



Comprehensive Economic  
Development Strategy (CEDS)

Workshop #1

October 15-16, 2024

Presented by:  
Martyna Triggs, Vice President  
908.510.3299  
Martyna@capacitygroupusa.com



**CAPACITY**  
Consulting

1

# AGENDA

## Day One – Tuesday

1. Introductions
2. CEDS Overview
3. Project Overview
4. Tribal Background
5. Tribal Survey\*
6. SWOT Analysis

## Day Two – Wednesday

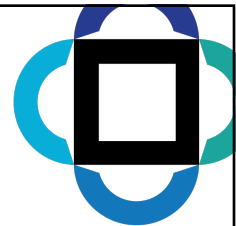
1. Tribal Survey\*
2. Vision Statement Exercise
3. SWOT Analysis
4. Strategies
5. Wrap Up & Next Steps

2

# Introductions

3

## CAPACITY CONSULTING, INC.



**ERIC EGELAND**  
President

Capacity Consulting, Inc. specializes in providing comprehensive solutions to challenges faced by communities, organizations, entrepreneurs, Tribal Nations, and local & state governments.



**MARTYNA TRIGGS**  
Vice President

Our expertise lies in deciphering complex business and economic environments to craft clear strategies aligned with your goals. Whether it's community revitalization or organizational growth, we're here to guide you with professionalism, clarity and precision.

4



5

## WHAT IS A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)?

*"...a strategy-driven plan for regional economic development. A CEDS is the result of a regionally-owned planning process designed to build capacity and guide the economic prosperity and resiliency of an area or region.*

*The CEDS provides a vehicle for individuals, organizations, local governments, institutes of learning, and private industry to engage in a meaningful conversation and debate about what capacity building efforts would best serve economic development in the region."*

– U.S. Economic Development Administration



6

## What are the benefits of a CEDS?

Helps to **build on the strengths** of the region, as well as to **identify gaps** in resources or expertise that need to be addressed.

Facilitates **regional collaboration** needed to expand supply chains and grow and support new industry clusters.

Helps to **attract federal funds** and **technical assistance** by demonstrating resources are used efficiently and effectively.

Will make the Tribe and surrounding region more **resilient and better positioned to plan for, respond to, and recover** from natural disasters and economic shocks.

Serves as a **call to action** for economic development.

7

## CEDS PROCESS

### DISCOVERY



- Research & data analysis
- Site visit
- Assessment
- Benchmarking
- Focus groups
- Community survey

### OPPORTUNITY



- Visioning
- Goal setting
- Consensus building
- Strategies
- Projects

### IMPLEMENTATION



- Specific actions
- Resources
- Leadership
- Milestones
- Metrics

8



9

## DELAWARE NATION CEDS OBJECTIVE

To develop a road map which will ***guide*** Delaware Nation in determining where to ***allocate resources*** and ***identify economic development priorities*** over a 5-year period.

Create a fact-based strategic economic development ***action plan*** that increases the Tribe's ***long-term economic sustainability*** and ***competitiveness***.

10

## TRIBAL COUNCIL ADVISORY COMMITTEE

- Deborah Dotson – President
- Victoria De La Rosa-Feliciano – Vice President
- Ann Brower – Secretary
- Phyllis Pack – Treasurer
- Michael McLane – Committee Person
- Terry Williams – Committee Person

11

## STEERING COMMITTEE

- Paula Brown – DNInvestments CEO / President
- Jerry Kenney – DNIndustries CEO / President
- Christina Wright – Strategic Research Analyst
- Ivy Smith – Grant Manager
- Sylvia Pitner – Director of Social Services
- Summer Dutton – Housing Director
- Janice Maddox – Tribal Administrator
- Jackie McCasland – Environmental Programs Director
- Carissa Speck – Historic Preservation Director
- Rachel Allen – Director of Vocation Rehabilitation
- Admiral Watts – Director of the Oklahoma City Area Indian Health Service
- Sonnie Allen – Director of Cultural Preservation

12

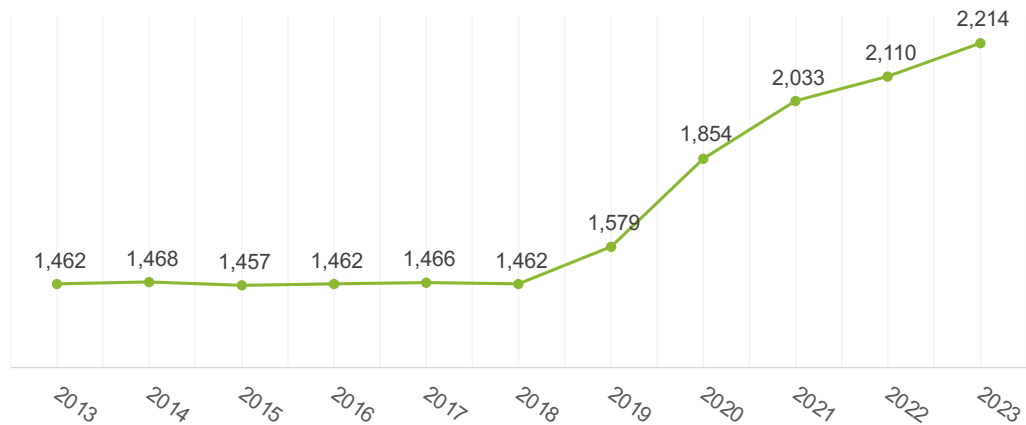
PROJECT SCHEDULE														
PHASE/TASK	2024					2025								
	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR
<div>PROJECT KICK-OFF</div> <ul style="list-style-type: none"><li>Committee kick-off meeting</li><li>Set project goals</li></ul>	<div></div>	<div></div>												
<div>DISCOVERY</div> <ul style="list-style-type: none"><li>Comprehensive review of Tribe and regional economy</li><li>#1 Workshop/Visit</li><li>Stakeholder engagement - Phone interviews, Community online survey</li></ul>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div>#1 Visit</div>	<div></div>						
<div>OPPORTUNITY</div> <ul style="list-style-type: none"><li>Strategy development</li><li>#2 Workshop/Visit</li><li>Draft CEDS</li></ul>						<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div>#2 Visit</div>	<div></div>		
<div>IMPLEMENTATION / ACCOUNTABILITY</div> <ul style="list-style-type: none"><li>Develop performance measures and evaluation framework</li></ul>										<div></div>	<div></div>	<div></div>		
<div>FINAL PRESENTATION</div> <ul style="list-style-type: none"><li>Presentation</li><li>30-day public review process</li></ul>													<div>End of Mar</div>	<div>Public Review</div>

13



14

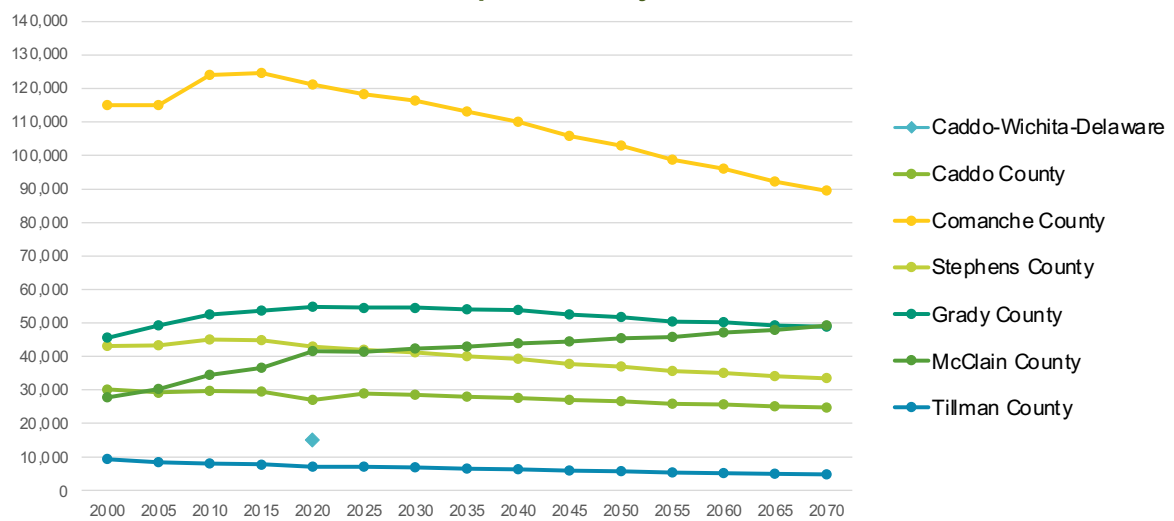
## Tribal Enrollment



15

## Population Trends

### Population Projections



16



## Population Trends

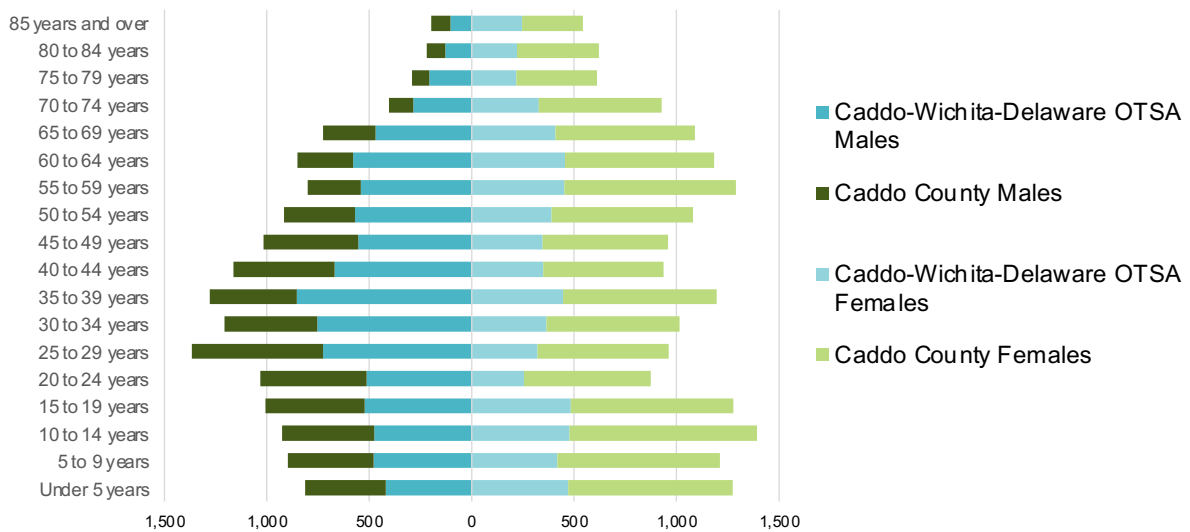
### Population Projections

	2015	2020	2025	2030	2035	2040
Oklahoma	3,904,722	3,959,353	4,005,315	4,094,815	4,149,670	4,235,079
5-Yr Growth		1%	1%	2%	1%	2%
Caddo County	29,495	26,945	28,874	28,541	27,877	27,578
5-Yr Growth		9%	-7%	1%	2%	1%

17

## Population Trends

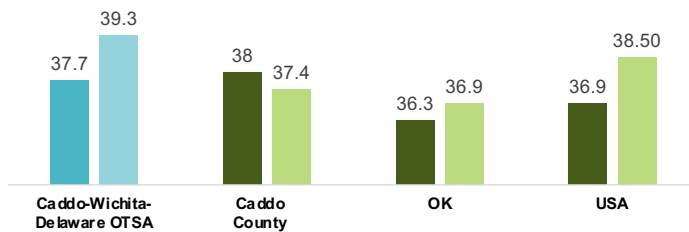
Age Pyramid  
Caddo-Wichita-Delaware and Caddo County



18

## Population Trends

Median Age  
2010 vs. 2022



Median Age

	Caddo-Wichita-Delaware OTSA	Caddo County	OK	USA
2010	37.7	38	36.3	36.9
2022	39.3	37.4	36.9	38.50
Change from 2011 to 2022	4%	-2%	2%	4%

### Key Takeaways:

- Aging Population:** Both the Caddo-Wichita-Delaware OTSA and Caddo County are experiencing aging populations, though Caddo County shows signs of a younger demographic shift.
- Workforce Considerations:** The concentration of people in the 25-44 age group in the Caddo-Wichita-Delaware OTSA suggests strong workforce potential, while Caddo County's older age groups may indicate a need for increased focus on healthcare and retirement services.
- Future Growth:** Lower numbers in younger age groups suggest that future growth may rely on migration or increased birth rates to sustain population levels.

19

## Population Trends

Race

	Caddo-Wichita-Delaware OTSA	Caddo County	Oklahoma	USA
American Indian and Alaska Native	2,251	5,773	332,791	3,727,135
Asian	40	68	90,949	19,886,049
Black or African American	589	690	289,961	41,104,200
Hispanic or Latino	2,582	4,335	471,931	62,080,044
Native Hawaiian and other Pacific Islander	9	17	8,608	689,966
Some other Race	1,208	1,019	214,001	27,915,715
White	13,013	16,743	2,514,885	204,277,273

\*Hispanic ethnicity independent of race

20

## Employment Status

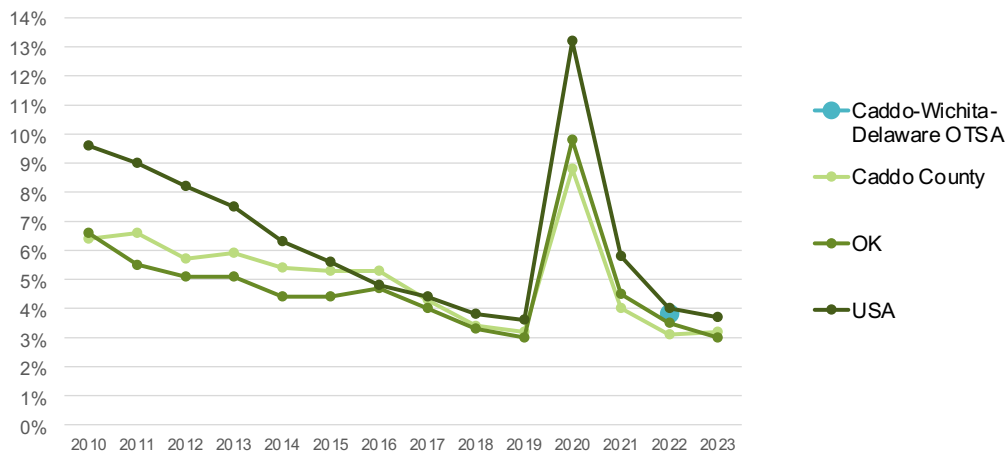
### Employment Status

	Caddo-Wichita-Delaware OTSA	Caddo County	OK	USA
Population 16 years and over	12,535	21,425	3,178,852	269,555,318
In labor force	52.40%	53.6%	61%	63.50%
Civilian labor force	52.30%	53.6%	60.30%	63%
Employed	50.30%	50.4%	57.80%	60.30%
Unemployed	2%	3.2%	2.50%	2.70%
Armed forces	0.10%	0.0%	0.80%	0.50%
Not in labor force	47.60%	46.4%	39%	36.50%
Civilian labor force total	6,556	11,479	1,916,016	169,852,882
Unemployment rate	3.80%	6.0%	4.20%	4.30%

21

## Employment Status

Unemployment Rate



22

## Employment & Industry

### 2023 Annual Employment by Industry – Caddo County, Oklahoma

Ownership/Industry	Total Establishments	Avg. Employed	Total Wages	Avg. Weekly Wages Per Employee	Avg. Wages Per Employee
<b>All Industries</b>	<b>640</b>	<b>7,072</b>	<b>\$ 335,686,492</b>	<b>\$913</b>	<b>\$47,467</b>
<b>Federal Government</b>	21	520	\$38,572,533	\$1,426	\$74,142
<b>State Government</b>	11	147	\$7,424,802	\$972	\$50,566
<b>Local Government</b>	75	2,336	\$96,045,717	\$791	\$41,111
<b>Private</b>	<b>533</b>	<b>4,069</b>	<b>\$193,643,440</b>	<b>\$915</b>	<b>\$47,592</b>
Trade, transportation, and utilities	148	1,292	65,496,584	975	50,710
Professional and business services	69	333	19,697,265	1,138	59,195
Education and health services	59	841	35,019,223	801	41,632
Financial activities	56	247	13,513,594	1,051	54,656
Natural resources and mining	50	281	13,873,645	949	49,372
Construction	49	370	28,358,152	1,474	76,626
Leisure and hospitality	46	437	6,639,559	292	15,196
Other services	28	103	3,642,577	681	35,393
Manufacturing	18	73	2,838,403	746	38,794
Information	12	92	4,564,438	954	49,613

Source: Bureau of Labor Statistics - 2023 Annual Averages, Employment and Wage Data

23

## Employment & Industry

### Occupations of Employed Population 16+ years (6,304) Caddo-Wichita-Delaware OTSA



24

**Occupations for the Civilian Employed Population 16 Years and Over**

	Caddo-Wichita-Delaware OTSA		Caddo County		OK	
	2010	2022	2010	2022	2010	2022
Civilian employed population 16+	5,715	6304	10722	10,794	1,674,765	1,800,158
Educational services, and health care and social assistance	16%	17%	23%	20%	22%	23%
Agriculture, forestry, fishing and hunting, and mining	7%	18%	12%	13%	5%	4%
Retail trade	7%	12%	11%	12%	12%	12%
Construction	3%	9%	8%	8%	7%	7%
Arts, entertainment, and recreation, and accommodation and food services	11%	8%	8%	11%	9%	9%
Transportation and warehousing, and utilities	7%	7%	6%	9%	5%	6%
Public administration	2%	7%	9%	8%	6%	6%
Manufacturing	5%	5%	6%	4%	10%	9%
Professional, scientific, and management, and administrative and waste management services	5%	4%	4%	3%	8%	9%
Other services, except public administration	19%	5%	5%	5%	5%	5%
Finance and insurance, and real estate and rental and leasing	7%	3%	5%	3%	6%	6%
Wholesale trade	5%	3%	3%	3%	3%	2%
Information	7%	2%	1%	2%	2%	2%

Source: 2010, 2018-2022 American Community Survey 5-Year Estimates, U.S. Census Bureau: My Tribal Area.

25

## Educational Characteristics

**School Enrollment**

	Caddo-Wichita-Delaware OTSA		Caddo County	OK	USA
Population 3 years and over enrolled in school	3,163		5,726	994,939	80,425,705
Nursery school, preschool	238	7.5%	6.4%	6.0%	5.8%
Kindergarten	185	5.8%	5.8%	5.5%	5.0%
Elementary school (grades 1-8)	1,548	48.9%	49.8%	43.2%	40.5%
High school (grades 9-12)	826	26.1%	26.0%	21.4%	21.4%
College or graduate school	366	11.6%	12.1%	23.9%	27.3%

26

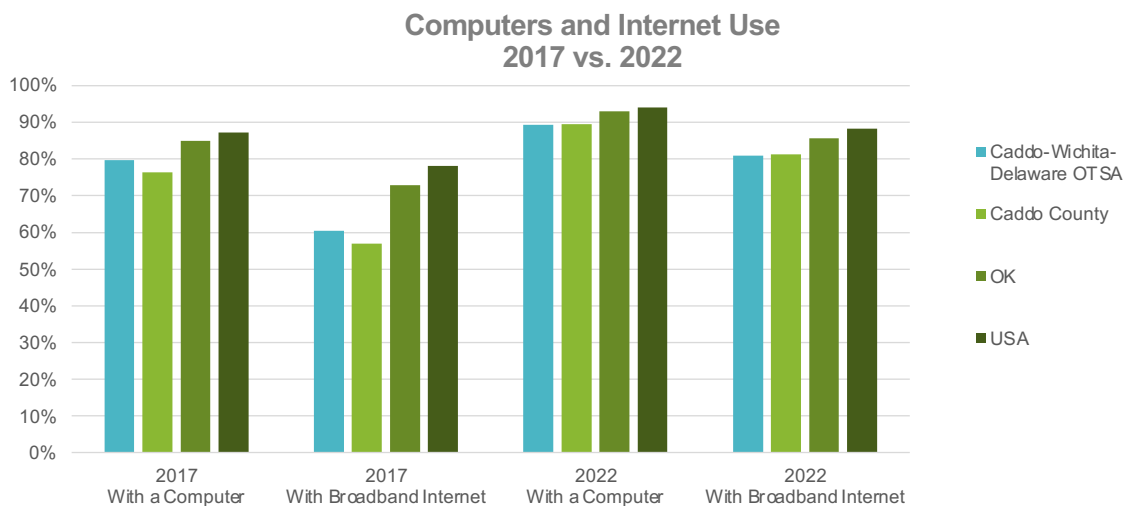
## Educational Characteristics

### Educational Attainment

		Caddo-Wichita-Delaware OTSA	Caddo County	OK	USA
Population 25 years and over	10,987				
Less than 9th grade	671	6.1%	4.5%	3.8%	4.7%
9th to 12th grade, no diploma	1,024	9.3%	8.8%	7.3%	6.1%
High school graduate (includes equivalency)	4,556	41.5%	45.4%	30.8%	26.4%
Some college, no degree	2,361	21.5%	20.8%	22.6%	19.7%
Associate's degree	569	5.2%	5.3%	8.3%	8.7%
Bachelor's degree	1,313	12.0%	11.1%	17.8%	20.9%
Graduate or professional degree	493	4.5%	4.0%	9.5%	13.4%
Percent high school graduate or higher	X	84.6%	86.6%	88.9%	89.1%
Percent bachelor's degree or higher	X	16.4%	15.1%	27.3%	34.3%

27

## Computer & Internet Use



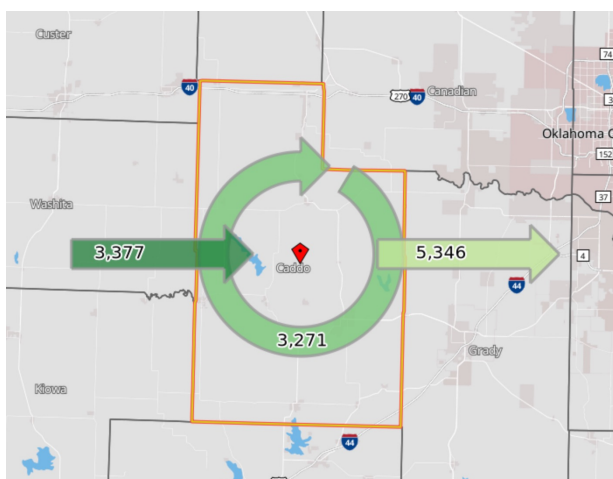
28

## Computer & Internet Use

	Caddo-Wichita-Delaware OTSA	Caddo County	OK	USA
<b>2017</b>				
Total Households	5293	10,273	1,468,971	118,825,921
Percent of households with a computer	79.7%	76.4%	84.9%	87.2%
Percent of households with a broadband Internet subscription	60.40%	56.90%	72.80%	78.10%
<b>2022</b>				
Total Households	5379	9,099	1,522,711	125,736,353
Percent of households with a computer	89.3%	89.6%	93.1%	94.0%
Percent of households with a broadband Internet subscription	80.9%	81.3%	85.6%	88.3%

29

## Workforce Analysis



### Inflow/Outflow Job Counts (All Jobs)

	2021	
	Count	Share
<a href="#">Employed in the Selection Area</a>	6,648	100.0%
<a href="#">Employed in the Selection Area but Living Outside</a>	3,377	50.8%
<a href="#">Employed and Living in the Selection Area</a>	3,271	49.2%
<a href="#">Living in the Selection Area</a>	8,617	100.0%
<a href="#">Living in the Selection Area but Employed Outside</a>	5,346	62.0%
<a href="#">Living and Employed in the Selection Area</a>	3,271	38.0%

30

## Group Discussion: Historical Economic Challenges

- Expanding funding – changed now with availability to apply for more grants – inhouse grant writer, growing population
- 2005 – Golden Peanut Company closing after 50 years in Anadarko – 70 jobs disappeared
- 2000 – Hollytex – carpet mill/manufacturer in Anadarko for 38 years – 300 jobs disappeared
- 2024 - Western Farmer's Electric Cooperative just finished their Caddo Wind Project – although their employees were non-residents, their spending dollars leave with them
- Tourism decline - American Indian Expo, Indian City – declined through the 90s – a lot of Tribes came to participate – declined due to competition, lack of accommodations, tourism/cultural trends have changed, Caddo County Fairgrounds are in decline, infighting within Tribal Leadership/Tribal Politics
- Main street businesses can't seem to stay open in Anadarko – effects Delaware Nation's abilities to build businesses that thrive
- Transportation – Tribal members can't drive to work because they don't have a car and they can't buy a car because they have no credit, lack of higher education – trades, Tribal enterprises
- BIA - DC Office and GSA want to move – thinking about moving away from the region – will effect Delaware Nation's support system
- Expanding beyond tribal culture
- Youth – financial literacy, motivation to graduate, life skills

31

## Group Discussion: Infrastructure Analysis

- Road Systems
- Electrical
- Water
- Broadband
- Housing

32



## Group Discussion: Infrastructure

### Road Systems

- Signalization Project (2014): Initiated a signalization project on US Highway 281, enhancing access to the Casino, OK in Hinton, OK, which supports local tourism and economic activity.
- Widening U.S. Hwy 281 (2015): Partnered with the Oklahoma Department of Transportation to widen U.S. Hwy 281 near the Delaware Nation Casino in Hinton, OK, improving transportation infrastructure and increasing accessibility for visitors.
- Park Road Bridge Repair (2016): Collaborated with County and State agencies to repair Park Road Bridge in Anadarko, OK, enhancing transportation routes critical for local commerce.
- Inclement weather effects the infrastructure – extreme heat, bad winters bring extreme cold and ice, tariffs on top of regular bills

### Electrical

- CK Energy – rural housing, outskirts, edge of town (Electric)
- Anadarko Municipal Power Services – Owned by Anadarko – in the town (Water and Electric)
- ONG – gas/heating

33

## Group Discussion: Infrastructure

### Water

- Old pipes – need to replace many of Anadarko plumbing
- Infrastructure is very old – city is struggling to raise funds to update water/sewer/garbage
- Lift Station and Force Main (2016): Launched development of a new Lift Station and Forced Main to connect Delaware Nation Government Offices and Gold River Casino to the Anadarko sewer system, supporting sustainable growth.
- Lift Station and Force Main Completion (2017): Finished the Lift Station and Force Main Project, enhancing wastewater management to support economic development.

34

## Group Discussion: Infrastructure

### Broadband

- Improved significantly since the Tribe was awarded a National Telecommunications and Information Administration Broadband Grant Award in 2022. DN received \$7,219,711 establishing Community WiFi at various Tribal locations and providing laptops to families, improving digital access and economic opportunities.
- In 2022, 89.3% of households in the Caddo-Wichita-Delaware OTSA had a computer, a significant increase from 79.7% in 2017. These numbers are still slightly below the national average of 94%, but the gap has closed substantially. Broadband internet subscriptions also saw a considerable increase in the OTSA, rising from 60.4% in 2017 to 80.9% in 2022. This is a notable improvement, especially when compared to the U.S. average of 88.3%.

### Housing

- Currently has ten (10) homes that are maintained and operated with funding from the Indian Housing Block Grant.
- HUD Grant Award (2023): Awarded a \$3,825,000 HUD IHBG-Competitive Grant to purchase 20 homes for eligible applicants, supporting housing stability and economic growth.

35

## Group Discussion: Internal & External Capacity for Economic Development

Economic development is achieved through internal and external entities working collaboratively to address vision, goals, and implementation actions.

These entities often have focused roles in their activities but play a more significant role in economic development success. For example, education and training may focus on the youth in the community, but they also are a crucial part of preparing the future workforce.

This section provides insight into the internal and external economic development capacity for the Delaware Nation.

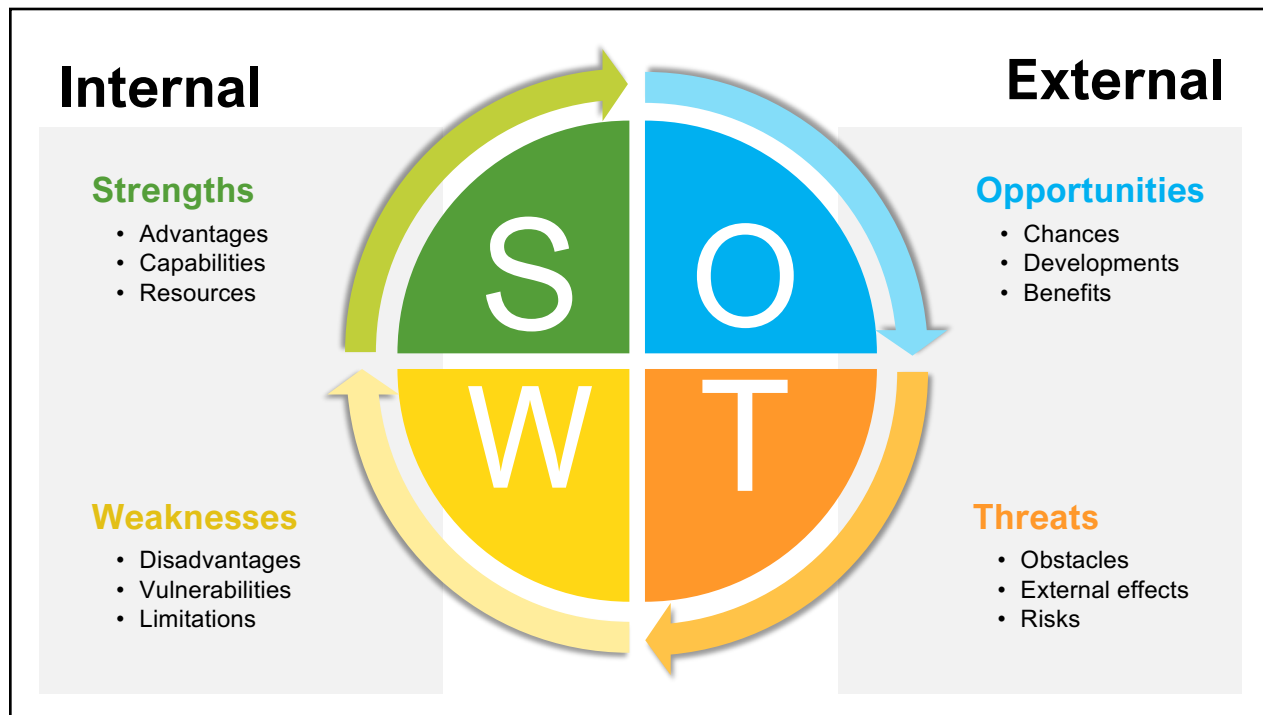
36



37



38



39



**Strengths**

- Advantages
- Capabilities
- Resources

**Group Exercise**

<ul style="list-style-type: none"> <li>• Forward thinking</li> <li>• DNEDA (DNI), ex-committee</li> <li>• Economic development diversity</li> <li>• DNEDA (DNI)</li> <li>• Current economic development</li> <li>• Tribal citizen focused</li> <li>• Social services programs for members</li> <li>• Goal oriented leadership</li> <li>• Leadership</li> <li>• Executive committee</li> <li>• Policies and procedures in place</li> <li>• Stable tribal government</li> <li>• Community investment</li> <li>• Longevity with workforce</li> <li>• Grant supported programs</li> <li>• Good relationship with community</li> <li>• Grant funding</li> </ul>	<ul style="list-style-type: none"> <li>• Grant writer</li> <li>• Blood Quantum Dependency reform</li> <li>• Tribal citizen diversity</li> <li>• Tribal citizen focused</li> <li>• Tribal membership involvement: CEDS Survey!</li> <li>• Diversity</li> <li>• Culture</li> <li>• Frequent positive feedback on social media from citizens</li> <li>• Forward thinking</li> <li>• Revenue Allocation Economic Development (RAED) Plan – low-risk interest bearing Trust Account for the Nation's Minors</li> </ul>
--	---

40




## Weaknesses

- Disadvantages
- Vulnerabilities
- Limitations

### Group Exercise

- Capacity infrastructure: space
- Employees spread thin
- Lack of tribal lands
- Adequate office spaces
- Low volunteer rate
- Lack of tribal citizen participation
- Tribal participation
- Tribal participation
- Need for more funding
- Funding
- Additional services specifically for disabled children and adults
- Infrastructure of Anadarko
- Difficulty building economic opportunities in an economically deprived area
- Lack of leadership development for future tribal government/leadership
- Tribal communication to leadership and Tribal employees – cursing and complaining
- Negative communication on social media
- Potential for future poor leadership because current leadership will be passed their term
- Division
- Disagreements
- Unwillingness to change or accept change

42



## Opportunities

- Chances
- Developments
- Benefits

### Group Exercise

- Financial literacy for school children and young adults
- Collaboration with other tribes
- Multiple tribes in the area to collaborate with
- Tourism
- Business development
- Job advancement
- Workforce training
- Constitutional reform
- Land acquisition
- Enrollment growth
- Investing in Tribal youth
- More funding
- Financial stability
- Federal funding

44



### Threats

- Obstacles
- External effects
- Risks

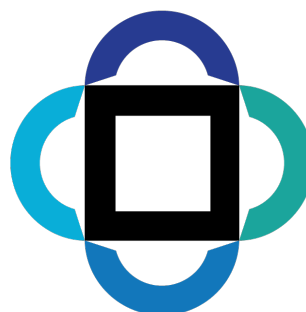
### Group Exercise

- Negative information on social media
- Negative attitude
- Lack of interest / indifference of Tribal citizen youth
- Loss of funding
- Loss of revenue – Federal government cutting grants
- Federal government and state government
- Oklahoma Governor
- Social government
- Reduced gaming revenue
- Younger generation not interested in gaming
- Lack of affordable housing available for Tribal citizens in the region
- High utility bills in Anadarko
- City employees lack knowledge of building codes
- Cost of land
- Poor local community leaders

46

## Thank You

Martyna Triggs, Vice President  
908.510.3299  
Martyna@capacitygroupusa.com



**CAPACITY**  
Consulting

48