

SODA

SOUTHERN OKLAHOMA
DEVELOPMENT ASSOCIATION



COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PLAN 2020–2024

(Approved by the SODA Board of Directors, October 25, 2019; Amended 2-28-2020)



SODA

**SOUTHERN OKLAHOMA
DEVELOPMENT ASSOCIATION**

MISSION

Providing regional leadership to preserve and enhance the quality of life in rural communities in southern Oklahoma

VISION

Creating opportunities to build thriving communities in southern Oklahoma

TABLE OF CONTENTS

ACKNOWLEDGEMENTS.....	1
EXECUTIVE SUMMARY	2
DATA ANALYSIS	3
SWOT ANALYSIS	5
ECONOMIC RESILIENCE	6
OPPORTUNITY ZONES.....	10
GOALS, STRATEGIES AND TASKS	12
EVALUATION	19
APPENDIX A – FACT SHEETS	23
SODA SERVICE AREA FACT SHEET.....	24
ATOKA COUNTY FACT SHEET.....	26
BRYAN COUNTY FACT SHEET.....	28
CARTER COUNTY FACT SHEET	30
COAL COUNTY FACT SHEET.....	32
GARVIN COUNTY FACT SHEET	34
JOHNSTON COUNTY FACT SHEET	36
LOVE COUNTY FACT SHEET	38
MARSHALL COUNTY FACT SHEET	40
MURRAY COUNTY FACT SHEET	42
PONTOTOC COUNTY FACT SHEET	44
APPENDIX B – OPPORTUNITY ZONE PROFILES.....	46
ATOKA COUNTY OPPORTUNITY ZONE TRACT 5877.00.....	47
BRYAN COUNTY OPPORTUNITY ZONE TRACT 7963.00.....	48
BRYAN COUNTY OPPORTUNITY ZONE TRACT 7965.00.....	49
CARTER COUNTY OPPORTUNITY ZONE TRACT 5877.00	50
JOHNSTON COUNTY OPPORTUNITY ZONE TRACT 6602.00.....	51
GARVIN COUNTY OPPORTUNITY ZONE TRACT 6814.00	52
MARSHALL COUNTY OPPORTUNITY ZONE TRACT 0948.01	53
MARSHALL COUNTY OPPORTUNITY ZONE TRACT 0948.02	54
PONTOTOC COUNTY OPPORTUNITY ZONE TRACT 0890.00.....	55
PONTOTOC COUNTY OPPORTUNITY ZONE TRACT 0891.00.....	56

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We would like to acknowledge and thank the representatives of the SODA Board of Director, local economic development organizations and SODA staff members that assisted in the development of this Comprehensive Economic Development Strategy for the Southern Oklahoma Development Association Economic Development District.

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Special thanks to Cecil Carter for facilitating our team meetings and to Andrea Anderson, Ardmore Development Authority, Jordan Frazier, Johnston County Chamber of Commerce, and Shelly Stevens, City of Lindsay Economic Development for their contributions to our SWOT analysis.

EXECUTIVE SUMMARY

The Southern Oklahoma Development Association (SODA) Economic Development District (EDD) is organized as a non-profit organization comprised of 62 municipalities, 10 counties and 10 soil conservation districts in Atoka, Bryan, Carter, Coal, Garvin, Johnson, Love, Marshall, Murray and Pontotoc Counties in south, central Oklahoma.

The SODA EDD is the 3rd largest concentration of population in Oklahoma, exceeded only by the metropolitan areas of Oklahoma City and Tulsa. Additionally, the SODA EDD is located geographically between the Dallas and Oklahoma City metropolitan areas. About 63% of the population of the EDD lives in municipalities.

The SODA regional economy is based on the abundant natural and cultural resources of the region. The small-town, rural flavor of the region provides a congenial quality of life that is often mentioned as the primary reason many businesses choose to expand, locate, or develop in southern Oklahoma.

The goal of this plan is to develop a strong regional economy built on the strengths of local communities. This approach creates resilient local economies that are critical to the long-term growth and socio-economic stability of the region.

Creating local value-chains and industries result in stronger local economies and an economically resilient region. Some of the targeted industries identified by the SWOT and data analysis that can support

regional economic resilience were hospitality and tourism, renewable energy and alternative fuels, distribution and electronic commerce, professional services and construction.

A comprehensive data analysis of the region was conducted. Regional economic development goals were developed that address regional infrastructure, competitive advantage, quality of life, and rural advocacy. Opportunity Zone development is a priority of these goals:

1. Create and maintain appropriate physical infrastructure, including affordable housing, needed to support economic development opportunities in each community
2. Cultivate new approaches to economic development that connect local assets to market demand to create more robust and sustainable local economies
3. Disseminate programs that promote and support the collective well-being of rural communities
4. Advocate for federal and state funding and policies impacting rural development and sustainability

A comprehensive data analysis of the region was conducted and goals developed that address regional infrastructure, competitive advantage, quality of life and rural advocacy with priority given to Opportunity Zone development.



DATA ANALYSIS

Legal Authority of the Association

The Southern Oklahoma Development Association (SODA) is a non-profit council of governments and representing 62 municipalities, 10 counties and 10 soil conservation districts in Atoka, Bryan, Carter, Coal, Garvin, Johnson, Love, Marshall, Murray and Pontotoc Counties in south, central Oklahoma.

SODA was created in 1966 in order to perform regional planning functions. To provide technical assistance, planning and coordination of economic development activities and perform other tasks as required in support of member entities. The legal authority of SODA is the Oklahoma Inter-Local Cooperation Act (74 O.S. Supp. 1981. Section 101 et. seq.). In February of 1967 SODA was formally designated by the U.S. Economic Development Administration (EDA), as an Economic Development District (EDD), thereby becoming the first EDD in the nation funded by the EDA.

To conduct its economic development planning and technical assistance programs, SODA receives grants and contracts from the Oklahoma Department of Commerce and the U.S. Department of Commerce Economic Development Administration (EDA). Additionally, SODA receives funds through the Oklahoma Department of Agriculture to coordinate a district-wide Rural Fire Defense program and through the Oklahoma Department of Human Services as the designated as the Area Agency on Aging, which provides

senior citizens in the ten-county region with services such as nutrition, transportation, legal counsel, and outreach.

The governing board of SODA is made up of directors appointed or elected from the membership which includes Boards of County Commissioners of the ten counties, Directors of the member Soil and Water Conservation Districts, for the cities and town in each county, at large representing the tribes and minority populations in the SODA service area.

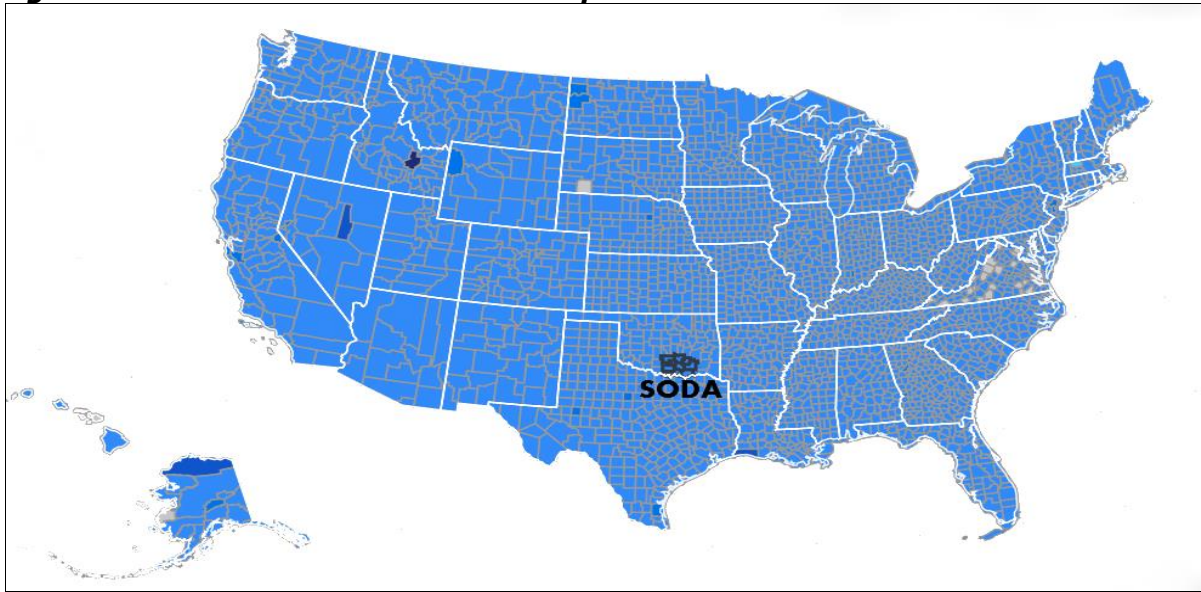
SODA is a certified U.S. Internal Revenue Service non-profit organization under Section 501(C)(3) of the I.R.S Regulations.

Geographic and Demographic Description

SODA is a ten-county Economic Development District (EDD) comprised of the following counties: Atoka, Bryan, Carter, Coal, Garvin, Johnston, Love, Marshall, Murray, and Pontotoc. The SODA District, located in the southern section of Oklahoma, is approximately halfway between Arkansas on the east and the panhandle of Texas on the west. The EDD is equidistant between Dallas, Texas to the south, and Oklahoma City, to the north. The land area of the EDD consists of 4,409,332 acres or 6,704 square miles. The SODA EDD is geographically larger than the combined states of Connecticut and Rhode Island.

According to the 2016 U. S. Census Bureau, the population of the SODA EDD is

Figure 1 - Location of SODA on U.S. Map




229,985 persons. SODA is the third largest concentration of population in Oklahoma, exceeded only by the metropolitan areas of Oklahoma City and Tulsa. Additionally, the SODA EDD is geographically between the Dallas and Oklahoma City metropolitan areas.

The 2010 U.S. Census indicates that about 63% of the population of the EDD lives in municipalities. The balance of the population 82,597 persons, live in rural areas. Atoka, Love, and Marshall Counties have a higher preponderance of rural residents than urban residents. The urban population centers and their counts for the SODA EDD are as follows:

Ardmore, Carter County, 24,927; Ada, Pontotoc County, 17,262; and Durant, Bryan County, 17,198 persons. Since 2000, these urban areas have significantly increased economic development efforts, which has yielded an increased population over the past five years, and continual growth is forecasted.

Table 1 indicates that the SODA EDD population is slightly poorer, older and less educated than the United States and Oklahoma populations. Additional population data and employment data was analyzed for each county and the SODA EDD. These data are included in the Fact Sheets in the Appendix.

Table 1 – SODA EDD Population Demographics

POPULATION FACTS					
	% INCREASE 2010-2016	BELOW POVERTY LEVEL	MEDIAN AGE	AGE DEPEND. RATIO*	COLLEGE EDUCATED
SODA	2.28%	17%	39.2	73.2%	20%
OK	3.86%	16%	36.3	64.7%	25%
US	4.01%	15%	37.8	60.8%	31%

*<18 and >64

SWOT ANALYSIS

STRENGTHS
Good Financial Systems
Substantial Water Supply
Access to Educational Opportunities (K-12, career tech, higher educ.)
Recreational Opportunities
Brain Trusts - Educated Populous
Labor Shed/Proximity to North Texas Populations
Climate (nice and 4 seasons)
Natural Resources
Major Highway Corridors (I-35 and 69/75)
Three Class 1 Rail Roads
Tribal Cooperation (Chickasaws, Choctaws)
Industrial Diversity/ Some Diversified Local Economies
Support Systems (SODA, AAA, Econ. Dev., Grants)
WEAKNESSES
Aging Infrastructure
Tax Structure (Weakness and Issues)
Rural distances (access to health care/hospitals)
Affordable Housing/Housing Shortage
Small Footprint of Towns (narrow tax base)
Lack of Workers/Qualified Workforce
State Funding for Development in Rural Areas
Dependence on Volunteers
Lack of Job Opportunities in Rural Areas
OPPORTUNITIES
Revitalize Existing Assets/Regional Wealth-Building
Alternative to DFW/North Texas market
Innovation Hubs/Business Incubators
Revitalize Downtowns
Great Place to Live and Play
Tourism and Agri-Tourism
Solar and Wind Energy
Retiree Destination
Expansion of Broadband and Cell Service
Build Apprenticeships
THREATS
Failing Infrastructure
Drug Use/Drug-Related Crime
Dependence on Volatile Industries (oil & gas, mining, natural gas)
Stop the Race to the Bottom (Cheapest)
Rural Poverty
Single Economy Communities
Availability of Rural Health Care
Changing Markets
Population Decline
Retention of Young, Educated Professionals

ECONOMIC RESILIENCE

The SODA regional economy is based on abundant natural and cultural resources of the region. The small-town, rural flavor of the region provides a congenial quality of life that is often mentioned as the primary reason many businesses choose to expand, locate, or develop in southern Oklahoma. The goal of this plan is to develop a strong regional economy built on the strengths of local communities. This approach creates resilient local economies that are critical to the long-term growth and socio-economic stability of the region.

Economic resilience includes a multi-phased approach that anticipates risk, evaluates the potential impact on key assets, and develops a response to the risk. Addressing economic resilience in a region is a twofold approach (1) steady-state - planning for and facilitating resilience through specific goals or actions to bolster the long-term economic durability of the region; and (2) responsive - establishing information networks among the various stakeholders in the region to encourage active and regular communications between the public, private, education, and non-profit sectors to collaborate on existing and potential future challenges.

Measuring Resilience

To address the economic resilience in the region, it is important to understand the existing condition of its resilience. Two common measures of

economic resilience are the degree of regional income equality (*how evenly income is distributed across a regional population*) and the degree of regional economic diversification (*how much economic activity is spread across sectors*). For purposes of measuring economic resilience, counties are classified as high, medium or low resilience based on income and employment measures.

Table 2 shows the distribution of income for the SODA EDD and for each county in the SODA EDD compared to United States and Oklahoma averages. For each geographical area these clusters represent 50% or more of the employment (except SODA region required 4 clusters to exceed 50%, which is an indicator of resilience on a regional level).

Counties in green are more than 20% below the United States average income and more than 15% below the Oklahoma average in none or one comparison and are considered **high** resilience counties. Counties in yellow are more than 20% below the United States average income and more than 15% below the Oklahoma average in two or three comparisons and are considered **moderate** resilience counties. Counties in red are more than 20% below the United States average income and more than 15% below the Oklahoma average in all four comparisons and are considered **low** resilience.

Table 2: Income Distribution Across the SODA EDD

	Region/County	Per Capita Income*	Median Household Income*
	UNITED STATES	\$31,177	\$57,652
	OKLAHOMA	\$26,461	\$49,767
	SODA	\$23,118 (74%)(87%)	\$45,684 (79%)(92%)
HIGH	Murray County	\$24,804 (80%)(94%)	\$51,844 (90%)(104%)
	Carter County	\$24,965 (80%)(94%)	\$45,684 (79%)(92%)
	Pontotoc County	\$23,862 (77%)(90%)	\$46,689 (81%)(94%)
MODERATE	Garvin County	\$22,433 (72%)(85%)	\$42,567 (74%)(86%)
	Marshall County	\$22,431 (72%)(85%)	\$45,671 (79%)(92%)
	Love County	\$20,965 (67%)(79%)	\$49,409 (86%)(99%)
	Coal County**	\$24,004 (77%)(91%)	\$39,931 (69%)(80%)
LOW	Bryan County**	\$22,171 (71%)(84%)	\$41,197 (71%)(83%)
	Johnston County**	\$21,022 (67%)(79%)	\$38,636 (67%)(79%)
	Atoka County**	\$19,439 (62%)(73%)	\$37,106 (64%)(75%)

*First percentage is percent of United States average; second percentage is percent of Oklahoma average

As a region the SODA EDD demonstrates a moderate level of resilience based on income equality (SODA PCI>20% below US PCI and SODA MHI>20% below US MHI). Table 2 indicates a greater degree of variance (lower income levels) from U.S. and Oklahoma average incomes from counties on the eastern side of the SODA EDD than those on the west. Based on income equality, the eastern counties of the SODA EDD (Atoka, Bryan, Coal, Johnston) have a lower economic resilience than the SODA western counties.

As a state the southeastern part of Oklahoma historically is the most economically distressed part of the state. Those counties on SODA's eastern border appear to demarcate the beginning of this distressed region of Oklahoma.

Table 3 shows employment in the Top 3 traded industry clusters for the SODA region and for each county in the SODA region. *(Traded industry clusters are groups of related industries that serve markets beyond the region in which they are located.)* For each geographical area these clusters

represent 50% or more of the employment (except SODA region required four clusters to exceed 50%).

Counties in green have employment in the Top 3 industry clusters that is more evenly distributed (no cluster with >25%) and are considered **high** resilience counties. Counties in yellow have 25% or more employment in one (first) cluster and most employment in the first two clusters and are considered **moderate** resilience counties. Counties in red have 70% or more of employment in the Top 3 industry clusters and most employment in the first or first two clusters and are considered **low** resilience.

Table 3 indicates several counties with low economic resilience based on employment in specified industry sectors. This metric identified an obvious risk when local economies are based on high employment in only one or two industry sectors. For example, Love County is a very rural county with a large casino located in it that accounts for 80% of the traded industry employment in the county.

SODA endeavors to accommodate and support regional economic prosperity with resilient communities. To promote economic resilience among the communities of the SODA EDD, this CEDS plan has integrated the following strategies into its framework.

Steady-state strategies in this plan include the following:

- Conduct comprehensive planning that includes the integration of hazard mitigation, transportation, broadband, housing and other planning efforts;

- Broaden the industrial base through the development of emerging clusters or industries that build on the region's unique assets, such as its transportation resources;
- Promote and develop value-chains of target industries that close economic gaps and build on the region's strengths.

Responsive strategies in this plan include the following:

- Collaborate on hazard mitigation plans, fire and storm emergencies, and other environmental hazard planning efforts;
- Establish a process for regular communication, monitoring, and updating of business and community development needs and issues; and
- Strengthen coordination among state and local economic development organizations and networks and SODA EDD development services to address short, intermediate, and long-term recovery needs of specific sectors.

The energy industry has historically represented a significant portion of the Oklahoma and southern Oklahoma economy. Over the last 25 years Oklahoma has attempted to diversify its economic base and these metrics indicate this diversification is taking place.

Hospitality/Tourism and Distribution /Electronic Commerce are currently first and second in traded industry employment in the SODA EDD and are the basis for many development decisions of local economies. Oil and Gas Production continues to employ a substantial number of workers in the region but has moved to third place in

Table 3: Employment in Top 3 Traded Industry Clusters Across the SODA EDD

	REGION/ COUNTY	TOP 3 TRADED INDUSTRY CLUSTERS			
		FIRST	SECOND	THIRD	
	SODA (57%)	Hospitality & Tourism (22%)	Distribution & Electronic Commerce (17%)	Oil & Gas Production (10%)	Business Services (8%)
HIGH	Pontotoc County (50%)	Plastics (23%)	Distribution & Electronic Commerce (15%)	Business Services (12%)	
	Carter County (56%)	Vulcanized & Fired Materials (22%)	Distribution & Electronic Commerce (18%)	Oil & Gas Production (16%)	
	Murray County (62%)	Hospitality & Tourism (27%)	Construction Products & Services (23%)	Production Tech & Heavy Machinery (12%)	
MODERATE	Atoka County (55%)	Oil & Gas Production (25%)	Transportation & Logistics (17%)	Distribution & Electronic Commerce (13%)	
	Bryan County (58%)	Business Services (25%)	Distribution & Electronic Commerce (24%)	Vulcanized & Fired Material (9%)	
	Garvin County (64%)	Oil & Gas Production (29%)	Distribution & Electronic Commerce (28%)	Construction Products & Services (7%)	
LOW	Coal County (72%)	Production Tech & Heavy Machinery (29%)	Oil & Gas Production (29%)	Distribution & Electronic Commerce (14%)	
	Marshall County (73%)	Upstream Metal Manufacturing (33%)	Trailers, Motor Homes & Appliances (33%)	Hospitality & Tourism (7%)	
	Johnston County (75%)	Trailers, Motor Homes & Appliances (38%)	Nonmetal Mining (30%)	Business Services (7%)	
	Love County (97%)	Hospitality & Tourism (80%)	Distribution & Electronic Commerce (14%)	Food Processing & Manufacturing (3%)	

traded industry employment. Overall, the region demonstrates moderate economic resilience with pockets of low resilience and it appears to be trending toward more economic diversification.

A goal of this CEDS is to identify where investment can be made to further diversify the region’s economic base. Creating local value-chains and industries

result in stronger local economies and an economically resilient region. Some of the targeted industries identified by the SWOT and data analysis that can support regional economic resilience are Hospitality/Tourism, Renewable Energy/Alternative Fuels, Distribution/Electronic Commerce, Professional Services and Construction.

OPPORTUNITY ZONES

An Opportunity Zone is an economically distressed community where private investments may be eligible for capital gain tax incentives. Opportunity Zones were created under the 2017 Tax Cuts and Jobs Act to stimulate economic development and job creation in low-income neighborhoods.

There are 10 designated Qualified Opportunity Zones located in 7 of the 10 counties in the SODA EDD. Opportunity Zones are located in the 3 largest cities in the SODA EDD—Ada, Ardmore and Durant—and are also located in or near the towns of Atoka, Kingston, Pauls Valley, Tishomingo and Wynnewood.

Figure 2 shows the location of each of the Opportunity Zones in the SODA EDD. Table 4 shows the demographics of the SODA Opportunity Zones. Table 5 lists the SODA Opportunity Zones by census tract and near community.

All the Opportunity Zones in the SODA EDD are comprised of low-income communities and are eligible for maximum investment incentives and leverage rates for grant-making. Yet, each has its own unique industrial and occupational characteristics based on its respective geographical locations. The Opportunity Zone profiles in Appendix B lists the Top 5 occupations and industry clusters for each of the counties where SODA Opportunity Zones are located.

Figure 2 - Location of Opportunity Zones in SODA EDD



Table 4 - SODA Opportunity Zones Key Metrics

Population Living in Opportunity Zones	37,737
Land Area of Opportunity Zones	600 sq. mi.
Labor Force in Opportunity Zones	15,535
Labor Force Participation Rate in Opportunity Zones	53.7%
Unemployment Rate for Opportunity Zones	6.3%
Per Capita Income in Opportunity Zones	\$20,816
Poverty Rate in Opportunity Zones	23.4%

Table 5 - SODA Opportunity Zones by County and Tract and Near Communities

SODA OPPORTUNITY ZONES AND DEMOGRAPHICS*						
County	Tract	Tract Type	Pop.	Labor Force	Land Area	Near Communities
Atoka	40005587700	Low-Income	3,935	1,655	63	Atoka
Bryan	40013796300	Low-Income	2,109	943	1	Durant
Bryan	40013796500	Low-Income	2,437	974	20	Durant
Carter	40019892800	Low-Income	5,327	2,071	8	Ardmore
Garvin	40049681400	Low-Income	5,151	2,122	96	Pauls Valley Wynnewood
Johnston	40069660200	Low-Income	4,995	1,913	252	Tishomingo
Marshall	40095094801	Low Income	3,677	1,277	83	Kingston
Marshall	40095094802	Non-Low Income Contiguous	3,803	1,655	40	Kingston
Pontotoc	40123089000	Low Income	4,019	1,919	35	Ada
Pontotoc	40123089100	Low-Income	2,284	1,006	2	Ada

*ACS 5-year average data included here is for the 2013-2017 period.

The Oklahoma Department of Commerce maintains an inventory of investment opportunities (Investment-ready projects) and all available buildings and sites within Oklahoma Opportunity Zones on its website (see www.okcommerce.gov).

The SODA EDD receives financial support for economic development planning from the U.S. Department of Commerce Economic Development Administration. As such SODA can advise

communities in gaining the full advantage of Opportunity Zone investment.

With the pronounced availability of Opportunity Zones throughout the SODA EDD, this plan makes infrastructure development in SODA Opportunity Zones a priority (see Goal 1, Strategy 1.1). Specifically, this plan recommends that at least one project in each Opportunity Zone in the SODA EDD is planned, developed and funded during the 5-year term of this CEDS.

GOALS, STRATEGIES AND TASKS

GOAL 1 - REGIONAL INFRASTRUCTURE

Create and maintain appropriate physical infrastructure, including affordable housing, needed to support economic development opportunities in each community

Strategy 1.1 - Develop funding strategies and provide grant-writing assistance for infrastructure grants for roads and streets, water/sewer distribution systems, community facilities, telecommunication systems with priority given to Opportunity Zones.

Task 1.1.1 - Assist communities in planning and identifying potential infrastructure projects

Task 1.1.2 - Assist communities in developing funding packages and proposals for infrastructure projects

Task 1.1.3 - Assist communities in inventorying assets and prioritizing needs for planning future capital improvements using GIS technology

Strategy 1.2 - Establish a regional transportation planning organization

Task 1.2.1 - Organize an RTPO in the SODA region, establish by-laws and form policy board and technical committee

Task 1.2.2 - Submit grant proposal for SPR funding to Oklahoma Dept. of Transportation

Task 1.2.3 - Develop a Planning Work Program (PWP) for the RTPO

Task 1.2.4 - Implement the PWP by developing transportation plans for each SODA county

Strategy 1.3 - Develop a regional broadband planning document

Task 1.3.1 - Establish a regional broadband planning task force/network

Task 1.3.2 - Identify areas where high-speed internet and broadband is needed

Task 1.3.3 - Identify possible telecommunication and utility company partners in the region

Task 1.3.4 - Develop a broadband planning template for use by communities to implement and expand broadband services

Strategy 1.4 - Establish a regional housing task force and assistance network

Task 1.4.1 - Establish a regional housing planning task force/network

Task 1.4.2 - Identify areas in need of affordable housing needed

Task 1.4.3 - Identify possible housing construction, development and financing partners in the region

Task 1.4.4 - Develop a housing resource guide or planning kit for use by communities to expand home ownership services

Task 1.4.5 - Coordinate planning for strategic housing investments in growing communities

Task 1.4.6 - Conduct affordable housing resource fairs

GOAL 2 - COMPETITIVE ADVANTAGE

Cultivate new approaches to economic development that connect local assets to market demand to create more robust and sustainable local economies

Strategy 2.1 - Enhance traditional economic development planning with wealth-building strategies

Task 2.1.1 - Create a wealth-building framework that optimizes the use of local/regional assets to fill gaps and leverage resources

Task 2.1.2 – Develop a planning guide to facilitate rapid implementation of development plans

Task 2.1.3 – Implement a rapid strategic planning process in member communities that identifies market opportunities and capital improvements needs

Task 2.1.4 - Develop and maintain micro strategic plans with project funding strategies for all member communities

Strategy 2.2 - Promote innovation and entrepreneurship through support networks and learning

Task 2.2.1 - Identify, strengthen and expand existing business, entrepreneurial and industrial development networks in the region

Task 2.2.2 - Promote and conduct business and entrepreneur learning opportunities

Strategy 2.3 – Cultivate civic and municipal leadership and management processes in rural communities

Task 2.3.1 – Establish a municipal administration program (circuit rider city manager) to help small communities conduct town business effectively

Task 2.3.2 - Promote and conduct municipal administration learning opportunities

GOAL 3 - QUALITY OF LIFE

Disseminate programs that promote and support the collective well-being of rural communities

Strategy 3.1 - Provide and support programs that support the functional independence of older adults remaining in their homes

Task 3.1.1 - Provide information and referrals for health care programs to senior citizens

Task 3.1.2 - Provide Medicare counseling and fraud prevention information to Medicare recipients

Task 3.1.3 – Provide assistance for Mobility/Transportation programs for access to medical and social services

Task 3.1.4 - Provide nutritious meals to senior citizens through SODA-supported nutrition centers or by home delivery

Task 3.1.5 - Provide access to free or reduced cost legal services and consultation to senior citizens

Strategy 3.2 - Provide and support programs to advocate for quality senior care and elder justice

Task 3.2.1 - Monitor quality of care for seniors in nursing homes, assisted living and residential care facilities

Task 3.2.2 - Advocate for federal and state policies that enhance the quality of life for seniors in nursing homes, assisted living and residential care facilities

Strategy 3.3 - Fund projects that enhance communities and support the independence of individuals

Task 3.3.1 - Award REAP grants to communities to build/upgrade community facilities

Task 3.3.2 - Award CENA grants to operate community senior centers

Task 3.3.3 - Award Masonic Charity grants to individuals to address personal health and housing needs

Strategy 3.4 - Support the development and sustainability of rural fire protection and emergency management services

Task 3.4.1 - Provide technical assistance and equipment to new and established rural fire departments

Task 3.4.2 - Work with existing fire departments to improve their fire protection services to lower insurance rates

GOAL 4 - RURAL ADVOCACY

Advocate for federal and state funding and policies impacting rural development and sustainability

Strategy 4.1 - Advocate for increased funding and policy enhancements for rural development

Task 4.1.1 - Advocate for increased funding for rural economic development, aging services and rural fire services with federal and state executive and legislative officials

Task 4.1.2 - Promote the role of SODA and regional development organizations as innovators in rural and community development

Strategy 4.2 - Participate in and collaborate with regional, state and national networks and development organizations

Task 4.2.1 – Participate in OARC, O4A, OML, ACCO, ORWA, NADO, SWREDA, Oklahoma SE

Task 4.2.2. – Coordinate with Chickasaw and Choctaw tribal governments in economic development activities

Task 4.2.3 - Organize regional conferences and forums: SODA members conference, funding agencies forum, legislative receptions

Task 4.2.4 – Develop alliances with other EDOs and networks in the SODA service area, Oklahoma and nationally to promote rural development initiatives

EVALUATION

GOAL/STRATEGY	PERFORMANCE MEASURE	WHO'S RESPONSIBLE	TIME FRAME
GOAL 1 - Create and maintain appropriate physical infrastructure, including affordable housing, needed to support economic development opportunities in each community			
Strategy 1.1 - Develop funding strategies and provide grant-writing assistance for community infrastructure grants	<ul style="list-style-type: none"> No. of member communities with project and funding plans No. of project grant applications submitted and no. awarded No. of capital improvement projects and GIS maps At least one project planned or funded in each SODA Opportunity Zone 	Community & Economic Development Division	2020-2024
Strategy 1.2 -Establish a regional transportation planning organization	<p>RTPO of the SODA region is created and the RTPO:</p> <ul style="list-style-type: none"> Creates By-laws appoint members to a policy board and technical committee Submits grant proposal for SPR funding to Oklahoma Dept. of Transportation Develops a Planning Work Program (PWP) for the RTPO Develops transportation plans for each county in SODA 	Executive Director Board of Directors	2020-2024
Strategy 1.3 -Develop a regional broadband planning document	<p>Taskforce or working group that includes IT and communications specialists is formed and holds regular meetings. The task force:</p> <ul style="list-style-type: none"> Performs a needs assessment of SODA region identifying gaps in high-speed internet and broadband Develops a directory of telecommunication and utility company partners in the region Produces a broadband planning and implementation template for use by communities 	Executive Director Board of Directors	2021-2024
Strategy 1.4 - Establish a regional housing task force	<p>A regional housing planning task force or network is formed and holds regular meetings. The task force:</p> <ul style="list-style-type: none"> Performs a needs assessment of availability of affordable housing Develops a directory of housing construction, development and financing partners in the region Produces a home ownership guide or planning kit for use by communities Coordinates planning for strategic housing investments in growing communities Conducts affordable housing resource fairs 	Executive Director Board of Directors	2022-2024

EVALUATION

GOAL/STRATEGY	PERFORMANCE MEASURE	WHO'S RESPONSIBLE	TIME FRAME
GOAL 2 - Cultivate new approaches to economic development that connect local assets to market demand to create more robust and sustainable local economies			
Strategy 2.1 - Enhance traditional economic development planning with wealth-building strategies	<ul style="list-style-type: none"> • Develop a wealth-building framework that is used to perform economic development planning with communities • Develop a planning guide to facilitate rapid implementation of development plans • No. of communities with a micro-strategic plans on file • No. of economic development grants submitted and no. of grants awarded to communities with plans on file 	Community & Economic Development Division	2020-2024
Strategy 2.2 - Promote innovation and entrepreneurship through support networks and learning	<ul style="list-style-type: none"> • Directory of development networks in the region and no. of memberships • Attendance at meetings of development networks • Participation in projects and activities of development networks • No. of learning opportunities presented • No. of learning opportunities attended 	Community & Economic Development Division Executive Director	2020-2024
Strategy 2.3 – Cultivate civic and municipal leadership and management processes in rural communities	<ul style="list-style-type: none"> • Develop a municipal administration program (circuit rider city manager) • No. of towns enrolled in the program • Amount of fees collected from the program • No. of leadership and management seminars presented • No. of people enrolled in leadership seminars 	Executive Director Board of Directors	2021-2024

EVALUATION

GOAL/STRATEGY	PERFORMANCE MEASURE	WHO'S RESPONSIBLE	TIME FRAME
GOAL 3 - Disseminate programs that promote and support the collective well-being of rural communities			
Strategy 3.1 - Provide and support programs that support the functional independence of older adults remaining in their homes	<ul style="list-style-type: none"> • No. of referrals for health care programs • No. of Medicare counseling and fraud prevention sessions provided • No. of rides to medical and social services provided • No. of meals served in nutrition centers and delivered to homes • No. of clients served with legal services and consultation 	Area Agency on Aging	2020-2024
Strategy 3.2 - Provide and support programs to advocate for quality senior care and elder justice	<ul style="list-style-type: none"> • No. of nursing homes, assisted living and residential care facilities monitored and quality of care provided • No. of hours of volunteer service to residential care clients • No. of presentations and events attended to disseminate information 	Area Agency on Aging Ombudsman Supervisors	2020-2024
Strategy 3.3 - Fund projects than enhance communities and support the independence of individuals	<ul style="list-style-type: none"> • No. of REAP grants and total dollars awarded to communities • No. of CENA grants and total dollars awarded to community senior centers • No. of Masonic Charity grants and total dollars awarded to individuals 	Community and Economic Development Division Area Agency on Aging	2020-2024
Strategy 3.4 - Support the development and sustainability of rural fire protection and emergency management services	<ul style="list-style-type: none"> • No./hrs. of technical assistance provided to rural fire departments • No. and value of equipment allocated to rural fire departments • No. of volunteer fire departments advancing in ISO fire rating 	Rural Fire Defense Director	2020-2024

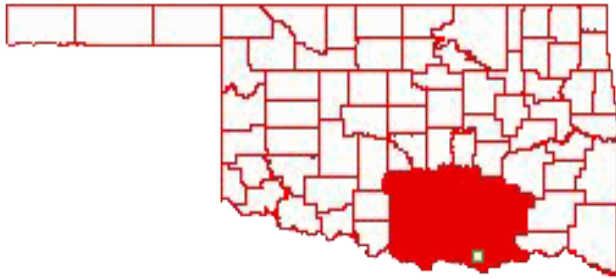
EVALUATION

GOAL/STRATEGY	PERFORMANCE MEASURE	WHO'S RESPONSIBLE	TIME FRAME
GOAL 4 - Advocate for federal and state funding and policies impacting rural development and sustainability			
Strategy 4.1 - Advocate for increased funding and policy enhancements for rural development	<ul style="list-style-type: none"> • No. of meetings and presentations to legislators and state agency officials regard policy and funding • New or revised policies for rural programming • Increased funding for rural programming • New program opportunities for rural development 	Executive Director and Program Directors	2020-2024
Strategy 4.2 - Participate in and collaborate with regional, state and national networks and development organizations	<ul style="list-style-type: none"> • Roles in various organizations and/or organization and alliance activities • No. and types of activities, meetings and/or events attended • Amount of time spent participating in organization and alliance activities, meetings and/or events • No. and types of SODA conferences and forums organized and conducted • No. and type of civic, state and national presentations promoting rural development Task 	Executive Director and Program Directors	2020-2024

APPENDIX A – FACT SHEETS


Population, housing, education, employment, and industry data were collected for each county and the SODA EDD. The data was analyzed and then summarized in the form of Fact Sheets and presented to the CEDS planning team for use in completing the SWOT and developing Goals and Strategies. These Fact Sheets are included in this Appendix.

SODA SERVICE AREA FACT SHEET



The ten-county SODA service area is comprised of Atoka, Bryan, Carter, Coal, Garvin, Johnston, Love, Marshall, Murray and Pontotoc Counties in south, central Oklahoma. In 2016 SODA had a population of 229,985. SODA covers a geographical area of 6,685 square miles.

The largest population centers are Ardmore in southwestern SODA at 25,000, Ada in northeastern SODA at 17,000 and Durant in southeastern SODA at 17,000. Two main highways connect SODA with the Dallas-Fort Worth and north Texas metro area: Interstate 35 runs north and south through Ardmore on the western side of the service area and US 75 runs north and south through Durant on the eastern side of the service area.

POPULATION FACTS					
	% INCREASE 2010-2017	BELOW POVERTY LEVEL	MEDIAN AGE	COLLEGE EDUCATED	AGE DEPEND. RATIO*
SODA	2.28%	17%	39.2	20%	73.2%
OK	3.86%	16%	36.3	25%	64.7%
US	4.01%	15%	37.8	31%	60.8%

*<18 and >64

HOUSING



- Median Home Value - SODA \$104,872
- Median Home Value - OK \$125,800
- Median Home Value - US \$193,300

HIGHER EDUCATION



- East Central University - Ada
- Kiamichi Technology Center - Atoka and Durant
- Murray State College - Tishomingo
- Southeastern Oklahoma State University - Durant
- Pontotoc Technology Center - Ada
- Southern Tech - Ardmore
- University Center of Southern Oklahoma - Ardmore

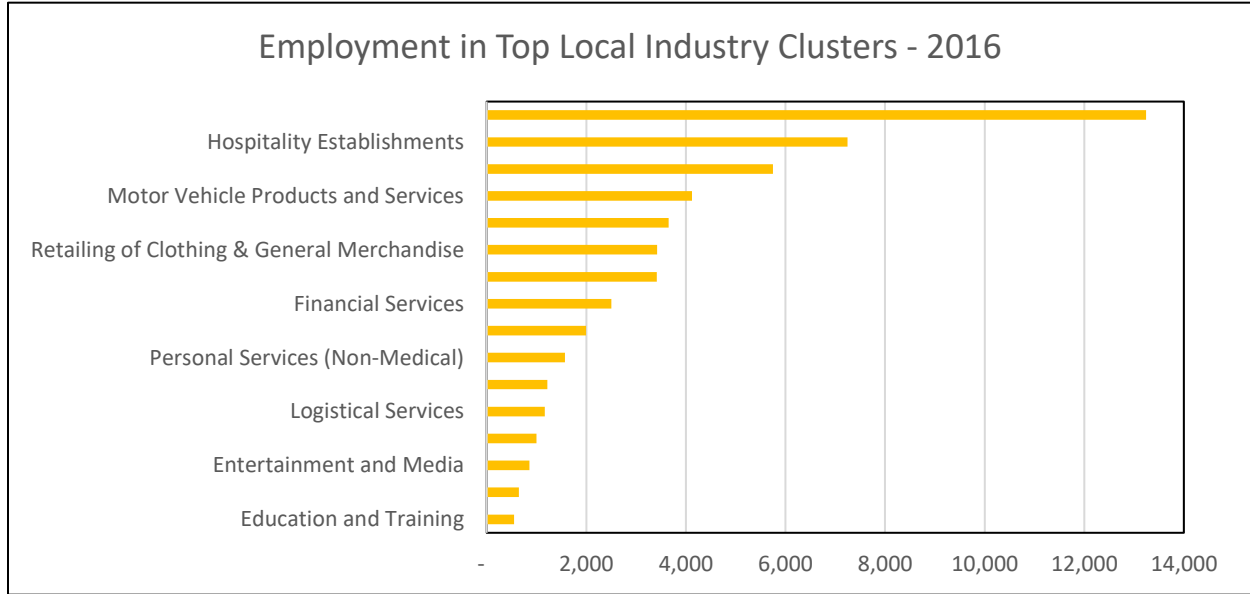
ECONOMIC



- Median Household Income
SODA \$45,684, OK \$49,767 US \$57,652
- Per Capita Income
SODA \$23,118, OK \$26,462 US \$31,177
- No. of Jobs - SODA
2005: 78,767
2015: 89,239 ↑13%
- No. of Jobs - OK
2005: 1,408,078
2015: 1,584,748
↑13%
- No. of Jobs - US
2005: 122,203,199
2015: 137,705,053
↑13%

SODA SERVICE AREA FACT SHEET

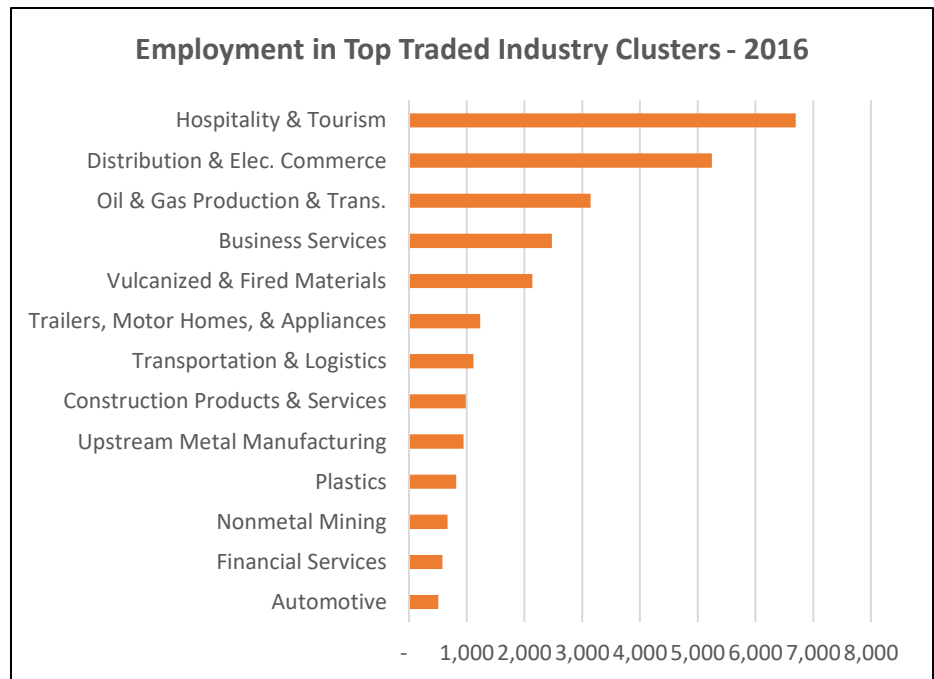
Local industry clusters consist of industries that serve the local market. The majority of a region's employment comes from jobs in local clusters



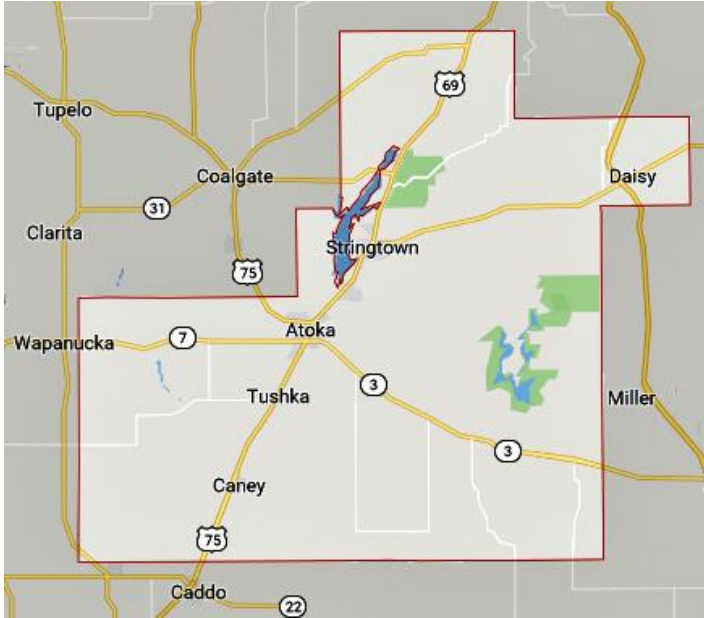
LARGEST EMPLOYERS

- Alliance Health - Durant
- Allorica - Durant
- Chickasaw Nation - Ada
- Choctaw Nation - Durant
- Dart Container Company - Ada
- Dollar General - Ardmore
- Legal Shield - Ada
- Mercy - Ardmore & Ada
- Michelin - Ardmore
- Oklahoma Steel & Wire - Madill
- Walmart DC - Pauls Valley
- Winstar Casino - Thackerville

Traded industry clusters are groups of related industries that serve markets beyond the region in which they are located.




ATOKA COUNTY FACT SHEET



In 2016 Atoka County had a population of 13,899. Atoka County covers a geographical area of 990 square miles. The largest town is Atoka at 3,700.

Atoka County is one of the more rugged counties in the SODA service area having the highest annual rainfall and the most productive forests and woodlands. The County has low hills and broad valleys in the southern section providing a natural drainage system. Rocky mountains with narrow valleys and forestland in the northeast section provide reservoirs and recreation

and is the most predominant environmental feature in Atoka County. The broad, flat northwestern section has undulating valleys. The county does not have major areas of primary cropland soils except around the Town of Tushka, where several contiguous sections have been cultivated.




POPULATION

- Population
13,899

- Minority Population
3,919 (28%)

- Bachelor or Graduate Degree
1,407 (15%)


- >=50 Years of Age
6,001 (43%)



EDUCATION

- Atoka Public Schools
- Caney Independent School District
- Coleman Public Schools
- Kiowa Public Schools
- Stringtown Public Schools
- Tushka Public Schools

- Kiamich Technology Center - Atoka



ECONOMIC

- Median Household Income
\$37,106

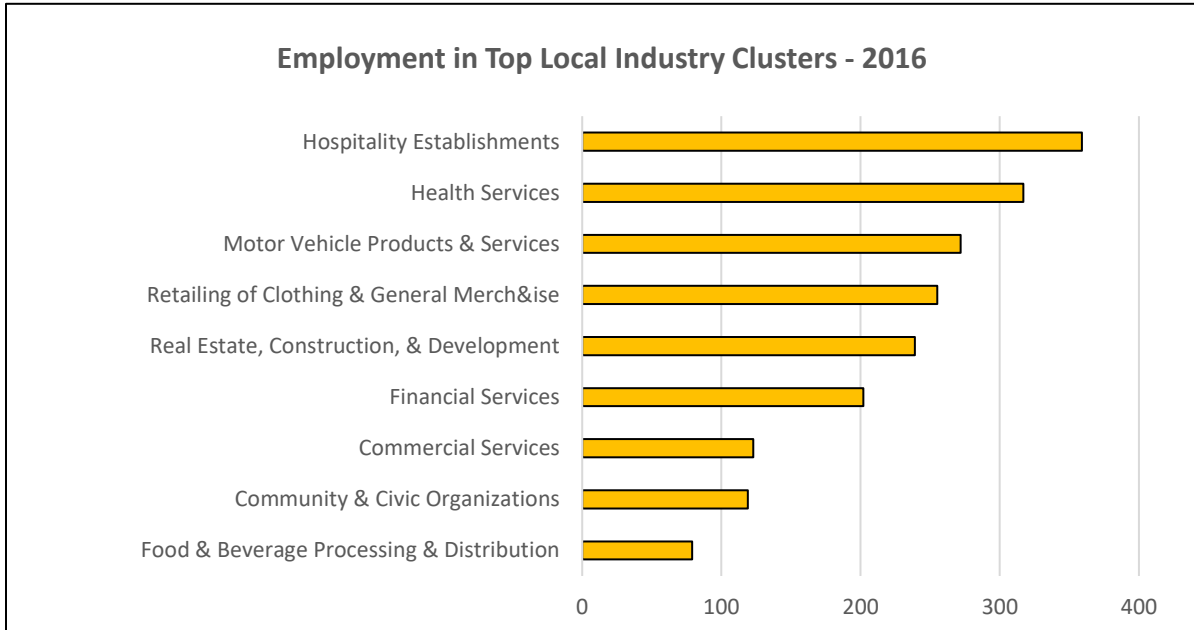
- Per Capita Income
\$19,439

- No. of Jobs
2005: 2,757
2015: 3,503
↑27%

- Median Home Value
\$78,600

ATOKA COUNTY FACT SHEET

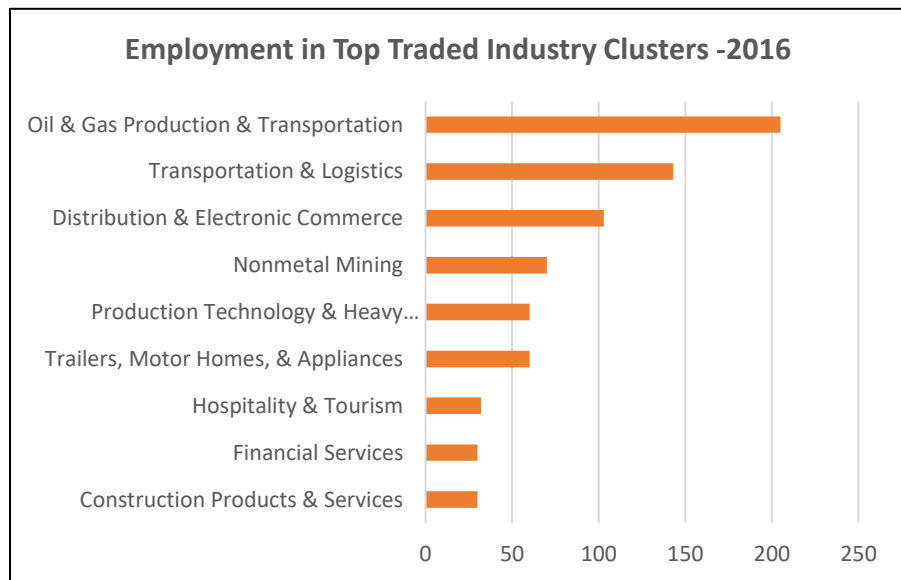
Local industry clusters consist of industries that serve the local market. The majority of a region's employment comes from jobs in local clusters.



Traded industry clusters are groups of related industries that serve markets beyond the region in which they are located.

LARGEST EMPLOYERS

- Mack Alford Correctional Center
- City of Atoka
- Atoka Public Schools
- Atoka Trailer
- Atoka Medical Center
- Choctaw Nation
- Pilot
- Walmart






BRYAN COUNTY FACT SHEET



In 2016 Bryan County had a population of 45,068. Bryan County covers a geographical area of 944 square miles. The largest town is Durant at 17,198.

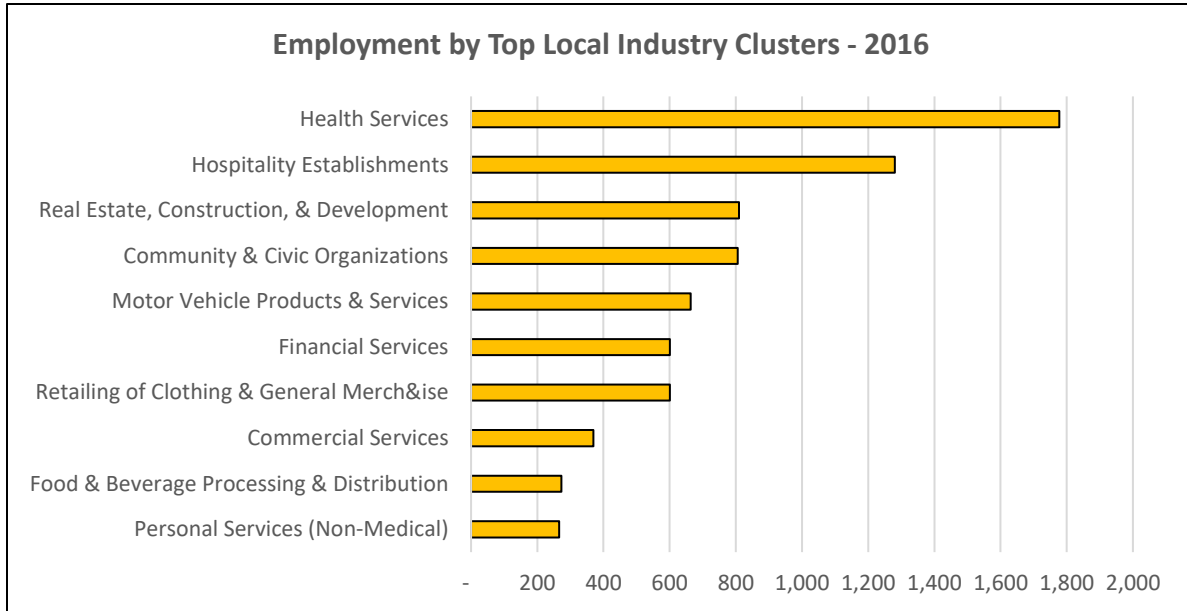
Durant is the home of Southeastern Oklahoma State University, a regional university of about 4,000 students. Durant is also the headquarters for the Choctaw Nation of Oklahoma.

Bryan County is one of the most environmentally diversified counties in the SODA service area. The County borders on Lake Texoma to the east and U.S. Highway 75 connects it to the DFW/north Texas metro area. Bryan County offers both lake and woodland recreation and agriculture and industrial development in naturally zoned sectors. This diversity has prompted the County to take proactive steps to preserve the natural beauty and to conserve the resources. Bryan County has the highest urban area percentage in the SODA service area. Over the last twenty years, Bryan County has developed its land uses in opportune ways to enhance its attractiveness to both visitors and commercial ventures.

POPULATION	 <ul style="list-style-type: none"> • Population 45,068 <hr style="border-top: 1px dashed white;"/> • Minority Population 12,643 (28%) <hr style="border-top: 1px dashed white;"/> • Bachelor or Graduate Degree 6,759 (23%) <hr style="border-top: 1px dashed white;"/> • >=50 Years of Age 21,215 (47%) <hr style="border-top: 1px dashed white;"/> 	EDUCATION	 <ul style="list-style-type: none"> • Achille Public Schools • Bennington Public Schools • Caddo Public Schools • Calera Public Schools • Durant Independent School District • Rock Creek Public Schools <hr style="border-top: 1px dashed white;"/> • Kiamich Technology Center - Durant <hr style="border-top: 1px dashed white;"/> • Southeastern Oklahoma State University - Durant 	ECONOMIC	 <ul style="list-style-type: none"> • Median Household Income \$41,197 <hr style="border-top: 1px dashed white;"/> • Per Capita Income \$22,171 <hr style="border-top: 1px dashed white;"/> • No. of Jobs 2005: 14,631 2015: 15,767 ↑8% <hr style="border-top: 1px dashed white;"/> • Median Home Value \$98,900 <hr style="border-top: 1px dashed white;"/>
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BRYAN COUNTY FACT SHEET

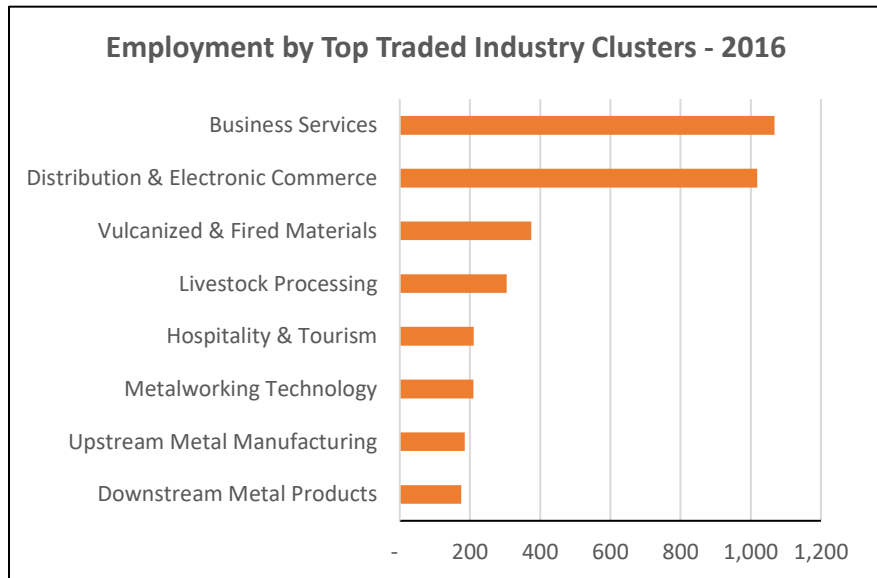
Local industry clusters consist of industries that serve the local market. The majority of a region's employment comes from jobs in local clusters.



Traded industry clusters are groups of related industries that serve markets beyond the region in which they are located.

LARGEST EMPLOYERS

- Alliance Health Center
- Allorica
- Big Lots DC
- Cardinal Glass
- City of Durant
- Choctaw Nation
- Commercial Metals Corp.
- Southeastern Okla. State University



CARTER COUNTY FACT SHEET




In 2016 Carter County had a population of 48,407. Carter County covers a geographical area of 822 square miles. The largest city is Ardmore with a population of 25,000, which is the major trade and employment center of the County.

Lake Murray State Park is located in Carter and Love Counties and provides many recreational opportunities.

Carter County is one of the largest oil producing counties in Oklahoma and has the least amount of prime cropland of any county in Oklahoma.

Carter County is ideally situated between 2 major metropolitan areas – Dallas and Oklahoma City. Interstate 35 runs directly through Carter County providing easy north-south access for travel and shipment of goods. As a result, a number of distribution, warehouse, and manufacturing operations are located in Carter County.




POPULATION

- Population
48,407

- Minority Population
14,152 (29%)

- Bachelor or Graduate Degree
6,629 (20%)

- >=50 Years of Age
17,088 (35%)




EDUCATION

- Ardmore City Schools
- Dickson Public Schools
- Fox Public Schools
- Healdton Public Schools
- Lone Grove Public Schools
- Springer Public Schools
- Wilson Public Schools

- Southern Tech - Ardmore

- University Center of Southern Oklahoma - Ardmore



ECONOMIC

- Median Household Income
\$45,684

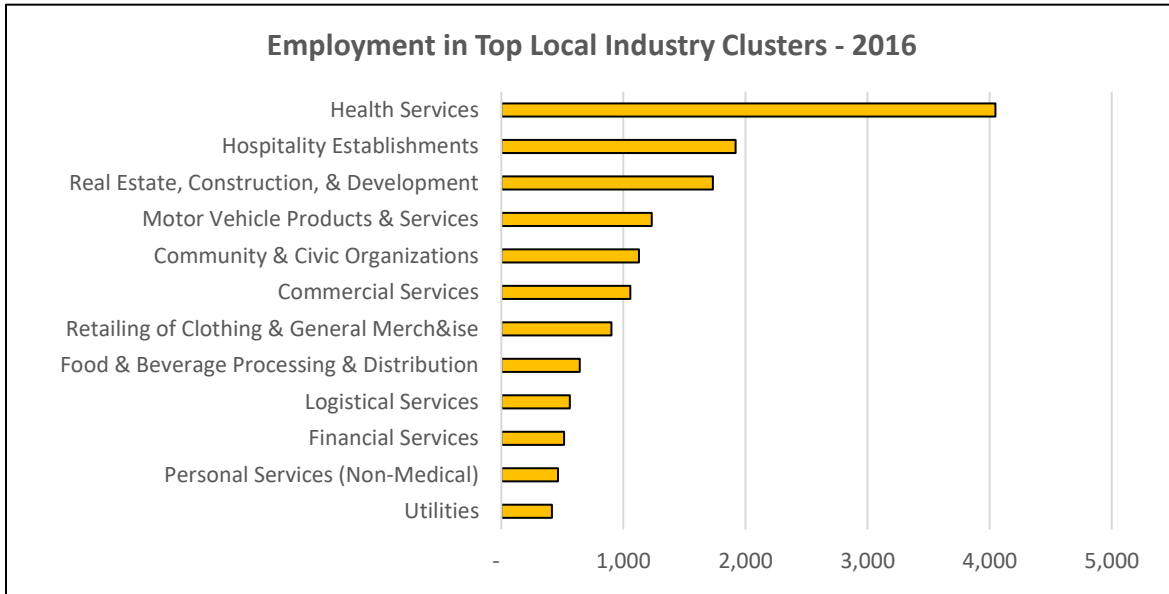
- Per Capita Income
\$24,965

- No. of Jobs
2005: 20,422
2015: 23,769
↑16%

- Median Home Value
\$109,000

CARTER COUNTY FACT SHEET

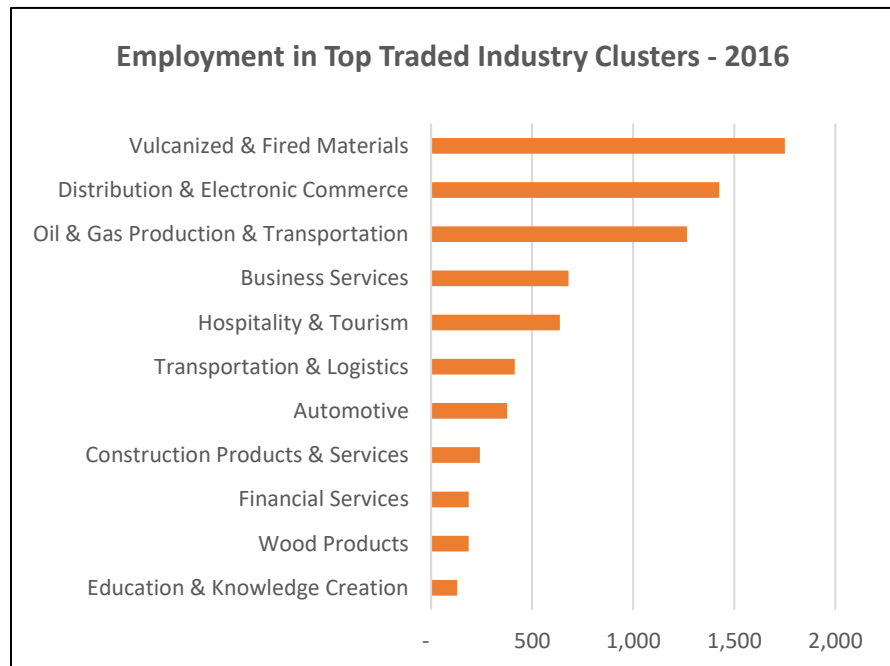
Local industry clusters consist of industries that serve the local market. The majority of a region's employment comes from jobs in local clusters.



Traded industry clusters are groups of related industries that serve markets beyond the region in which they are located.

LARGEST EMPLOYERS

- AAF Flanders
- Best Buy DC
- City of Ardmore
- Dollar General DC
- Dollar Tree DC
- DOT Foods DC
- EJ Ardmore Foundry
- First National Bank
- Mercy - Ardmore
- Michelin North America
- Noble Research Institute
- Valero Refinery
- Werner Trucking



COAL COUNTY FACT SHEET






In 2016 Coal County had a population of 5,666. Coal County covers a geographical area of 521 square miles. The largest city is Coalgate with a population of 2,000.

Coal County is extremely rugged throughout, but especially in the northern areas. Floodplains cover the entire north and east of the county's major city, Coalgate.

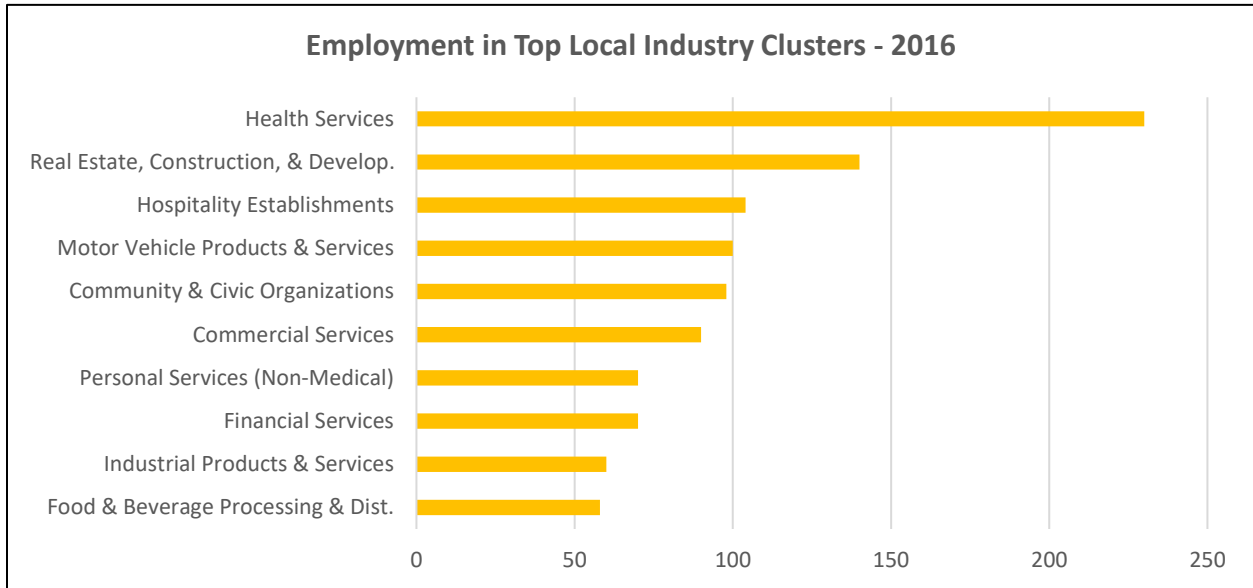
The County has seen a rapid conversion of cropland to pastureland because the thin soils and erosion factor have made farming less cost effective than ranching. The amount of forestland in the county has actually grown in the preceding 20 years.

A decline in oil and gas drilling in Coal County has substantially decreased the County and City of Coalgate's tax base.

POPULATION	 <ul style="list-style-type: none"> • Population 5,666 • Minority Population 1,727 (30%) • Bachelor or Graduate Degree 6,629 (17%) • >=50 Years of Age 2,303 (41%) 	EDUCATION	 <ul style="list-style-type: none"> • Coalgate Public Schools • Cottonwood Public Schools • Olney Public Schools • Tupelo Public Schools 	ECONOMIC	 <ul style="list-style-type: none"> • Median Household Income \$39,931 • Per Capita Income \$24,004 • No. of Jobs 2005: 1,072 2015: 1,202 ↑12% • Median Home Value \$87,800
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COAL COUNTY FACT SHEET

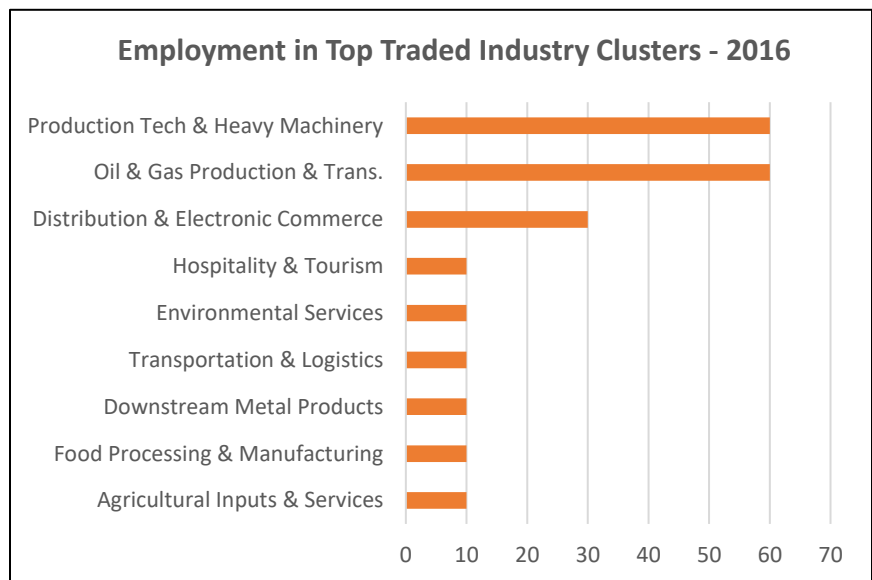
Local industry clusters consist of industries that serve the local market. The majority of a region's employment comes from jobs in local clusters.



LARGEST EMPLOYERS

- Atlas Pipeline
- Heavy Built Manufacturing
- Blackhawk
- Coalgate Public Schools
- Mary Hurley Hospital
- Hurley Manor Nursing Home

Traded industry clusters are groups of related industries that serve markets beyond the region in which they are located.



GARVIN COUNTY FACT SHEET



In 2016 Garvin County had a population of 27,751. Garvin County covers a geographical area of 814 square miles. The largest towns are Pauls Valley with a population of 6,166, Lindsay with 2,820 and Wynnewood with 2,141.

Garvin County has some of the most productive prime crop soils in the nation, Garvin County's proximity to the state's central

population center has invited heavy emphasis on oil field equipment industries and refining. The expansion of wind turbine energy has also increased jobs in the County.

Interstate 35 runs directly through Garvin County providing easy north-south access for travel and shipment of goods. As a result, a number of distribution, warehouse, and manufacturing operations are located in Garvin County. Although the county is within commuting distance to Norman and Oklahoma City, the emphasis within each of the principal cities is to diversify and stabilize local economies to sustain steady growth and viable communities.

POPULATION

- Population
27,751

- Minority Population
6,562 (24%)

- Bachelor or Graduate Degree
6,629 (15%)

- >=50 Years of Age
2,303 (37%)

EDUCATION

- Elmore City-Pernell Public Schools
- Lindsay Public Schools
- Maysville Public Schools
- Pauls Valley Public Schools
- Stratford Public Schools
- Wynnewood Public Schools

ECONOMIC

- Median Household Income
\$42,567

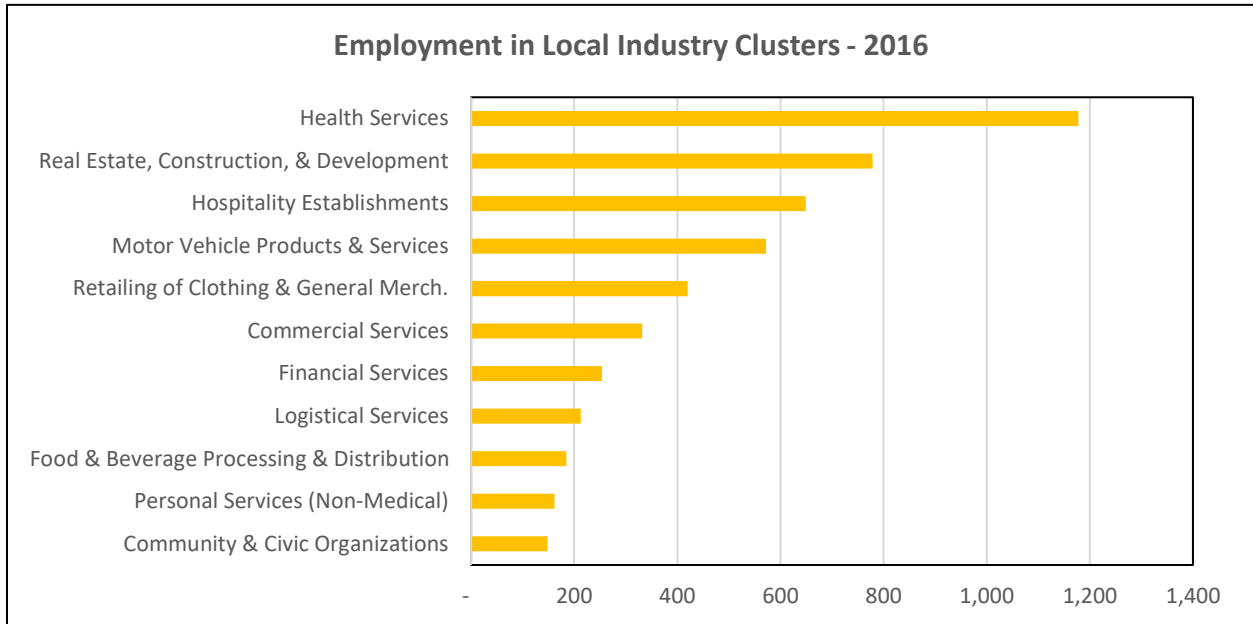
- Per Capita Income
\$22,433

- No. of Jobs
2005: 8,741
2015: 9,377
↑7%

- Median Home Value
\$93,400

GARVIN COUNTY FACT SHEET

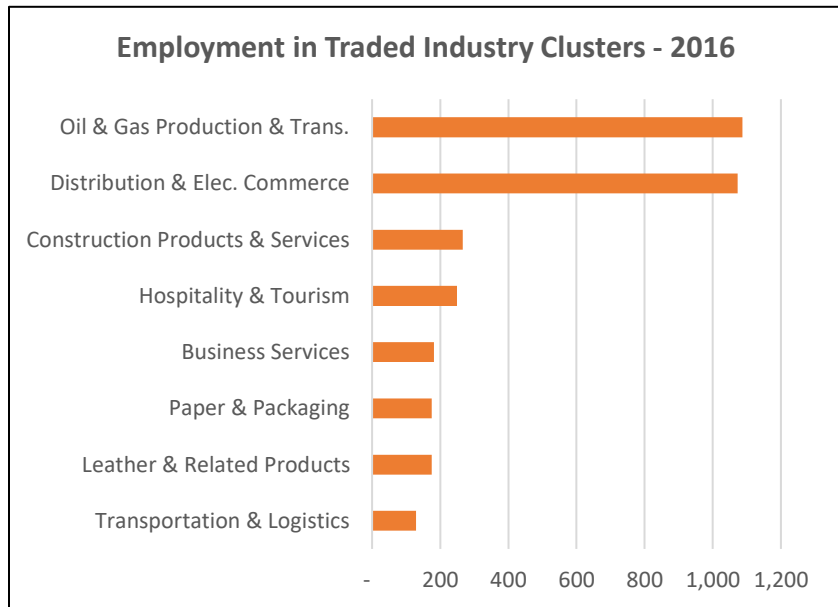
Local industry clusters consist of industries that serve the local market. The majority of a region's employment comes from jobs in local clusters.



LARGEST EMPLOYERS

- Cimarex Energy
- Coffeyville Resources
- Covercraft Industries
- Curwood Burmis
- Delta Community Action Fn.
- Forum Energy Tech
- Walmart DC
- Wynnewood Refinery

Traded industry clusters are groups of related industries that serve markets beyond the region in which they are located.



JOHNSTON COUNTY FACT SHEET






In 2016 Johnston County had a population of 11,039. Johnston County covers a geographical area of 658 square miles. The largest city is Tishomingo with a population of 3072, which is the location of Murray State College, a two-year public community college.

The northern part of the County lies in the Arbuckle Mountains, which consists of rock outcroppings and rolling hills. The southern part of the county is more suitable for farming. The County is drained by the Washita and Blue Rivers and Pennington Creek,

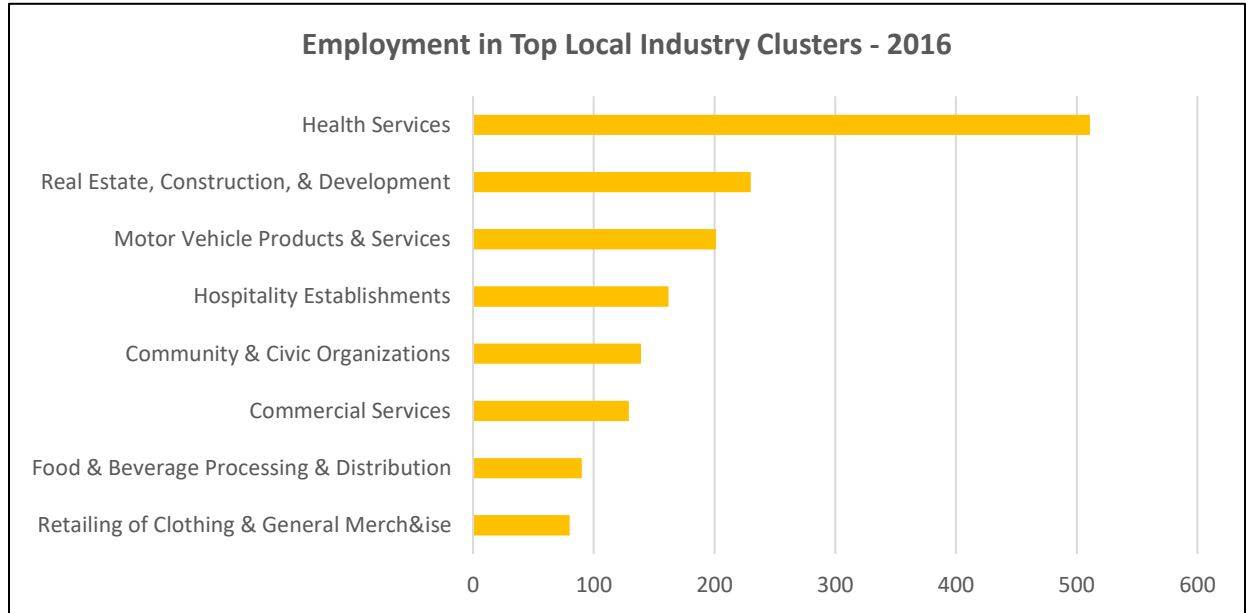
which are all tributaries of the Red River.

The major industries of the county are aggregates mining and agriculture and cattle operations. County assets include a broad expanse of the Lake Texoma shoreline surrounded by the Tishomingo National Wildlife Refuge, the National Fish Hatchery and Catfish Research Center and the Blue River Public Hunting and Fishing Area.

 POPULATION	<ul style="list-style-type: none"> • Population 11,039 <hr style="border: 0; border-top: 1px dashed white;"/> • Minority Population 3,312 (30%) <hr style="border: 0; border-top: 1px dashed white;"/> • Bachelor or Graduate Degree 1,226 (17%) <hr style="border: 0; border-top: 1px dashed white;"/> • >=50 Years of Age 4,191 (38%) <hr style="border: 0; border-top: 1px dashed white;"/> 	 EDUCATION	<ul style="list-style-type: none"> • Coleman School District • Mill Creek Public Schools • Milburn Public Schools • Tishomingo Public Schools • Wapanuck Public Schools <hr style="border: 0; border-top: 1px dashed white;"/> • Murray State College - Tishomingo <hr style="border: 0; border-top: 1px dashed white;"/> 	 ECONOMIC	<ul style="list-style-type: none"> • Median Household Income \$38,636 <hr style="border: 0; border-top: 1px dashed white;"/> • Per Capita Income \$21,022 <hr style="border: 0; border-top: 1px dashed white;"/> • No. of Jobs 2005: 2,960 2015: 2,734 ↓8% <hr style="border: 0; border-top: 1px dashed white;"/> • Median Home Value \$79,500 <hr style="border: 0; border-top: 1px dashed white;"/>
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JOHNSTON COUNTY FACT SHEET

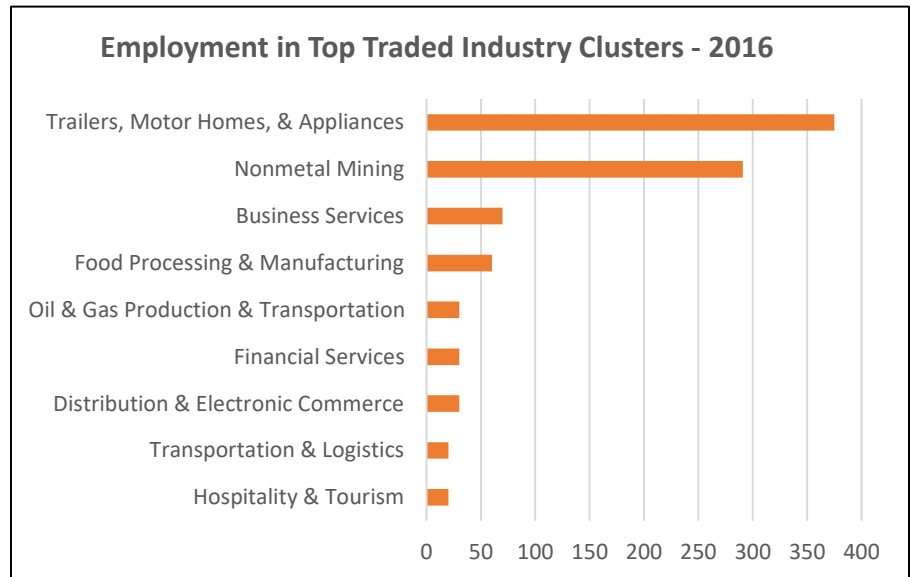
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LARGEST EMPLOYERS

- Chickasaw Nation
- Martin Marietta
- Mill Creek Dolomite
- Murray State College
- PRB Equipment
- Stinson Materials
- Sundowners Trailer
- US Silica



LOVE COUNTY FACT SHEET



In 2016 Love County had a population of 9,843. Love County covers a geographical area of 532 square miles. The largest town is Marietta with a population of 2,699.

The County's major economic emphasis has long been crop production, in particular peanuts and associated food processor capabilities. A new emphasis is emerging now in tourism. This new emphasis is primarily the result of the County's proximity to the Red River, Lake Texoma and Lake

Murray and to the construction of a large casino by the Chickasaw Nation at Thackerville in southern Love County near the Texas-Oklahoma border.

Love County is located on the border of Oklahoma and Texas. Interstate 35 runs directly through Love County providing easy north-south access for travel and shipment of goods. As a result, a distribution center has located its operations in Love County.

POPULATION

- Population 9,843
- Minority Population 2,749 (28%)
- Bachelor or Graduate Degree 967 (15%)
- >=50 Years of Age 3,708 (38%)

EDUCATION

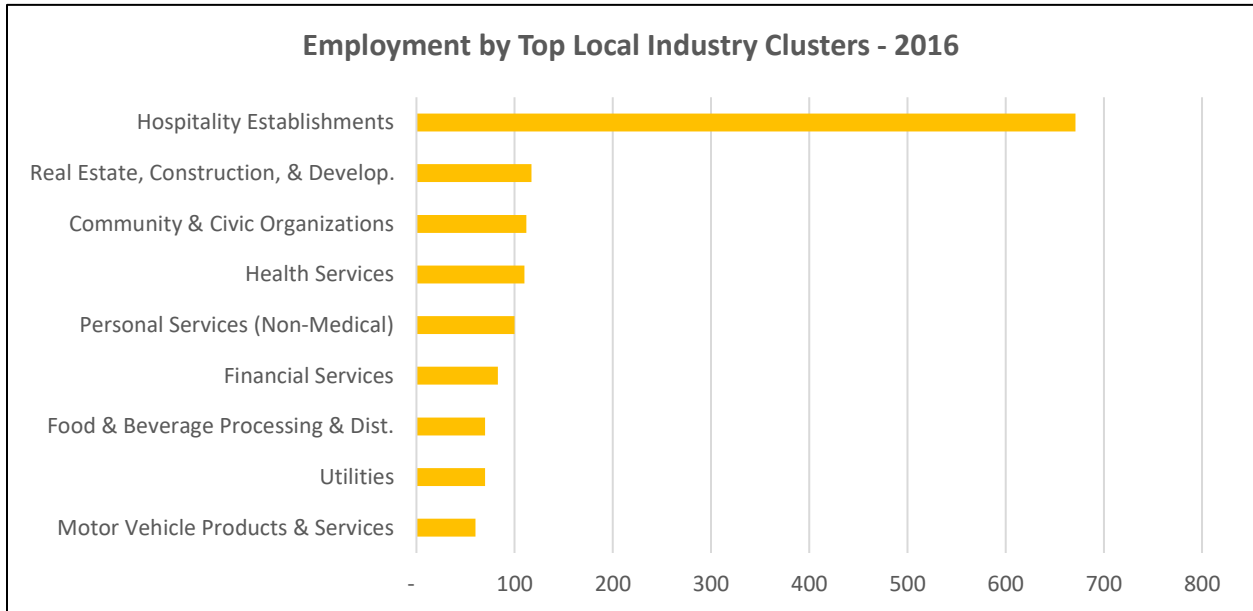
- Greenville Public Schools
- Marietta Public Schools
- Thackerville Public Schools
- Turner Public Schools

ECONOMIC

- Median Household Income \$49,409
- Per Capita Income \$20,965
- No. of Jobs 2005: 1,290
2015: 5,219
↑305%
- Median Home Value \$94,600

LOVE COUNTY FACT SHEET

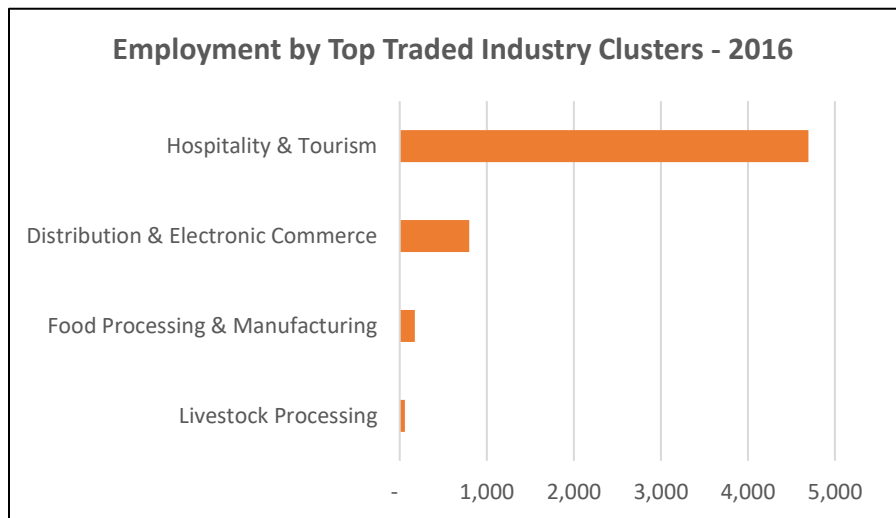
Local industry clusters consist of industries that serve the local market. The majority of a region's employment comes from jobs in local clusters.



Traded industry clusters are groups of related industries that serve markets beyond the region in which they are located.

LARGEST EMPLOYERS

- Chickasaw Nation
- Dollar Tree DC
- WinStar Casino & Resort



MARSHALL COUNTY FACT SHEET



In 2016 Marshall County had a population of 16,226. Marshall County covers a geographical area of 427 square miles. The largest town is Madill with a population of 3,864.

Marshall County has the second greatest access to water (Lake Texoma) and the greatest access to tourism in the SODA service area. Although the county is predominantly rural with an agricultural based economy, development of recreation and tourism has been a major focus in Marshall County. Crop production, manufacturing and wholesaling have supportive roles to Lake Texoma activities

and their associated retirement and recreational developments. The extensiveness of the Marshall County Rural Water Corporation and its many miles of water lines is an indication of this local support with the greatest number of miles in rural water lines of any of the ten SODA Counties.

POPULATION

- Population 16,226
- Minority Population 5,460 (34%)
- Bachelor or Graduate Degree 1,634 (15%)
- >=50 Years of Age 6,686 (41%)

EDUCATION

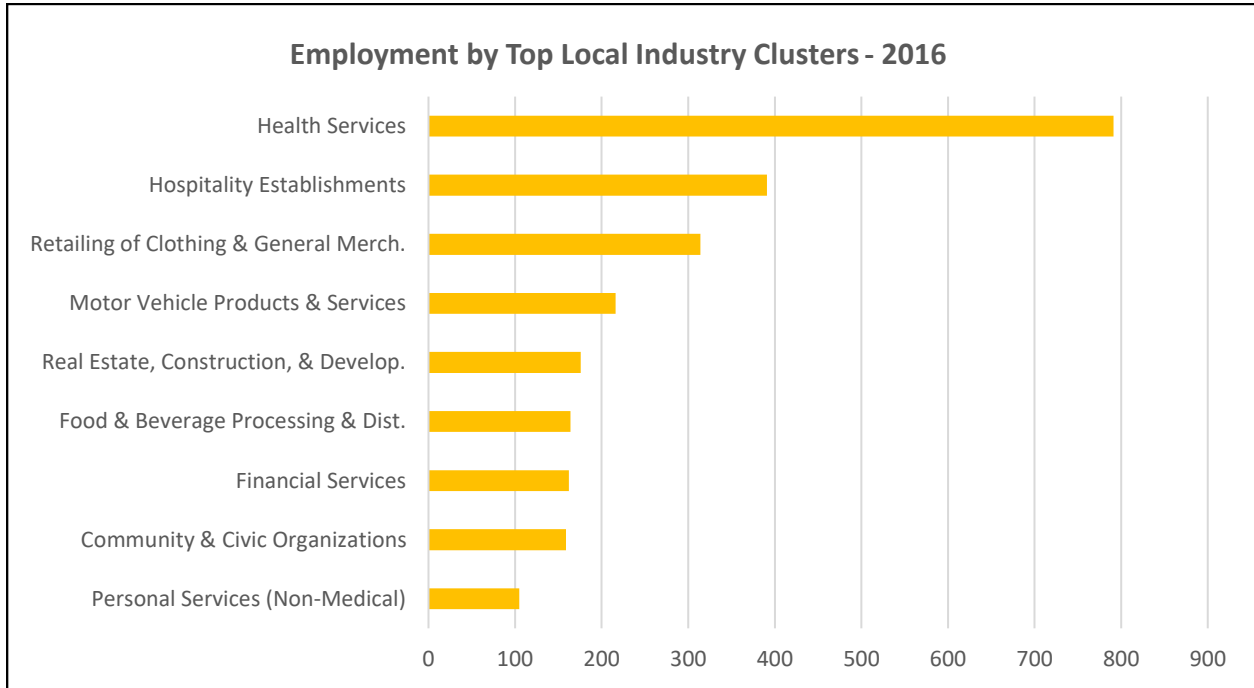
- Kingston Public Schools
- Madill Public Schools

ECONOMIC

- Median Household Income \$45,671
- Per Capita Income \$22,431
- No. of Jobs
2005: 4,041
2015: 4,315
↑7%
- Median Home Value \$86,600

MARSHALL COUNTY FACT SHEET

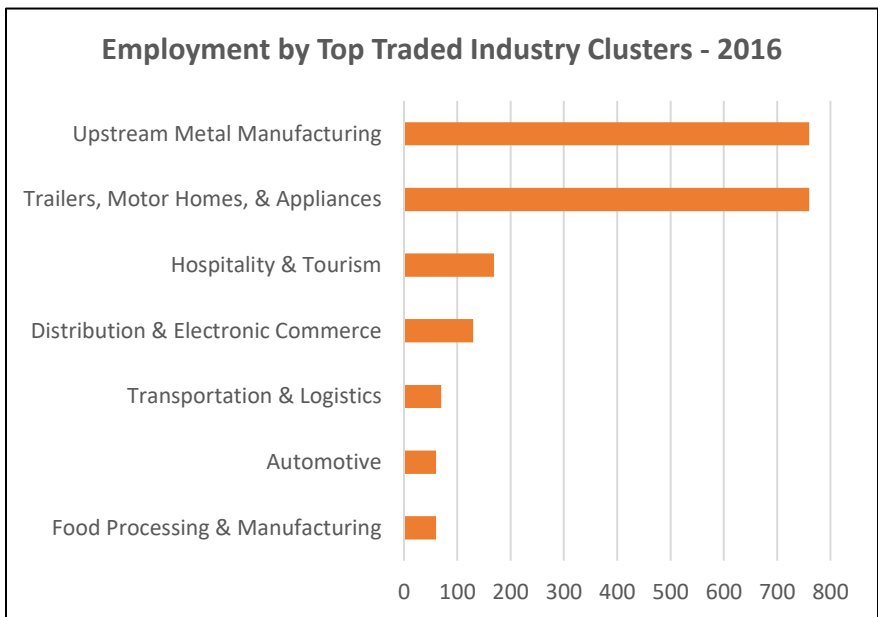
Local industry clusters consist of industries that serve the local market. The majority of a region's employment comes from jobs in local clusters.



Traded industry clusters are groups of related industries that serve markets beyond the region in which they are located.

LARGEST EMPLOYERS

- AllianceHealth Madill
- Big Tex Trailers
- CM Trailers
- J&I Manufacturing
- Savage Equipment
- Stryve Biltong
- WW Trailers



MURRAY COUNTY FACT SHEET



In 2016 Murray County had a population of 13,797. Marshall County covers a geographical area of 425 square miles. The largest towns are Sulphur with a population of 5,014 and Davis with a population of 2,774.

Murray County is located at the north edge of the Arbuckle Mountains, where rolling topography and scenic vistas protect forests, lakes and clear running streams. The County is host to a premier national

park and the City of Davis has two of the most popular tourist parks in the state.

The Chickasaw National Recreation Area, just south of Sulphur, is the only national park in the state. The Arbuckle Mountains run east to west, in contrast to the continent's predominantly north-south mountain trends. The mountain "uplift" is nearly vertical, as can be seen in the highway cuts of Interstate 35 just south of Davis. The rock in the Arbuckle Mountains may be the oldest visible on the surface of the earth having been formed over 300 million years ago.

Murray County has maintained a relatively clean and beautiful environment for the development of its tourism industry. Interstate 35 runs directly through Murray County facilitating easy north-south access to tourist attractions and shipment of goods.

POPULATION

- Population 13,797
- Minority Population 3,695 (27%)
- Bachelor or Graduate Degree 1,888 (20%)
- >=50 Years of Age 5,512 (40%)

EDUCATION

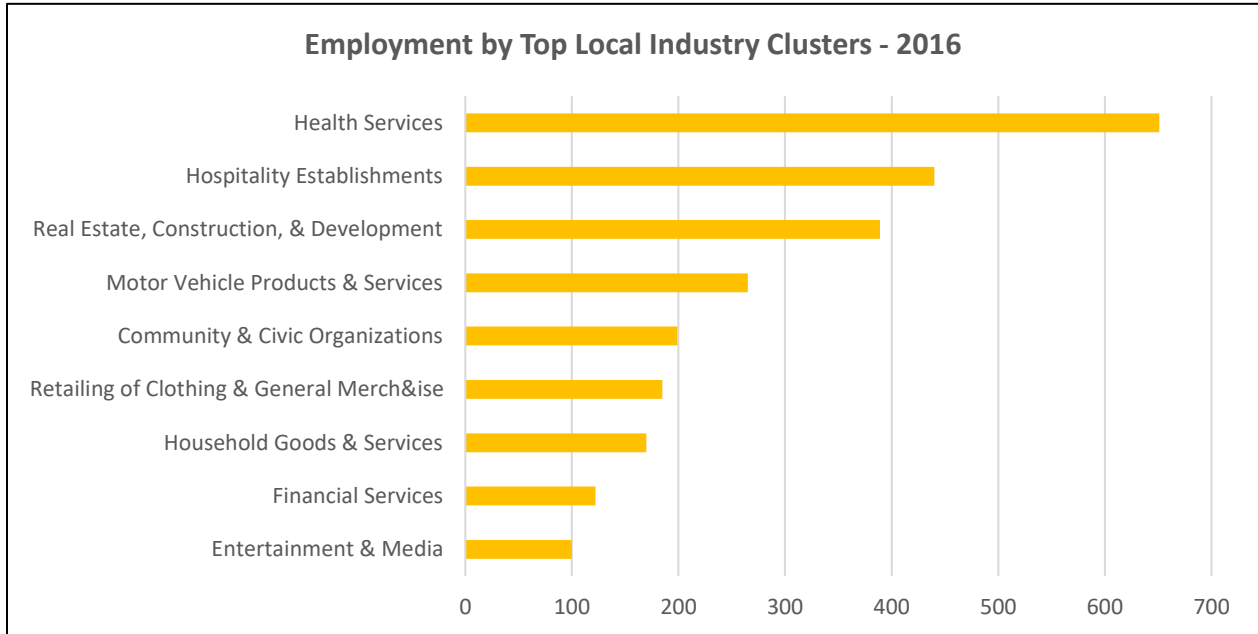
- Davis Public Schools
- Sulphur Public Schools

ECONOMIC

- Median Household Income \$51,844
- Per Capita Income \$24,804
- No. of Jobs
2005: 4,447
2015: 5,781
↑30%
- Median Home Value \$107,100

MURRAY COUNTY FACT SHEET

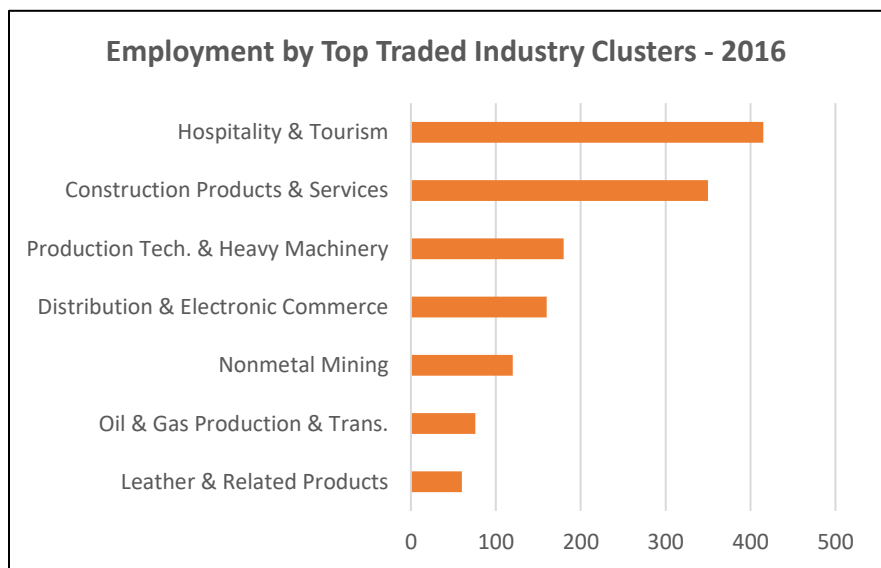
Local industry clusters consist of industries that serve the local market. The majority of a region's employment comes from jobs in local clusters.



Traded industry clusters are groups of related industries that serve markets beyond the region in which they are located.

LARGEST EMPLOYERS

- Arbuckle Hospital
- Boral Aggregates
- Chickasaw Nation
- Dolese Brothers
- Kerr Pumps
- Martin Marietta



PONTOTOC COUNTY FACT SHEET




In 2016 Pontotoc County had a population of 38,289. Pontotoc County covers a geographical area of 725 square miles. The largest city is Ada with a population of 17,262, which is the major trade and employment center of the County.

Ada is also the home to East Central University, a regional university with an enrollment of approximately 4,000 students.

Agriculture in the County has shifted from farming to more diverse activities including reestablishment of extensive cattle production. Limestone quarrying and related cement production also

contribute to the County's economy.

The Chickasaw Nation established its tribal headquarters at Ada in 1974, which is also the base of operations for the Chickasaw Nation Health System. In 2006 the Council on Law Enforcement, Education and Training opened a \$26 million training center in Ada to train police cadets from across the state.




POPULATION

- Population
38,289

- Minority Population
12,905 (34%)

- Bachelor or Graduate Degree
6,967, (36%)

- >=50 Years of Age
12,909 (34%)




EDUCATION

- Ada Public Schools
- Allen Public Schools
- Byng Public Schools
- Latta Public Schools
- Roff Public Schools
- Stonewall Public Schools
- Vanoss Public Schools

- Pontotoc Technology Center

- Est Central University



ECONOMIC

- Median Household Income
\$46,689

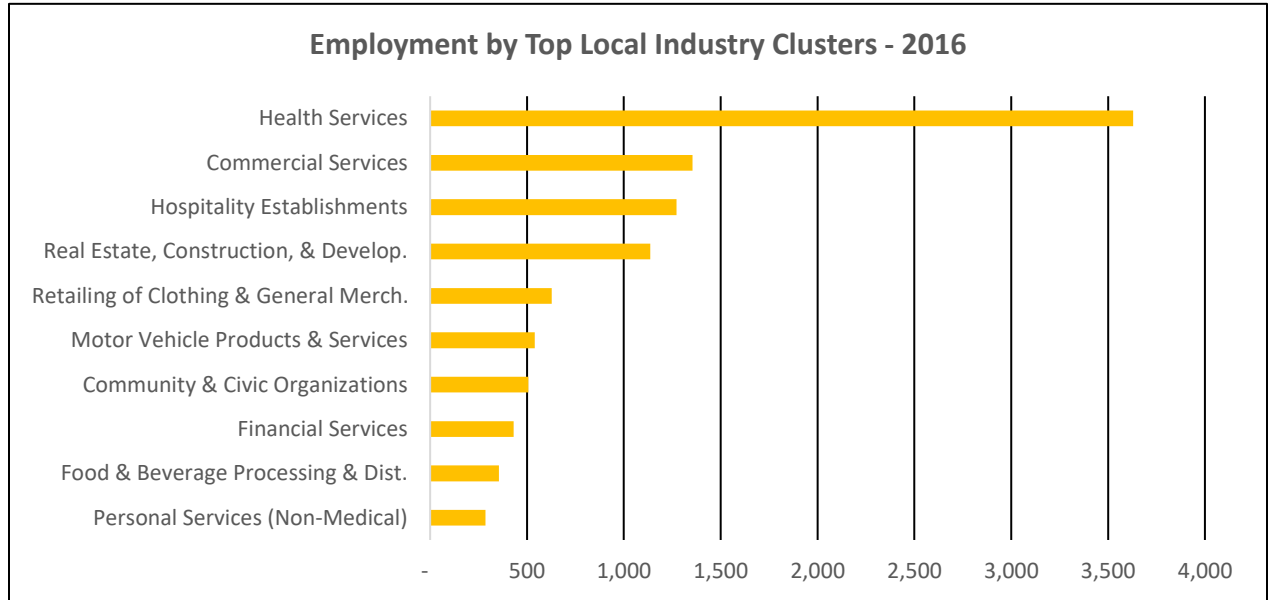
- Per Capita Income
\$23,862

- No. of Jobs
2005: 18,406
2015: 18,146
↓1%

- Median Home Value
\$120,300

PONTOTOC COUNTY FACT SHEET

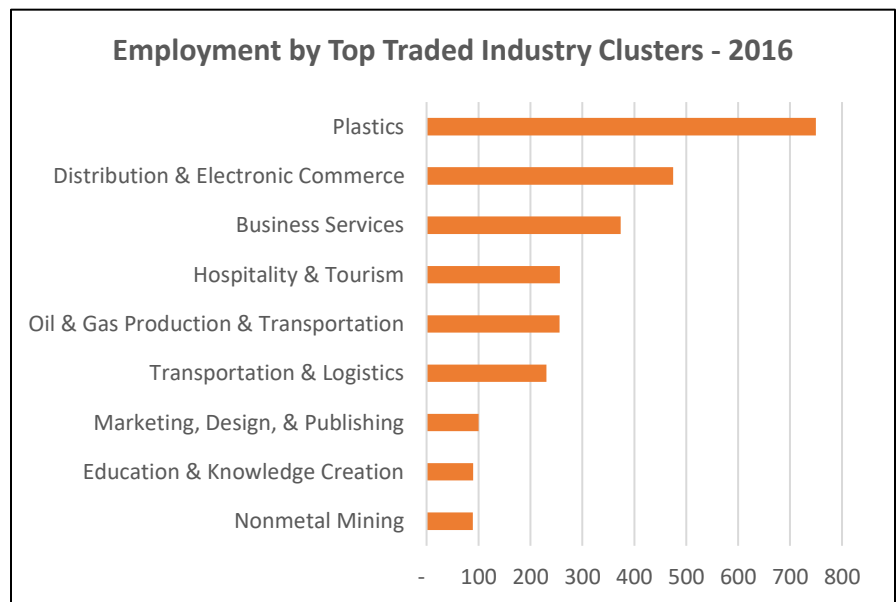
Local industry clusters consist of industries that serve the local market. The majority of a region's employment comes from jobs in local clusters.



LARGEST EMPLOYERS

- Ada Public Schools
- Chickasaw Nation
- City of Ardmore
- Dart Container Co.
- East Central University
- iQor Call Center
- Kerr EPA Research Lab
- Legal Shiel
- Mercy - Ada
- Flex-N-Gate Technologies
- Walmart Supercenter

Traded industry clusters are groups of related industries that serve markets beyond the region in which they are located.



APPENDIX B – OPPORTUNITY ZONE PROFILES

Key data elements including socio-economic data points, population demographics, major employers and workforce are profiled for each Opportunity Zone in the SODA EDD.

ATOKA COUNTY OPPORTUNITY ZONE TRACT 5877.00

Nearest City: Atoka

Opportunity Zone Key Metrics and Population Demographics

Population	3,922
Land Area	63.0 sq. miles
Labor Force	1,557
Labor Force Participation Rate	53.3%
Unemployment Rate	6.6%
Per Capita Money Income	\$20,528
Poverty Rate	28.1%
Under Age 18	27.9 %
Age 18 to 64	55.3 %
Age 65 and over	16.8 %
High School Diploma or Equivalent	36.4 %
Some College or Associate Degree	30.4 %
Bachelor's Degree and Higher	15.6 %

Source: U.S. Census Bureau: American Community Survey

Top 5 Atoka County Industry Clusters

Industry Classification	Establishments	Employment	Employ. Dist.	Employ. LQ*
Total Nonfarm	320	3,377	100.0%	N/A
Trade, Transport., Utilities	92	590	17.5%	.92
Accommodation, Food Services	25	466	13.8%	1.45
Educational Services	9	432	12.8%	1.48
Information, Finance, Real Estate	38	334	9.9%	1.29
Natural Resources, Mining, Construction	33	270	8.0%	1.25

Top 5 Atoka County Occupational Clusters

Occupation	Employment	Employ. LQ*
All Occupations	3,108	N/A
Food Preparation and Serving	452	1.44
Office, Administration	438	.92
Education, Training, Library, Arts, Design, Entertain.	360	1.54
Management, Business, Financial	283	.89
Services: Cleaning, Maint., Grounds, Personal Care	276	1.26

*LQ = location quotient is an indication of the concentration of employment in a particular industry. An LQ < 1.0 is below the U.S. average (= 1.0). An LQ > 1.0 is higher concentration of employment than the U.S. average.

Source: IBRC at the Indiana University Kelley School of Business

BRYAN COUNTY OPPORTUNITY ZONE TRACT 7963.00
Nearest City: Durant

Opportunity Zone Key Metrics and Population Demographics

Population	2,027
Land Area	1.0 sq. miles
Labor Force	927
Labor Force Participation Rate	58.9
Unemployment Rate	7.6%
Per Capita Money Income	18,585
Poverty Rate	19.3%
Under Age 18	24.9%
Age 18 to 64	65.8%
Age 65 and over	9.3%
High School Diploma or Equivalent	33.2%
Some College or Associate Degree	27.6%
Bachelor's Degree and Higher	24.1%

Source: U.S. Census Bureau: American Community Survey

Top 5 Bryan County Industry Clusters

Industry Classification	Establishments	Employment	Employ. Dist.	Employ. LQ*
Total Nonfarm	964	18,310	100.0%	N/A
Trade, Transport., Utilities	230	3,059	16.7%	0.88
Arts, Entertainment	14	2,677	14.6%	7.81
Manufacturing	45	1,769	9.7%	1.11
Accommodation, Food Services	74	1,429	14.6%	7.81
Educational Services	18	1,406	7.7%	0.89

Top 5 Bryan County Occupational Clusters

Occupation	Employment	Employ. LQ*
All Occupations	14,289	N/A
Office, Administration	1,977	0.90
Food Preparation and Serving	1,806	1.26
Services: Cleaning, Maint., Grounds, Personal Care	1,747	1.74
Sales	1,724	1.12
Management, Business, Financial	1,158	0.79

*LQ = location quotient is an indication of the concentration of employment in a particular industry. An LQ < 1.0 is below the U.S. average (= 1.0). An LQ > 1.0 is higher concentration of employment than the U.S. average.

Source: IBRC at the Indiana University Kelley School of Business

BRYAN COUNTY OPPORTUNITY ZONE TRACT 7965.00
Nearest City: Durant

Opportunity Zone Key Metrics and Population Demographics

Population	2,352
Land Area	20.0 sq. miles
Labor Force	894
Labor Force Participation Rate	48.7%
Unemployment Rate	0.0%
Per Capita Money Income	\$19,537
Poverty Rate	19.4%
Under Age 18	23.8%
Age 18 to 64	56.8%
Age 65 and over	19.4%
High School Diploma or Equivalent	38.0%
Some College or Associate Degree	27.3%
Bachelor's Degree and Higher	14.8%

Source: U.S. Census Bureau: American Community Survey

Top 5 Bryan County Industry Clusters

Industry Classification	Establishments	Employment	Employ. Dist.	Employ. LQ*
Total Nonfarm	964	18,310	100.0%	N/A
Trade, Transport., Utilities	230	3,059	16.7%	0.88
Arts, Entertainment	14	2,677	14.6%	7.81
Manufacturing	45	1,769	9.7%	1.11
Accommodation, Food Services	74	1,429	14.6%	7.81
Educational Services	18	1,406	7.7%	0.89

Top 5 Bryan County Occupational Clusters

Occupation	Employment	Employ. LQ*
All Occupations	14,289	N/A
Office, Administration	1,977	0.90
Food Preparation and Serving	1,806	1.26
Services: Cleaning, Maint., Grounds, Personal Care	1,747	1.74
Sales	1,724	1.12
Management, Business, Financial	1,158	0.79

**LQ = location quotient is an indication of the concentration of employment in a particular industry. An LQ < 1.0 is below the U.S. average (= 1.0). An LQ > 1.0 is higher concentration of employment than the U.S. average.*

Source: IBRC at the Indiana University Kelley School of Business

CARTER COUNTY OPPORTUNITY ZONE TRACT 5877.00
Nearest City: Ardmore

Opportunity Zone Key Metrics and Population Demographics

Population	5,227
Land Area	8.0 sq. miles
Labor Force	2,167
Labor Force Participation Rate	56.3%
Unemployment Rate	9.5%
Per Capita Money Income	\$14,821
Poverty Rate	27.8%
Under Age 18	29.0 %
Age 18 to 64	58.9 %
Age 65 and over	12.1 %
High School Diploma or Equivalent	43.4 %
Some College or Associate Degree	26.8 %
Bachelor's Degree and Higher	9.1 %

Source: U.S. Census Bureau: American Community Survey

Top 5 Carter County Industry Clusters

Industry Classification	Establishments	Employment	Employ. Dist.	Employ. LQ*
Total Nonfarm	1,712	23,712	100.0%	N/A
Trade, Transport., Utilities	405	5,552	23.4%	1.23
Manufacturing	47	3,263	13.8%	1.58
Health Care and Social Services	210	3,046	12.8%	.86
Natural Resources, Mining, Construction	274	2,755	11.6%	1.82
Accommodation, Food Services	115	2,315	9.8%	1.02

Top 5 Carter County Occupational Clusters

Occupation	Employment	Employ. LQ*
All Occupations	21,812	N/A
Office, Administration	3,098	.92
Ag, Construction, Installation, Maintenance	2,682	1.43
Sales	2,430	1.03
Transportation & Material Moving	2,310	1.48
Food Preparation and Serving	2,310	1.48

*LQ = location quotient is an indication of the concentration of employment in a particular industry. An LQ < 1.0 is below the U.S. average (= 1.0). An LQ > 1.0 is higher concentration of employment than the U.S. average.

Source: IBRC at the Indiana University Kelley School of Business

JOHNSTON COUNTY OPPORTUNITY ZONE TRACT 6602.00
Nearest City: Tishomingo

Opportunity Zone Key Metrics and Population Demographics

Population	4,948
Land Area	252.0 sq. miles
Labor Force	1,946
Labor Force Participation Rate	48.6%
Unemployment Rate	6.8%
Per Capita Money Income	\$21,164
Poverty Rate	25.7%
Under Age 18	21.5%
Age 18 to 64	59.7%
Age 65 and over	18.8%
High School Diploma or Equivalent	32.9%
Some College or Associate Degree	32.2%
Bachelor's Degree and Higher	19.6%

Source: U.S. Census Bureau: American Community Survey

Top 5 Johnston County Industry Clusters

Industry Classification	Establishments	Employment	Employ. Dist.	Employ. LQ*
Total Nonfarm	226	4,468	100.0%	N/A
Health Care and Social Services	25	1,913	42.8%	2.88
Manufacturing	11	653	14.6%	1.68
Educational Services	8	575	12.9%	1.49
Trade, Transportation, Utilities	60	426	9.5%	0.50
Natural Resources, Mining, Construction	35	251	5.6%	0.88

Top 5 Johnston County Occupational Clusters

Occupation	Employment	Employ. LQ*
All Occupations	3,904	N/A
Health Care Practitioners, Technical, Support	1,140	3.14
Office, Administration	663	1.10
Education, Training, Library, Arts, Design, Entertain.	357	1.22
Production Workers	266	1.25
Ag, Construction, Installation, Maintenance	259	0.77

*LQ = location quotient is an indication of the concentration of employment in a particular industry. An LQ < 1.0 is below the U.S. average (= 1.0). An LQ > 1.0 is higher concentration of employment than the U.S. average.

Source: IBRC at the Indiana University Kelley School of Business

GARVIN COUNTY OPPORTUNITY ZONE TRACT 6814.00
Nearest City: Pauls Valley

Opportunity Zone Key Metrics and Population Demographics

Population	5,151
Land Area	96.0 sq. miles
Labor Force	2,122
Labor Force Participation Rate	53.1%
Unemployment Rate	5.1%
Per Capita Money Income	\$25,804
Poverty Rate	18.7%
Under Age 18	24.9 %
Age 18 to 64	56.1 %
Age 65 and over	18.9 %
High School Diploma or Equivalent	43.9 %
Some College or Associate Degree	22.6 %
Bachelor's Degree and Higher	16.1 %

Source: U.S. Census Bureau: American Community Survey

Top 5 Garvin County Industry Clusters

Industry Classification	Establishments	Employment	Employ. Dist.	Employ. LQ*
Total Nonfarm	794	9,825	100.0%	N/A
Trade, Transport., Utilities	186	3,037	30.9 %	1.62
Natural Resources, Mining, Construction	178	1,664	16.9 %	2.65
Manufacturing	28	1,103	11.2 %	1.29
Health Care & Social Services	69	816	8.3 %	0.56
Educational Services	9	668	6.8 %	0.79

Top 5 Garvin County Occupational Clusters

Occupation	Employment	Employ. LQ*
All Occupations	9,026	N/A
Transportation & Material Moving	1,487	2.30
Agriculture, Construction, Installation, Maintenance	1,433	1.84
Office, Administration	1,251	0.90
Sales	965	0.99
Management, Business, Financial	735	0.79

*LQ = location quotient is an indication of the concentration of employment in a particular industry. An LQ < 1.0 is below the U.S. average (= 1.0). An LQ > 1.0 is higher concentration of employment than the U.S. average.

Source: IBRC at the Indiana University Kelley School of Business

MARSHALL COUNTY OPPORTUNITY ZONE TRACT 0948.01

Nearest City: Kingston

Opportunity Zone Key Metrics and Population Demographics

Population	3,677
Land Area	83.0 sq. miles
Labor Force	1,277
Labor Force Participation Rate	42.5
Unemployment Rate	9.0
Per Capita Money Income	\$22,906
Poverty Rate	23.1
Under Age 18	19.6 %
Age 18 to 64	52.0 %
Age 65 and over	28.4 %
High School Diploma or Equivalent	35.2 %
Some College or Associate Degree	36.8 %
Bachelor's Degree and Higher	10.8 %

Source: U.S. Census Bureau: American Community Survey

Top 5 Marshall County Industry Clusters

Industry Classification	Establishments	Employment	Employ. Dist.	Employ. LQ*
Total Nonfarm	268	4,205	100.0%	N/A
Manufacturing	20	1,535	36.5 %	4.20
Trade, Transport., Utilities	67	628	14.9 %	0.78
Health Care & Social Services	21	486	11.5 %	0.78
Educational Services	3	453	10.8 %	1.24
Accommodation, Food Serv.	29	340	8.1 %	0.85

Top 5 Marshall County Occupational Clusters

Occupation	Employment	Employ. LQ*
All Occupations	3,590	N/A
Production Workers	573	2.92
Office, Admin	483	0.87
Sales	407	1.05
Food Prep and Serving	343	0.95
Health Care Practitioners, Technical, Support	318	0.95

*LQ = location quotient is an indication of the concentration of employment in a particular industry. An LQ < 1.0 is below the U.S. average (= 1.0). An LQ > 1.0 is higher concentration of employment than the U.S. average.

Source: IBRC at the Indiana University Kelley School of Business

MARSHALL COUNTY OPPORTUNITY ZONE TRACT 0948.02

Nearest City: Kingston

Opportunity Zone Key Metrics and Population Demographics

Population	3,803
Land Area	40.0 sq. miles
Labor Force	1,655
Labor Force Participation Rate	53.7
Unemployment Rate	5.1
Per Capita Money Income	\$27,080
Poverty Rate	11.7
Under Age 18	21.2 %
Age 18 to 64	52.8 %
Age 65 and over	25.9 %
High School Diploma or Equivalent	35.2 %
Some College or Associate Degree	30.4 %
Bachelor's Degree and Higher	20.4 %

Source: U.S. Census Bureau: American Community Survey

Top 5 Marshall County Industry Clusters

Industry Classification	Establishments	Employment	Employ. Dist.	Employ. LQ*
Total Nonfarm	268	4,205	100.0%	N/A
Manufacturing	20	1,535	36.5 %	4.20
Trade, Transport., Utilities	67	628	14.9 %	0.78
Health Care & Social Services	21	486	11.5 %	0.78
Educational Services	3	453	10.8 %	1.24
Accommodation, Food Serv.	29	340	8.1 %	0.85

Top 5 Marshall County Occupational Clusters

Occupation	Employment	Employ. LQ*
All Occupations	3,590	N/A
Production Workers	573	2.92
Office, Admin	483	0.87
Sales	407	1.05
Food Prep and Serving	343	0.95
Health Care Practitioners, Technical, Support	318	0.95

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Source: IBRC at the Indiana University Kelley School of Business

PONTOTOC COUNTY OPPORTUNITY ZONE TRACT 0890.00
Nearest City: Ada

Opportunity Zone Key Metrics and Population Demographics

Population	3,893
Land Area	35.0 sq. miles
Labor Force	1,891
Labor Force Participation Rate	65.1%
Unemployment Rate	3.3%
Per Capita Money Income	\$27,410
Poverty Rate	9.7%
Under Age 18	27.6%
Age 18 to 64	56.9%
Age 65 and over	15.5%
High School Diploma or Equivalent	34.1%
Some College or Associate Degree	31.3%
Bachelor's Degree and Higher	27.1%

Source: U.S. Census Bureau: American Community Survey

Top 5 Pontotoc County Industry Clusters

Industry Classification	Establishments	Employment	Employ. Dist.	Employ. LQ*
Total Nonfarm	1,126	18,548	100.0%	N/A
Trade, Transport., Utilities	272	3,462	18.7%	0.98
Health Care and Social Services	126	2,441	13.2%	0.89
Educational Services	18	1,873	10.1%	1.17
Natural Resources, Mining, Construction	134	1,670	9.0%	1.41
Manufacturing	41	1,435	7.7%	0.89

Top 5 Pontotoc County Occupational Clusters

Occupation	Employment	Employ. LQ*
All Occupations	15,678	N/A
Office, Administration	2,272	0.94
Sales	1,832	1.08
Ag, Construction, Installation, Maintenance	1,755	1.30
Health Care Practitioners, Technical, Support	1,608	1.10
Education, Training, Library, Arts, Design, Entertain.	1,464	1.24

**LQ = location quotient is an indication of the concentration of employment in a particular industry. An LQ < 1.0 is below the U.S. average (= 1.0). An LQ > 1.0 is higher concentration of employment than the U.S. average.*

Source: IBRC at the Indiana University Kelley School of Business

PONTOTOC COUNTY OPPORTUNITY ZONE TRACT 0891.00
Nearest City: Ada

Opportunity Zone Key Metrics and Population Demographics

Population	2,155
Land Area	2.0 sq. miles
Labor Force	926
Labor Force Participation Rate	58.5%
Unemployment Rate	5.6%
Per Capita Money Income	\$14,866
Poverty Rate	35.8%
Under Age 18	28.3%
Age 18 to 64	59.2%
Age 65 and over	12.6%
High School Diploma or Equivalent	39.0%
Some College or Associate Degree	26.7%
Bachelor's Degree and Higher	17.8%

Source: U.S. Census Bureau: American Community Survey

Top 5 Pontotoc County Industry Clusters

Industry Classification	Establishments	Employment	Employ. Dist.	Employ. LQ*
Total Nonfarm	1,126	18,548	100.0%	N/A
Trade, Transport., Utilities	272	3,462	18.7%	0.98
Health Care and Social Services	126	2,441	13.2%	0.89
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