial parks were developed.

In 1968, COEDD assisted Stillwater in development of a 350-acre industrial park. EDA monies in the amount \$199,313 were used to provide water, street and sewer improvements. The total project cost was \$410,626 and the estimated capital leveraged was \$37,500.00. Four new industries located in the park creating a total of 1,195 jobs for the area.

COEDD has worked with Stillwater in the development of the Oklahoma Research and Technology Park. Funding for the project included \$1.65 million for EDA.

COEDD also assisted Okemah in applying for funds to provide basic infrastructure for a 495 acres industrial park in 1968. This project provided water lines, a water storage tank, sewer lines, a sewer lagoon and a sewage lift station. EDA funds used in this project amounted to \$108,094.

Pawnee was also the site of an industrial project in 1968. This project expanded a water and sewer system to service and industrial site north of the city. EDA supplied \$38,400. The area employed 385 workers. This project extended water distribution systems to serve low-income housing area, county fair grounds and a municipal golf course.

1970 - \$104,112 EDA dollars were used for improvements, including water distribution lines and sewage collection lines to serve Holdenville Industrial Park. 250 jobs were created.

1971 - A railroad spur project to serve a Holdenville industrial park was funded for \$63,391.

The project created over 200 new jobs and allowed for continuance of 150 jobs.

1976 - \$168,000 EDA grant helped provide water line, an access road and sewer facilities for an industrial park development in the City of Seminole. The total cost of the project was \$280,000. One company expanded their facilities and another plant located on a site creating 226 new jobs for the area.

1986 - COEDD helped Seminole obtain a \$160,000 grant for road and drainage improvements to their industrial area. 45 jobs.

1986 – COEDD assisted Okemah in applying for additional grants to upgrade a 160 acre park of the original industrial area. In 1987 EDA funded the Okemah Industrial Park in the amount of \$556,500. EDA funds were used to for improvements that included an elevated water tower, extension of water and sewer lines, construction of a road and provisions of security fencing and lighting. 150 jobs were created. In addition EDA approved a \$570,000 grant to upgrade water, sewer, and streets within the park.

Infrastructure

Additional Economic Development Administration programs provided basic infrastructure for communities and improved their desirability for industrial development. These projects included:

1969- EDA participated in the development of a wastewater treatment facility, water lines and sewer lines in Boley ,Oklahoma. The total cost of the project was \$278,300 with EDA contributing \$254,000. These facilities were designed to serve expanding industry in Boley as well as a nursing home and residential areas. These improvements saved 29 jobs in the predominately black community.

1971 – A supplemental grant from EDA allowed Shawnee to enlarge their sewer plant capabilities and serve new and expanding industries. EDA contributed \$104,000 and encouraged the Corning Plant to located in the city and improved the services provided to commercial and residential areas. 110 jobs were created.

1973 – Shawnee received \$219,200 from EDA for a water tower construction project. The project cost was \$450,000 and created 100 jobs. The project increased water pressure in the existing industrial park and provided for better fire protection.

1974 – Shawnee received \$339,000 from EDA in the development of new water treatment plant and the provision required services to three Fortune 500 Companies. These 3 companies (Eaton, Mobil, Wolverine Tube) have invested \$11,800,000 and employ 1,032.

1975 – Wewoka received from EDA \$199,800 for the installation of a new 400,000 gallon elevated water storage tank and 300 new jobs were created. The elevated storage tank increased water pressure in the city's industrial site so that fire demand flows and sprinkler type fire protection could be provided.

1975 – EDA awarded Shawnee \$832,300 for the construction of a 12-inch water distribution main in the industrial area and helped build a booster pump station.

1980 – Wetumka received \$303,000 from EDA for the development of a water tower and access road for the Wetumka industrial park development. Investment was to increase employment by 150.

1990 – Seminole received \$508,000 EDA grant to expand their wastewater treatment facility, extend sewer lines, and to develop two water well projects. 600 existing jobs, created 153 new+ jobs.

1995 – Shawnee received \$1.5 million EDA award to expand the Northside Waste Treatment facilitate to facility the expansion of TDK.

1999 – The City of Stroud was approved for a \$2 million EDA grant in 1999 following the May tornadoes. Money would be used to build a 90 acre industrial park and to build a 10,000 sq.ft. industrial building.

2005 – Seminole was awarded \$500,000 for rehabilitating the Wrangler plant.

2008 – Shawnee was awarded \$325,000 by EDA to build a 4,000 sq.ft new airport terminal.

2009 – Okemah was awarded \$770,000 by the EDA to rehab 3,000 feet of road in the Okemah Industrial Park. 90 new jobs were created.

THE VISION

The vision of COEDD, will culminate in the seven county region being recognized as a model for improvement of rural and small town social and economic conditions. The 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 GOALS

The goals are simple and straight forward:

1. **Economic Development** to improve the region through economic planning, collaboration partners.
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 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 of the district’s economic will be mostly diversified technology and advance manufacturing, research and development, service entities and tourism.
3. Economic Development is the process by which localities enhance the quality of life of their residences (whereby real per capita income in 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.

GOALS AND OBJECTIVES

The goals and objective for the COEDD Comprehensive Economic Development Strategy (CEDS) are:

1. Goals:
 - a. To expand and diversify the economic base 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 and minorities) in the area, and
 - e. 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 the outside 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 COEDD is economic development through economic diversification and the creation of jobs. COEDD funds are primarily used for programs with goals similar to those proposed here. All COEDD programs work toward common goals of economic, workforce, and community development.

THE BUSINESS DEVELOPMENT STRATEGY

COEDD 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 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 economic recovery, COEDD encourages its communities to focus their attention on increasing investment and other revenues from outside the area. This approach concentrates on expanding public and commercial services, expanding the tourism market. Increasing spending from outside the area will have a positive impact on the commercial and retail sectors of all communities.

To improve business location climate, the need to 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 as needed to attract new businesses.

The general appearance of an area is an important factor in industrial, tourism and commercial development.

In today's economy no community or area can survive by itself. Economic activities transcend government boundaries. Because of this, good communication between local government officials 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. 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 officials. COEDD's congressional delegation is kept informed in 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

Most small businesses are typically under-capitalized. Under-capitalization is the most commonly encountered problem facing small business and 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.

COEDD'S REVOLVING LOAN PROGRAM

Through the Revolving Loan Fund program, the Central Oklahoma Economic Development District makes loans to small businesses to stimulate, develop, and advance business and economic development. Its primary goal is to reduce unemployment and create new jobs in the Central Oklahoma region. COEDD works in cooperation with private lenders within the seven (7) county area in handling loans that banks might not ordinarily make on their own. Businesses unable to get flexible, long-term financing at reasonable rate may be eligible for the Revolving Loan Program.

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.

THE IMPLEMENTATION AND EVALUATION PROGRAM

Performance Measurers

The following measurers will be used by COEDD to evaluate its CEDS performance:

1. **Economic Development Partnerships:** Determine 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 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 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.

LEAD ORGANIZATIONS AND RESOURCES

COEDD in coordination with the following organizations and institutions and many other groups, agencies, and individuals strive to meet the strategic activities listed above. Following is a summary of partners and resources.

EAST CENTRAL WORKFORCE INVESTMENT BOARD, NORTH CENTRAL OKLAHOMA WORKFORCE, TULSA WORKFORCE INVESTMENT BOARD (WIB)

Local Workforce Investment Boards, in partnership with local elected officials, plan and oversee the local workforce system. Local plans are submitted for the Governor's approval. The Boards are designed to build and maintain a high quality workforce for Oklahoma by: 1) Determining current and future workforce needs, and ensuring that those needs are met; 2) Promoting a high level of awareness between the state's employers and the workforce development system about workforce needs and the importance of investing in the development of their own workforces.

STRONGER ECONOMIES TOGETHER (SET) – RT.66 COMMUNITY PARTNERS

SET is an initiative launched by the USDA Rural Development, in partnership with the nations Regional Rural Development Centers (RRDC's).

RT. 66 Community Partners consist of 25 towns that are located north and south of Rt.66 in Lincoln, Payne, Creek and Okfuskee Counties. These communities work together to improve the region's economy. Rt.66 Community Partner's vision is *to achieve economic sustainability, diversity and growth through regional collaboration and resource sharing while maintaining our independent small town values*. Three goals have been identified to capture the most benefits of the region. They are as follows:

1. Assist and support the development of rail spurs in the Davenport and Chandler along the Sooner Sub and a mainline extension to Cushing by 2017.

2. Create a regional housing development trust with the authority to accept city/county/ other owned properties to include blighted and vacated properties with the intent to provide housing and enhance the quality of life with guidelines that fit within the various funding agencies criteria by July 2015.
3. Increase tourism in all communities in the partnership as measured by increased visitors counts and increased sale tax dollars through collaborative marketing efforts including the creation of a Rt.66 Community Partners Visitors' Bureau by July 2016.

OKLAHOMA MANUFACTURING ALLIANCE

The mission of the Oklahoma Manufacturing Alliance is to provide strategic assistance to our manufacturers to help them become successful innovators in the global marketplace. Oklahoma Manufacturing Alliance is consistently among the top percent of 60 Manufacturing Extension Partnership (MEP) centers for impact per federal dollars spent, and they have been the #1 performing MEP center in the nation for the past two years.

Oklahoma has a network of 17 Manufacturing Extension Agents, 5 Application Engineers, and OSU's New Product Development Center delivering non-fee A-Z services to 4,000 manufacturing companies and individuals. They assess needs, identify sources and deliver solutions. Scope of services is broad: customer-focused products/market innovation; engaged workforce acquisition, development, and retention; systemic continuous improvement; supply-chain management and collaboration; green/sustainability; global engagement ; financial analysis, capital resourcing and state incentives.

CONSERVATION DISTRICTS

Conservation districts are legal subdivisions of the state government, whose primary goal is to assist citizens in practicing wise use and management of the state's renewable natural resources, especially its soil and water. Conservation districts continue to assist farmers and ranchers as in the past, but today also assist a larger segment of the public including community planners, public health officials, developers and rural and urban citizens. Districts also provide a variety of education materials and opportunities for students, and some lease or provide equipment to local landowners.

The seven conservation districts located in the Central Oklahoma Economic Development District include as follows:

- Hughes County Conservation District
- Lincoln County Conservation District
- Okfuskee County Conservation District
- Pawnee County Conservation District
- Payne County Conservation District
- Shawnee Conservation District
- Seminole County Conservation District

OKLAHOMA COOPERATIVE EXTENSION SERVICE

Oklahoma Cooperative Extension Service county educators and area, district and state specialists develop science-based educational programs to Oklahomans solve local issues and concerns, promote leadership and manage resources wisely. Programs focus on the following:

- Increasing opportunities for agricultural enterprises
- Natural Resources and environmental management
- Food Nutrition, health and safety education
- Youth, family and community development
- There is a OCES office located in all 77 counties of Oklahoma.

OKLAHOMA AGRITOURISM

The Oklahoma Department of Agriculture, Food and Forestry has worked with agritourism venues in the Central Oklahoma Economic Development District in efforts to promote rural economic development.

USDA RURAL DEVELOPMENT

Rural Development provides federal loans and grant through programs designed to improve the quality of life for rural Americans. These programs work to deliver affordable housing to eligible applicants, they help to create jobs through the startup or expansion of businesses, and they ensure that rural communities have access to modern infrastructure. Increasing access to Broadband technology, constructing water and wastewater facilities or patterning to provide essential community services such as schools, libraries, hospitals and day care centers are examples of the types of projects Rural Development programs serve. As of December 31, 2013, Rural Development's portfolio totaled \$197 billion, nationwide.

Many times, communities lack the resources to construct essential community facilities or meet their needs for water or wastewater treatment. Rural Development programs have played a key role in supporting economic in Rural Oklahoma.

RESOURCES

1. Business Finance:

Business and Industry Loans.....OIFA,USDA-RD,EDA,ODOC
Community Development Block Grant..... (CDBG), ODOC
Rural Economic Action Plan.....State Appropriated Funds
Regional Development.....EDA

2. Public Works Infrastructure:

Water and Sewer System..... USDA-RD,OWRB,EDA,REAP
Sewage Treatment.....EPA/DEQ,EDA,USDA-RD,REAP

Streets and Highways.....ODOT,EDA,REAP
 Public Works Grants.....EDA,CDBG,USDA-RD,REAP
 Community Facility Grant/Loans.....USDA-RD,CDBG,REAP

3. Education and Training

Oklahoma Baptist University.....Shawnee, OK
 Oklahoma State University.....Stillwater, OK
 St. Gregory’s Catholic University.....Shawnee, OK
 Seminole State College..... Seminole, OK
 University of Oklahoma.....Norman, OK
 Gordon Cooper Technology.....Shawnee, Ok, Seminole, OK
 Meridian Technology Center.....Stillwater, OK
 Wes Watkins Technology Center.....Wetumka, OK
 Oklahoma Municipal League.....Oklahoma City, OK

4. Business Assistance

University Center.....OSU, Stillwater, OK
 Small Business Development Center.....East Central Univ., Ada, OK
 Business Development.....COEDD, Shawnee, OK

5. Employment and Training

East Central Workforce Investment Board.....Shawnee, OK
 Northwestern Workforce Investment Board.....Enid, OK
 Tulsa Workforce Investment Board.....Tulsa, OK
 Oklahoma Workforce Centers.....Holdenville, Seminole, Shawnee, Stillwater

APPENDICES:

APPENDIX A

POPULATION OF COEDD, OKLAHOMA AND THE U.S.

YEAR	COEDD (000)	OKLAHOMA (000)	U.S
1907-2010			
1907	188,291	1,414	87,000
1910	209,663	1,657	91,972
1920	266,124	2,028	105,711
1930	360,183	2,396	122,775
1940	309,530	2,336	132,594
1950	247,092	2,233	152,271
1960	210,795	2,328	180,671
1970	219,195	2,559	204,875
1980	271,537	3,025	226,546
1990	275,950	3,146	248,710
2000	292,547	3,347	271,464
2010	249,318	3,791	307,007
% CHANGE			
1907-2010	32.4%	168.1%	253%

SOURCE: U.S. CENSUS BUREAU POPULATION CHARACTERISTICS

APPENDIX B

POPULATION OF THE COEDD REGION

1907 – 2010

YEAR	HUGHES COUNTY	LINCOLN COUNTY	OKFUSKEE COUNTY	PAWNEE COUNTY	PAYNE COUNTY	POTT COUNTY	SEMINOLE COUNTY
1907	19,945	37,293	15,595	17,112	22,022	43,272	14,687
1910	24,040	34,779	19,995	17,332	23,735	43,595	19,964
1920	26,045	33,406	25,051	19,126	30,180	46,028	23,808
1930	30,334	33,738	29,016	19,882	36,905	66,572	79,621
1940	29,189	29,529	26,279	17,395	36,057	54,337	61,201
1950	20,664	22,102	16,948	13,616	46,430	43,517	40,672
1960	15,144	18,783	11,706	10,884	44,231	41,486	28,066
1970	13,228	19,482	10,683	11,338	50,654	43,134	25,144
1980	14,338	26,601	11,125	15,310	62,435	55,239	27,473
1990	13,014	29,216	11,551	15,575	61,507	58,760	25,412

YEAR	HUGHES COUNTY	LINCOLN COUNTY	OKFUSKEE COUNTY	PAWNEE COUNTY	PAYNE COUNTY	POTT COUNTY	SEMINOLE COUNTY
2000	14,081	31,361	11,402	16,438	65,109	62,224	24,770
2010	14,003	34,273	12,191	16,577	77,350	69,442	25,482
% Change 1907-2010	-29.8%	-8.09%	-21.83%	3.1%	251.2%	55.8%	73.5%

SOURCES: U.S. Census; General Population Characteristics, 1907 - 2010
Statistical Abstract of Oklahoma, 1990, 2000

APPENDIX C
MEDIAN AGE

COUNTY	1990	2000	2010
HUGHES	40.5	39.0	39.9
LINCOLN	34.8	40.0	37.7
OKFUSKEE	36.0	40.0	40.3
PAWNEE	36.1	41.0	41.7
PAYNE	26.8	27.0	27.2
POTTAWATOMIE	33.4	37.0	37.3
SEMINOLE	36.2	39.0	39.2
COEDD	34.6	37.5	37.6
OKLAHOMA	33.1	35.5	36.3
U.S.	32.8	35.3	37.2

SOURCE: 2000, 2010 Census - General Population Characteristics

APPENDIX D
RACIAL COMPOSITION FOR COEDD COUNTIES
(1990 – 2010)

Years	White			Black			Native American			Hispanic		
	1990	2000	2010	1990	2000	2010	1990	2000	2010	1990	2000	2010
COUNTY												
HUGHES	80%	71.81%	68.1%	2.5%	4.47%	5.3%	17.1%	15.84%	18.2%	1.04%	2.49%	3.8%
LINCOLN	90.5%	85.72%	85.9%	2.7%	2.43%	1.8%	6.2%	6.45%	6.5%	1.05%	1.51%	2.4%
OKFUSKEE	68.0%	64.87%	64.4%	11.5%	10.36%	8.3%	20.2%	17.93%	19.7%	1.21%	1.64%	2.9%
PAWNEE	88.7%	81.70%	80.6%	0.7%	0.69%	0.7%	10.4%	11.99%	11.6%	0.73%	1.16%	2.0%
PAYNE	89.4%	83.29%	81.0%	2.9%	3.60%	3.6%	4.1%	4.47%	4.7%	1.49%	2.15%	3.9%
POTT.	85.2%	78.79%	76.3%	2.3%	2.87%	2.9%	11.7%	10.92%	12.9%	1.68%	2.36%	4.1%
SEMINOLE	75.0%	69.90%	68.5%	7.6%	5.52%	4.6%	17.0%	17.10%	18.2%	1.34%	2.22%	3.5%
COEDD	82.4%	76.58%	74.97%	4.31%	4.27%	3.89%	12.33%	12.1%	13.2%	1.22%	1.93%	3.22%
OKLA.	80.99%	74.08%	75.5%	7.36%	7.48%	7.6%	7.84%	7.71%	9.0%	2.74%	5.20%	9.3%
U.S.	75.64%	69.13%	77.9%	11.75%	12.06%	13.1%	0.72%	0.74%	1.2%	8.99%	12.55%	16.9%

SOURCE: U.S. Census; General Population Characteristics 1990, 2000, 2010

APPENDIX E
EDUCATION LEVELS OF PERSONS 25 YEARS AND OLDER
(1990 -2010)

COUNTY	Less than 9 yrs School			High School Graduates			4 or more yrs of College		
	1990	2000	2010	1990	2000	2010	1990	2000	2010
HUGHES	3.3%	1.9%	7.2%	58.7%	70.8%	76.8%	7.7%	9.7%	11.4%
LINCOLN	2.0%	0.9%	3.5%	68.8%	77.5%	84.9%	10.0%	11.1%	12.6%
OKFUSKEE	3.8%	3.8%	6.4%	60.7%	69.4%	79.5%	8.2%	9.2%	11.4%
PAWNEE	1.3%	0.8%	4.1%	70.3%	78.8%	87.0%	10.4%	12.1%	17.7%
PAYNE	1.3%	0.8%	3.4%	82.2%	86.7%	89.4%	30.1%	34.2%	37.9%
POTT.	2.1%	1.0%	3.6%	70.3%	79.3%	85.1%	12.2%	15.5%	16.7%
SEMINOLE	4.9%	1.7%	6.6%	62.1%	73.2%	81.1%	9.6%	12.1%	13.6%
OKLAHOMA	2.0%	1.3%	4.7%	74.6%	80.6%	86.2%	17.8%	20.3%	23.2%
U.S.	2.4%	2.25	6.0%	77.6%	80.4%	85.7%	21.3%	24.2%	31.6%

SOURCE: 1990 Census of Population, Characteristics of Population
 2000 Census of Population, Characteristics of Population
 2010 Census of Population, Social & Economic Characteristics

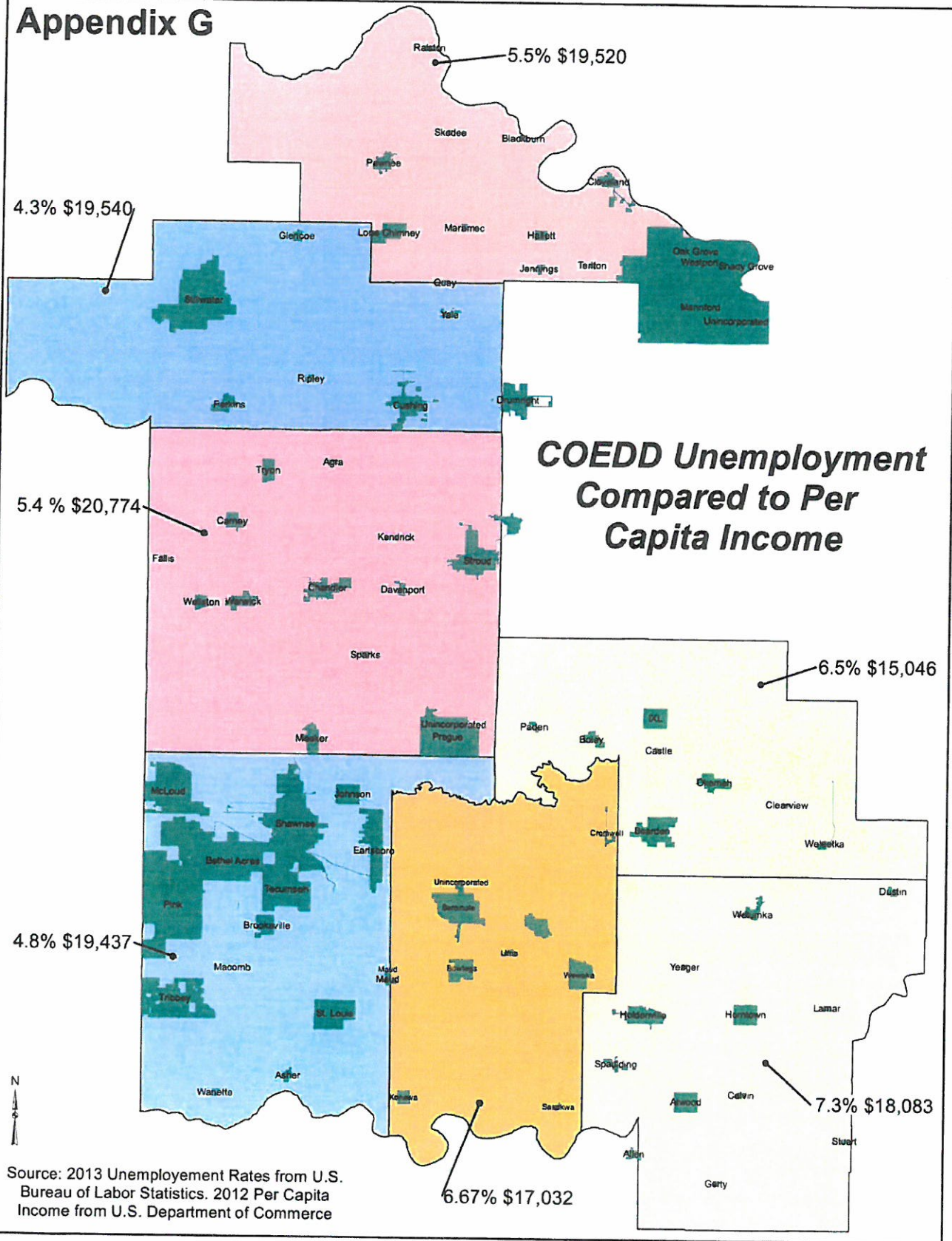
APPENDIX F

UNEMPLOYMENT RATES FOR COEDD, OKLAHOMA & U.S.

<u>YEAR</u>	<u>COEDD</u>	<u>OKLAHOMA</u>	<u>U.S.</u>
2001	4.22%	3.7%	4.20%
2002	5.61%	4.85%	5.7%
2003	7.08%	5.6%	5.8%
2004	6.85%	5.0%	5.7%
2005	4.75%	4.5%	5.3%
2006	4.93%	4.1%	4.7%
2007	3.79%	4.1%	4.7%
2008	3.83%	3.77%	5.0%
2009	7.28%	6.6%	7.7%
2010	7.36%	7.1%	9.7%
2011	6.28%	6.1%	9.0%
2012	5.47%	5.1%	7.8%
2013	5.95%	5.4%	6.7%

SOURCE: Oklahoma Labor Force Data
 Oklahoma Employment Security Commission
 U.S. Department of labor

Appendix G



APPENDIX H

TOTAL NUMBER OF WELLS AND MINING EMPLOYMENT COEDD REGION

<u>YEAR</u>	<u>OKLA # WELLS</u>	<u>COEDD # WELLS</u>	<u>OKLA # JOBS</u>	<u>COEDD # JOBS</u>
2005	1315	191	43,508	2,041
2006	1576	245	49,326	2,427
2007	1525	233	54,079	2,714
2008	1585	338	59,477	3,010
2009	2027	214	54,176	2,378
2010	3517	427	53,669	2,539
2011	2541	225	61,304	2,723
TOTAL	14,086	1873	375,539	17,832

SOURCE: Oklahoma Employment Commission
Oklahoma Corporation Commission, Oil and Gas Division
Annual Summary of Completions
Bureau of Labor Statistics

APPENDIX I

MANUFACTURING EMPLOYMENT AND WAGES

<u>ENTITY</u>	<u>2005</u>	<u>2012</u>	<u>% CHANGE</u>	<u>2005 ANNUAL</u>	<u>2012 ANNUAL</u>	<u>% CHANGE</u>
	<u>EMPLOYMENT</u>	<u>EMPLOYMENT</u>		<u>WAGES</u>	<u>WAGES</u>	
HUGHES	215	196	-8%	\$29,068	\$38,947	+33%
LINCOLN	460	770	+67%	\$26,780	\$46,956	+75%
OKFUSKEE	51	114	+123.5%	\$17,888	\$30,680	+71%
PAWNEE	120	137	+14%	\$32,708	\$36,036	+10%
PAYNE	2,619	1,814	-30%	40,248	\$46,280	+14%
POTT.	3,017	2,623	-13%	\$37,856	\$46,488	+22%
SEMINOLE	899	1,153	+28%	\$29,588	\$38,636	+30%
COEDD	7,381	6,807	-7%	\$214,136	\$284,024	+32%
OKLA.	144,752	135,165	-6.6%	\$39,462	\$50,453	+28%
U.S.	15,258,700	11,918,900	-21.8%	\$50,909	\$57,374	+12%

SOURCE: Oklahoma Employment Security Commission; Census of Employment and Wages
Bureau of Labor Statistics

APPENDIX J

MINING EMPLOYMENT AND WAGES

<u>ENTITY</u>	<u>2005</u>	<u>2012</u>	<u>% CHANGE</u>	<u>2005 ANNUAL</u>	<u>2012 ANNUAL</u>	<u>% CHANGE</u>
	<u>EMPLOYMENT</u>	<u>EMPLOYMENT</u>		<u>WAGES</u>	<u>WAGES</u>	
HUGHES	372	221	-4%	\$17,264	\$48,211	+179%
LINCOLN	142	199	+4%	\$37,410	\$57,719	+54%
OKFUSKEE	64	47	-26%	\$25,518	\$44,202	+73%
PAWNEE	179	211	+18%	\$43,624	\$42,048	-3%
PAYNE	582	1,293	+12.2%	\$44,041	\$67,789	+54%
POTT.	162	375	+131%	\$58,160	\$69,753	+19.9%
SEMINOLE	540	715	+32%	\$44,291	\$57,478	+29.7%
COEDD	2,041	3,061	+49.8%	\$270,308	\$387,200	+43%
OKLA.	43,508	68,317	+57%	\$58,290	82,820	+42%
U.S.	520,400	655,900	+260%	\$73,161	\$87,214	+19.2%

SOURCE: Oklahoma Employment Security Commission; Census of Employment and Wages Bureau of Labor Statistics

APPENDIX K

CONSTRUCTION EMPLOYMENT AND WAGES

<u>ENTITY</u>	<u>2005</u>	<u>2012</u>	<u>% CHANGE</u>	<u>2005 ANNUAL</u>	<u>2012 ANNUAL</u>	<u>% CHANGE</u>
	<u>EMPLOYMENT</u>	<u>EMPLOYMENT</u>		<u>WAGES</u>	<u>WAGES</u>	
HUGHES	114	91	-20%	\$24,440	\$36,452	+49%
LINCOLN	552	471	-14.6%	\$21,632	\$35,984	+66.3%
OKFUSKEE	125	110	-12%	\$28,860	\$34,840	+20.7%
PAWNEE	128	97	-24.2%	\$20,072	\$33,346	+66.1%
PAYNE	1,336	1,243	6.9%	\$27,092	\$38,428	+41.8%
POTT.	884	686	22.3%	\$23,296	\$30,732	31.9%
SEMINOLE	351	274	21.9%	\$25,688	38,632	+50.3%
COEDD	3,490	2,875	17%	\$171,080	\$248,414	+45.2%
OKLA.	66,118	124,876	+88.8%	32,448	\$43,836	+35%
U.S.	6,715,700	5,640,900	-160%	43,948	\$52,321	+19%

SOURCE: Oklahoma Employment Security Commission; Census of Employment and Wages Bureau of Labor Statistics

APPENDIX L

RETAIL EMPLOYMENT AND WAGES

<u>ENTITY</u>	<u>2005</u>	<u>2012</u>	<u>% CHANGE</u>	<u>2005 ANNUAL</u>	<u>2012 ANNUAL</u>	<u>% CHANGE</u>
	<u>EMPLOYMENT</u>	<u>EMPLOYMENT</u>		<u>WAGES</u>	<u>WAGES</u>	
HUGHES	325	352	+8.3%	\$14,612	\$18,252	+24.9%
LINCOLN	645	782	+21%	\$17,108	\$22,360	+30.7%
OKFUSKEE	221	222	+0.4%	\$16,484	\$21,580	+30.9%
PAWNEE	393	419	+6.6%	\$16,692	\$25,688	+53.8%
PAYNE	3,808	4,005	+5.1%	\$18,356	\$20,956	+14.1%
POTT.	2,595	2,625	+1.15%	\$18,824	\$23,712	+25.9%
SEMINOLE	831	787	-5.3%	\$17,680	\$22,204	+25.5%
COEDD	8,818	9,192	+4.2%	\$119,756	\$154,752	+29.2%
OKLA.	169,982	176,493	+3.8%	\$21,164	\$25,948	+22.6%
U.S.	15,025,000	14,875,000	-1%	\$29,230	\$31,195	+6.7%

SOURCE: Oklahoma Employment Security Commission; Census of Employment and Wages Bureau of Labor Statistics

APPENDIX M

TRANSPORTATION/WAREHOUSING EMPLOYMENT AND WAGES

<u>ENTITY</u>	<u>2005</u>	<u>2012</u>	<u>% CHANGE</u>	<u>2005 ANNUAL</u>	<u>2012 ANNUAL</u>	<u>% CHANGE</u>
	<u>EMPLOYMENT</u>	<u>EMPLOYMENT</u>		<u>WAGES</u>	<u>WAGES</u>	
HUGHES	93	109	+17.2%	\$42,172	\$69,732	+65%
LINCOLN	498	489	+1.8%	\$33,228	\$40,508	+21%
OKFUSKEE	36	56	+55.5%	\$34,892	\$30,472	+12%
PAWNEE	56	65	+16%	\$30,888	\$33,488	+8.4%
PAYNE	364	364	0%	\$39,676	\$48,984	+23%
POTT.	378	291	-23%	\$32,448	\$43,108	+32%
SEMINOLE	190	112	-41%	\$45,084	\$51,844	+15%
COEDD	1,615	1,486	-7.9%	\$258,388	\$318,136	+23%
OKLA.	41,865	42,700	+19%	\$40,074	\$51,628	+28%
U.S.	4,223,800	4,414,700	+4.5%	\$43,865	\$48,453	+10%

SOURCE: Oklahoma Employment Security Commission; Census of Employment and Wages Bureau of Labor Statistics

APPENDIX N

WHOLESALE EMPLOYMENT AND WAGES

<u>ENTITY</u>	<u>2005</u>	<u>2012</u>	<u>% CHANGE</u>	<u>2005 ANNUAL</u>	<u>2012 ANNUAL</u>	<u>% CHANGE</u>
	<u>EMPLOYMENT</u>	<u>EMPLOYMENT</u>		<u>WAGES</u>	<u>WAGES</u>	
HUGHES	60	13	-78.3%	\$19,812	\$59,748	+201%
LINCOLN	192	228	+18%	\$29,900	\$43,888	+46%
OKFUSKEE	74	31	-58%	\$19,916	\$19,760	-0.8%
PAWNEE	71	60	-15%	\$20,436	\$27,508	+34%
PAYNE	356	574	+61%	\$31,460	\$52,528	+66%
POTT.	331	529	+59%	\$30,420	\$39,624	+30%
SEMINOLE	207	162	-21%	\$42,016	\$53,248	+26%
COEDD	1,291	1,597	+23%	\$193,960	\$296,304	+52%
OKLA.	56,749	60,515	+6.6%	\$42,967	\$53,324	+24%
U.S.	5,652,400	6,143,200	+8.6	\$57,922	\$64,896	+12%

SOURCE: Oklahoma Employment Security Commission; Census of Employment and Wages Bureau of Labor Statistics

APPENDIX O

AGRICULTURE EMPLOYMENT AND WAGES

<u>ENTITY</u>	<u>2005</u>	<u>2012</u>	<u>% CHANGE</u>	<u>2005 ANNUAL</u>	<u>2012 ANNUAL</u>	<u>% CHANGE</u>
	<u>EMPLOYMENT</u>	<u>EMPLOYMENT</u>		<u>WAGES</u>	<u>WAGES</u>	
HUGHES	914	657	-28%	\$21,867	\$24,807	+13.4%
LINCOLN	1,883	1,065	-43%	\$22,505	\$26,071	18%
OKFUSKEE	870	414	-52%	\$19,344	\$25,942	+34%
PAWNEE	756	472	-37%	\$25,604	\$29,807	16.4%
PAYNE	1,310	1,146	-12.5%	\$24,858	\$29,915	+20%
POTT.	1,390	744	-46%	\$17,134	\$23,020	+34%
SEMINOLE	1,004	639	-36%	\$20,915	\$24,293	+16%
COEDD	8,127	5,137	-36.8%	\$152,227	\$183,855	+20%
OKLA.	80,403	80,403	+28.1%	\$23,660	\$33,384	+41%
U.S.	2,135,500	2,135,500	-11%	\$28,600	\$34,159	+19.4%

SOURCE: Oklahoma Employment Security Commission; Census of Employment and Wages Bureau of Labor Statistics

**Central Oklahoma Economic Development District
Pre-Disaster and Post Disaster Response Plans
District Role and Services**

Pre- Disaster

- Mitigation plans
- Emergency response preparedness, participation
- Communication – coordination with local officials
- Communication – coordination with business and industry
- Technical assistance
- Training
- Other

Post Disaster

- Disaster response team participation
- Communication with local governments
- Communication with business and industry affected
- Technical assistance
- Loans and grants
- Relocation assistance
- Resources for economic loans, grants
- Other

Disaster Recovery Team and/or area Disaster Specialist – Is responsible for assisting the business community with economic recovery activities after a disaster has occurred. The goal is to develop a single point of contact to assist the business community with economic recovery.

BUSINESS ASSISTANCE

Post Disaster Business Impact Survey (Attached)

Assist to minimize the loss of businesses and jobs

Identify and build database of existing buildings

Develop a database for acquisition of equipment, material goods and services that might be needed.

Provide meeting space where business owners can meet with local, state and federal representatives.

The Disaster Recovery Team/Area Disaster Specialist will serve as the point of contact for area business and industry; provide outreach programming and technical support to affected business

Coordinate with local and state economic development agencies.

Aid would be made available in such areas as capital improvements, computer mapping, GIS.

The Disaster Recovery Team/Area Disaster Specialist will coordinate with the Local Emergency Management to assist business owners/operators with gaining access to their facilities in closed, damage areas for damage assessment and to secure their properties.

FINANCIAL/TECHNICAL ASSISTANCE

The Disaster Recovery Team and /or Area Disaster Specialist would provide the business community with assistance in securing the needed financial services. Provide a source of local financing to support business and economic recovery.

Local Area Financial Institutions

The Disaster Recovery Team and/or Area Disaster Specialist will supply technical support to entities applying for grants.

Work with local financial institutions to set up a Bridge Financing Program to assist businesses with short-term recovery activities. Minimum \$1,000- Maximum \$20,000. The purpose of the program is to facilitate business survival during the time between the receiving other financing or financial assistance.

GRANTS PROGRAMS

Economic Development Administration (U.S. Department of Commerce)– Project grants can be funded to in response to a natural disasters including improvements and reconstruction of public facilities and infrastructure.

United States Department of Agricultural – Designated counties eligible for various types of emergency loans for physical damage and crop damage.

Community Development Block Grants Program – Is not designated as disaster assistance resources, but may be used by grantees in whole or as part, to address disaster recovery needs.

Small Business Administration – Provide disaster loan assistance based on physical and economic damages.

FEMA – Used to address unique needs of a particular disaster area. A recovery program that can aid disaster victims in alleviating damages, hardships, loss, and suffering.

Other Agencies

The Disaster Recovery Team and/or Area Disaster Specialist would coordinate services with the following to provide the needed assistance. Assist in gathering and processing information on employment impacted by disaster.

Oklahoma Employment Security Commission
Workforce Oklahoma
Oklahoma Department of Labor
Oklahoma Career and Technology Centers

COMMUNICATION INFRASTRUCTURE

The Disaster Recovery Team and/or Area Disaster Specialist

Identify communication facility, equipment, and personnel located in, and outside, the affected area that could be made available to support recovery efforts.

Identify the commercial telecommunication companies that would restore service.

Accumulate damage information obtained from the Disaster Recovery Team and/or Area Disaster Specialist and report that information back to the Local Emergency Management and other officials.

Coordinate communication support as required.

UTILITY RECOVERY and RECONSTRUCTION

Getting businesses back up and running is dependent on the re-establishment of infrastructure. Economic development is vital to a community's recovery and coordinating efforts would be a priority.

The Disaster Recovery Team and/or Area Disaster Specialist

Act as a liaison between the public and private electric, natural gas and other utilities.

Obtain and updating utilities infrastructure damage reports and forwarding reports to the Local Emergency Management.

Create a list of local providers of services, information, and technical training. These providers would be quickly mobilized by the Disaster Recovery Team and/or Area Disaster Specialist

Provide technical assistance for infrastructure construction grants to address local recovery implementation needs for new or improved public owned infrastructure.

SUMMARY

No business small or large, is immune to the impact of a natural disaster event. The purpose of the report was to develop a process to be used to assist business in post disaster recovery.

POST DISASTER BUSINESS IMPACT SURVEY

Company Name: _____
 Primary Contact: _____
 Address: _____
 Phone Number/Cell Number: _____

1. When do you estimate that you will be back in business? _____
 2. Are your facilities usable? ___ Fully Usable ___ Partially Usable ___ Not Usable(go to question (#12).
 3. Damage to Facilities?
 ___ Power ___ Phone ___ Water ___ Windows ___ Equipment ___ Roof
 ___ Walls ___ Other _____
 4. When do you expect to get back to normal?
 ___ 1-2 weeks ___ Within a month ___ 1-2 months ___ Over 2 months
 ___ Don't know ___ Indefinite
 5. About how many are employed there? _____ What % level? _____
 6. Are all of your people back to work? ___ Yes ___ No
 7. Other key factors hindering operations? What areas are creating problems for you?
 ___ Access to business ___ Debris removal ___ Product supply
 ___ Financial Business Loans ___ Short term capital ___ Long-term capital
 ___ Legal ___ Water damage ___ Training/Personnel
 ___ Customer base ___ Personal problems ___ Insurance settlement
 ___ Employee transportation ___ Construction/Contractor needs ___ Local infras.
 8. What percent of your normal revenue are you now generating? _____ %
 9. Which of the following can you now support with your current cash reserves?
 ___ Payroll ___ Damage Repair ___ Inventory ___ Taxes
 10. Do you have business insurance? ___ Yes ___ No Insurance
 Name of Insurance Carrier _____ Name of Agent _____
 Contact# _____
 11. What kind of business are you in?
 ___ Manufacturing ___ Wholesale ___ Service ___ Retail ___ Transportation
 ___ Tourism ___ Other _____
 12. If not usable, what type of space is needed?
 ___ Office ___ Industrial ___ Flex ___ Retail ___ None
 Square footage desired: _____ Length of time _____ Permanent? _____
 Could you benefit from use of office suite (s)? ___ Yes ___ No If yes, minimum space
 Needed _____ Number of phone lines _____ Furniture _____
 Other? _____
 Any Special Needs? _____
- How close to your current location must you be? _____

COEDD BOARD OF DIRECTORS
2014-2015

COUNTY	DIRECTOR	REPRESENTING	TITLE	ADDRESS	PHONE WK.
SEMINOLE	CHAIR MARK MOSLEY	CITY OF WEWOKA	CITY MANAGER	P O BOX 1497, WEWOKA, OK. 74884	(405) 257-2413
POTT.	FIRST VICE CHAIR MELISSA DENNIS	COUNTY GOVT./RURAL AREA	CO. COMMISSIONER DISTRICT #1	14101 ACME RD, SHAWNEE, OK 74801	(405)273-4305
OKFUSKEE	SECOND VICE CHAIR JERRY TURNER	CITY OF OKEMAH	CITY MANAGER	502 W. BROADWAY, OKEMAH, OK 74859	(918) 632-1050
LINCOLN	SECRETARY DONNA WATKINS	TOWN OF MEEKER	TOWN CLERK	PO BOX 428, MEEKER, OK. 74855	(405)279-3321
	BOARD MEMBERS				
CREEK	LEONARD WASHINGTON	CITY OF BRISTOW	MAAYOR	110 W 7TH, BRISTOW, OK. 74010	(918) 367-6244
CREEK	GEORGE JONES	CITY OF DRUMRIGHT	CITY MANAGER	122 W. BROADWAY, DRUMRIGHT, OK 74030	(918) 352-2610
HUGHES	GARY GRAY	COUNTY GOVT./RURAL AREA	CO. COMMISSIONER DISTRICT	200 N. BROADWAY, SUITE 7, HOLDDENVILLE, OK 74	(405)452-3121
HUGHES	MIKE DOCKERY	CITY OF HOLDENVILLE	COMMUNITY DEVELOPMENT	P O BOX 789, HOLDENVILLE, OK. 74848	(405) 379-3398
HUGHES	PAT GRIGGS	CITY OF WETUMKA	CITY MANAGER	109 S. CANARD, WETUMKA, OK. 74883	(405) 452-3251
LINCOLN	DON SPORLEDER	COUNTY GOVT./RURAL AREA	CO. COMMISSIONER DISTRICT #1	811 MANVEL, SUITE #4, CHANDLER, OK 74834	(405) 258-0080
LINCOLN	JAMES MELSON	CITY OF CHANDLER	CITY MANAGER	414 MANVEL, CHANDLER, OK 74834	(405)258-3200
LINCOLN	JANE BROMLEY	TOWN OF DAVENPORT	ADMINISTRATIVE ASSISTANT	P O BOX 279, DAVENPORT, OK. 74026	(918)377-2235
LINCOLN	JIM GREFF	CITY OF PRAGUE	CITY MANAGER	1116 N. BROADWAY, PRAGUE, OK 74864	(405) 567-2279
LINCOLN	TIM SCHOOK	CITY OF STROUD	CITY MANAGER	P O BOX 500, STROUD, OK. 74079	(918) 968-2690
LINCOLN	CHESTER DUNCAN	TOWN OF WELLSTON	CITY SERVICES DIRECTOR	P O BOX 353, WELLSTON, OK. 74881	(405) 356-2476
OKFUSKEE	BRUCE SMITH	COUNTY GOVT./RURAL AREA	COUNTY COMMISSIONER	P. O. BOX 26, OKEMAH, OK 74859	(918) 623-0939
PAWNEE	DALE CARTER	COUNTY GOVT./RURAL AREA	CO. COMMISSIONER DISTRICT #3	500 HARRISON, SUITE 203, PAWNEE OK 74058	(918) 762-3741
PAWNEE	ELZIE SMITH	CITY OF CLEVELAND	CITY MANAGER	P.O. DRAWER 199, CLEVELAND, OK 74020	(918) 358-3506
PAWNEE	BRAD SEWELL	CITY OF PAWNEE	COUNCIL MEMBER	510 ILLINOIS, PAWNEE, OK 74058	(918)762-2658
PAYNE	JIM ARTHUR	COUNTY GOVT./RURAL AREA	CO. COMMISSIONER DISTRICT #3	3004 E. AIRPORT ROAD, STILLWATER, OK 74075	(405)624-9300
PAYNE	VACANT	CITY OF CUSHING	CITY MANAGER	101 E. MAIN, CUSHING, OK 74023-0311	(918) 225-1875
PAYNE	BOB ERNST	CITY OF PERKINS	CITY MANAGER	P.O. BOX 9, PERKINS, OK 74059	(405) 547-2445
PAYNE	VALEHIE SILVERS	CITY OF STILLWATER	GRANTS COORDINATOR	PO BOX 1449, STILLWATER, OK 74076-1449	(405)742-8209
PAYNE	RICHARD ADAMS	CITY OF YALE	CITY MANAGER	209 N. MAIN, YALE, OK 74083	(918)387-2405
POTT.	JANE SCHUSTER	TOWN OF BETHEL ACRES	TRUSTEE	18101 BETHEL ROAD, SHAWNEE, OK 74801	(405)275-4182
POTT.	DAVID ZELLER	CITY OF MAUD	CITY CLERK	P. O. BOX 217, MAUD, OK 74854	(405)374-2717
POTT.	MICHAEL TAYLOR	CITY OF MCGLOD	CITY MANAGER	P. O. BOX 300 STREET, MCGLOD, OK 74851	(405) 964-5264
POTT.	CHRISTA CHAPMAN	TOWN OF PINK	TRUSTEE	3112S LITTLE RIVER ROAD, TECUMSEH, OK 74873	(405) 598-2682
POTT.	JAMES HARROD	CITY OF SHAWNEE	CITY COMMISSIONER	1303 W. FARRELL, SHAWNEE, OK	(405) 642-6963
POTT.	BRIAN MCDUGAL	CITY OF SHAWNEE	CITY MANAGER	P.O. BOX 1448, SHAWNEE, OK 74802-1448	(405) 878-1601
POTT.	JIMMY STOKES	CITY OF TECUMSEH	CITY MANAGER	114 N BROADWAY, TECUMSEH, OK 74875-3291	(405)598-2188
POTT.	JIM COLLARD	CITIZEN POTAVATOMI NATION	DIRECTOR, ECONOMIC DEVELOPMENT	1601 GORDON COOPER DR., SHAWNEE, OK 74801	(405) 275-3121
SEMINOLE	HERB WILLIAMS	COUNTY GOVT./RURAL AREA	CO. COMMISSIONER DISTRICT	110 S. WEWOKA, SUITE 103, WEWOKA, OK 74884	(405) 257-2450
SEMINOLE	VACANT	CITY OF KONAWA	COMMUNITY DEVELOPMENT	122 N. BROADWAY, KONAWA, OK. 74849	(580) 925-3025
SEMINOLE	CAROL FRIAR	CITY OF SEMINOLE	COMMUNITY DEVELOPMENT	P.O. BOX 1218, SEMINOLE, OK 74868	(405)392-4330
EX-OFFICIO	JIM SPENCER	AREA AGENCY ON AGING	RETIRED	53 NORTHRIDGE, SHAWNEE, OK 74804	405-275-1702
EX-OFFICIO	CARL HENSLEY	CHARMED	RETIRED	P. O. BOX 264, YALE, OK 74083	918-387-2525

HUGHES COUNTY COMMISSIONERS

200 NORTH BROADWAY, SUITE #7----- PHONE: 405-379-2746 FAX: 405-379-6739
HOLDENVILLE, OK 74848

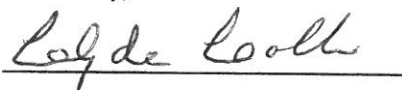
Mr. Mark Mosely, Chairman
Central Oklahoma Economic Development District
400 N. Bell
Shawnee, Ok 74801

Dear Mark:

The Board of Hughes County Commissioners actively participates in the Central Oklahoma Economic Development District and its programs. Please accept our pledge of continued support for the COEDD's development activities.

We wish it known that we have adopted the 2014 Comprehensive Economic Development Strategy (CEDS) of the COEDD Economic Development District for continued use as the CEDS document for Hughes County. In addition, we support COEDD's efforts in the field industrial development as an important element in the overall economic development process for our area.

Sincerely,



Clyde Collis

Chairman
Board of County Commissioner
Hughes County, Oklahoma

DISTRICT # 1 CLYDE COLLIS (405) 379-5711
DISTRICT # 2 GARY GRAY (405) 452-3121
DISTRICT # 3 JIM SEARCY (405) 645-2356

Lincoln County Board of County Commissioners

Don E. Sporleder, District 1, Chairman

Ricky Taylor, Member, District 2

Lee Doolen, Member, District 3

Lincoln County Courthouse ♦ 811 Manvel Ave. ♦ Chandler, Oklahoma 74834

September 3, 2014

Mr. Mark Mosely, Chairman
Central Oklahoma Economic Development District
400 N. Bell Ave.
Shawnee, Oklahoma 74801

Dear Mr. Mosely:

The Board of County Commissioners in Lincoln County actively participates in the Central Oklahoma Economic Development District and its many worthwhile programs. Please accept our pledge of continued support for the COEDD development activities. COEDD plays a very important role in the ongoing development of our county and all of its communities.

We wish it to be known that we have adopted the 2014 Comprehensive Economic Development Strategy (CEDs) for the COEDD Economic Development District for continued use as the CEDs document for Lincoln County.

In addition, we support COEDD's efforts in the field of industrial development as an important element in the overall economic development process for our area. Without COEDD's continued support and assistance, our county would not be able to accomplish many of its goals. The COEDD staff is instrumental in assisting Lincoln County government agencies and its citizens with many important and strategic programs on all levels of government.

Sincerely,

Don E. Sporleder

Don E. Sporleder,
Chairman, Lincoln County Board of County Commissioners



BOARD OF COUNTY COMMISSIONERS
OKFUSKEE COUNTY
P O BOX 26
OKEMAH, OKLAHOMA 74859

COMMISSIONERS
CHAIRMAN
MAX HENRY
MEMBERS
DANNY WILSON
BRUCE SMITH

Mr. Mark Mosely, Chairman
Central Oklahoma Economic Development District
400 N. Bell
Shawnee, Ok 74801

Dear Mark:

The Board of Okfuskee County Commissioners actively participates in the Central Oklahoma Economic Development District and its programs. Please accept our pledge of continued support for the COEDD's development activities.

We wish it known that we have adopted the 2014 Comprehensive Economic Development Strategy (CEDS) of the COEDD Economic Development District for continued use as the CEDS document for Okfuskee County. In addition, we support COEDD's efforts in the field industrial development as an important element in the overall economic development process for our area.

Sincerely,


Chairman
Board of County Commissioner
Okfuskee County, Oklahoma

FILED
OKFUSKEE COUNTY
2014 SEP 22 AM 9:48
DIANNE FLANDERS
COUNTY CLERK

David Wilkins
District 1

Office of

Dale Carter
District 3

PAWNEE COUNTY COMMISSIONERS

PAWNEE COUNTY COURT HOUSE

500 Harrison Street • Room 203

Pawnee, Oklahoma 74058

(918) 762-3741

FAX (918) 762-3714

Jim McCormick
District 2

September 30, 2014

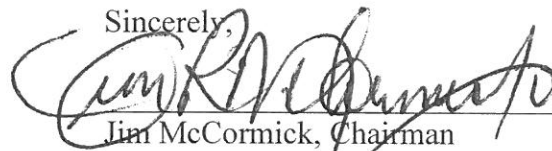
Mr. Mark Mosely, Chairman
Central Oklahoma Economic Development District
400 N. Bell
Shawnee, OK 74801

Dear Mark:

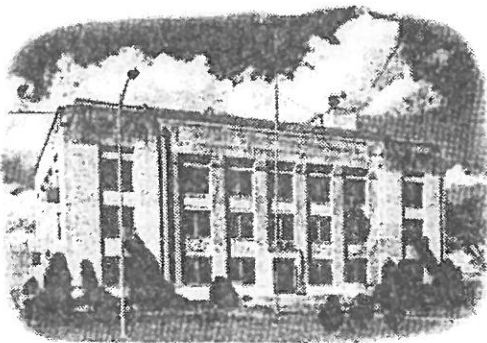
The Board of County Commissioners of Pawnee County actively participates in Central Economic Development District and its programs. Please accept our pledge of continued support for the COEDD's development activities.

We wish it known that we have adopted the 2014 Comprehensive Economic Development Strategy (CEDS) of the COEDD Economic Development District for continued use as the CEDS document for Pawnee County. In addition, we support COEDD's efforts in the field industrial development as an important element in the overall economic development process for our area.

Sincerely,



Jim McCormick, Chairman
Board of County Commissioners
Pawnee County, Oklahoma



Payne County Board of Commissioners

County Administration Building

315 W. 6th Avenue, Suite 203
Stillwater, Oklahoma 74074



(405) 624-9300
Fax (405) 624-9325

September 24th, 2014

Mr. Mark Mosley, Chairman
Central Oklahoma Economic Development District
400 N. Bell
Shawnee, OK 74801

Dear Mark;

The Board of Payne County Commissioners actively participates in the Central Oklahoma Economic Development District and its programs. Please accept our pledge of continued support for the COEDD's development activities.

We wish it known that we have adopted the 2014 Comprehensive Economic Development Strategy (CEDS) of the COEDD Economic Development District for continued use as the CEDS document for Payne County. In addition, we support COEDD's efforts in the field industrial development as an important element in the overall economic development process for our area.

Sincerely,

Chris Reding
Chairman

Payne County Board of Commissioners
Payne County, Oklahoma



Office of County Commissioners

Pottawatomie County
14101 Acme Road • Shawnee, OK 74804
(405) 273-4305 • Fax (405) 273-6207

DISTRICT 1
Melissa Dennis

DISTRICT 2
Randy Thomas

DISTRICT 3
Eddie Stackhouse

September 15, 2014

Mr. Mark Mosely, Chairman
Central Oklahoma Economic Development District
400 N Bell
Shawnee, OK 74801

Dear Mark,

The Board of Pottawatomie County Commissioners actively participates in the Central Oklahoma Economic Development District and its programs. Please accept our pledge of continued support for the COEDD's development activities.

We wish it known that we have adopted the 2014 Comprehensive Economic Development Strategy (CEDS) of the Central Oklahoma Economic Development District for continued use as the CEDS document for Pottawatomie County. In addition, we support COEDD's efforts in the field of industrial development as an important element in the overall economic development process for our area.

Sincerely,

A handwritten signature in black ink, appearing to be 'Randy Thomas', written over a horizontal line.

Randy Thomas, Chairman
Board of County Commissioners
Pottawatomie County, Oklahoma

HERB WILLIAMS
District No. 1
301 E. 6th St.
Konawa, OK 74849
(580) 925-3692
FAX (580) 925-3133

TOMMY MONKS
District No. 2
1005 E. Strothers
Seminole, OK 74868
(405) 382-4035
FAX (405) 382-3363

CLIFTON TAYLOR
District No. 3
Rt. 2, Box 262B
Wewoka, OK 74884
(405) 257-3652
FAX (405) 257-3560

OFFICE OF
The Board of County Commissioners
Seminole County, Oklahoma
110 S. Wewoka Ave. Suite 103
WEWOKA, OKLAHOMA 74884
(405) 257-2450 FAX (405) 257-5166

September 5, 2014

Mr. Mark Mosely, Chairman
Central Oklahoma Economic Development District
400 N Bell
Shawnee, Oklahoma 74801

Dear Mark:

The Board of Seminole County Commissioners actively participates in the Central Oklahoma Economic Development District and its programs. Please accept our pledge of continued Support for the COEDD's development activities.

We wish it known that we have adopted the 2014 Comprehensive Economic Development Strategy (CEDS) of the COEDD Economic Development District for continued use as the CEDS document for Seminole County. In addition, we support COEDD's efforts in the field industrial development As an important element in the overall economic development process for our area.

Sincerely,



CLIFTON TAYLOR
Chairman
Board of County Commissioners
Seminole County, Oklahoma