

Regional Economic Development Summit

David W. Whitlock
Southeastern Oklahoma State University

ABSTRACT

This case examines an economic development summit held by an Oklahoma State Senator for the district in which he serves. Participants from the district represent an area in southeast Oklahoma. Included in the summit were the Oklahoma Speaker of the House, and the Oklahoma Lt. Governor, who also serves as Secretary of Tourism and Branding on the Governor's cabinet, and has oversight of the Oklahoma Department of Tourism and Recreation. The Senator cast a vision for the summit and his desires the southeastern quadrant of Oklahoma, specifically his district. The purpose of his summit was to begin to dream about possibilities for new and innovative businesses and industries for southeastern Oklahoma. The area is rich in natural resources, labor, and possibilities for new industry, manufacturing, retail, and tourism. He stressed the necessity of a shared vision as well as a shared responsibility for encouraging, developing, recruiting, and supporting such efforts.

At the conclusion of the summit, participants presented their top ideas for economic development projects and needs, and these were categorized by the five respective counties represented. What all respective areas and representatives shared was a common belief that the southeastern quadrant of the state has great potential. While several ideas were discussed and presented, the need exists for the next steps. Too often, great beginnings lack follow-up, and this case focuses on what warrants additional research, what ideas merit the greatest efforts, and what should follow for leaders in the southeast area of Oklahoma in their shared pursuit of economic development.

KEYWORDS: entrepreneurship, economic development, tourism, small towns, rural communities, small business, entrepreneurship, leadership, chamber of commerce, non-profit

Copyright statement: Authors retain the copyright to the manuscripts published in AABRI journals. Please see the AABRI Copyright Policy at <http://www.aabri.com/copyright.html>

OBJECTIVES

1. Assist students to understand the importance of community engagement and leadership in economic development.
2. For students to understand and appreciate the unique challenges in entrepreneurship and new business development in rural environments.
3. For students to identify opportunities for entrepreneurship, small business, and new industry recruitment for rural areas and smaller communities.
4. To assist students to recognize the role of creativity and leadership in economic development.



INTRODUCTION

An Oklahoma State Senator held an economic summit on the campus of the regional state university that services his district. Participants in the *Southeastern Oklahoma Economic Summit* included elected and community leaders, educators, business professionals, and thought leaders from the Senator's district. Additionally, the Oklahoma Speaker of the House and the Oklahoma Lt. Governor were in attendance. Eighty individuals participated in the summit. A copy of the Summit Agenda is included in Exhibit 1 (Appendix).

The Senator cast the vision for the summit and shared his desires for Oklahoma, and specifically the southeastern quadrant and his district to dream possibilities for new and innovative businesses and industries to locate in southeastern Oklahoma. He pointed out the rich natural resources, labor, and possibilities for new industry, manufacturing, retail, and tourism in the area, and stressed the necessity of a shared vision for what can be, as well as a shared responsibility for encouraging, developing, recruiting, and supporting such efforts.¹

The Oklahoma Lt. Governor discussed opportunities and challenges facing Oklahoma, shared his vision for the state, and outlined his efforts in his roles as Secretary of Tourism and Branding on the Governor's cabinet, his oversight of the Oklahoma Department of Tourism and Recreation—tourism is the third largest industry in the state—and his state branding effort (that was unveiled in 2020).² He also shared about his efforts in service on the Department of Commerce executive committee which is focused on small business growth and entrepreneurship.

SUMMIT SCOPE AND ORGANIZATION

The scope of the *Oklahoma First: Southeastern Oklahoma Economic Summit* was focused on the southeastern quadrant of the state, and more specifically, Senate District 6 has a population of 70,542 and represents the counties of Atoka, Bryan, Coal, Johnston, and Marshall. The Oklahoma State Legislature Profile of General Demographic Characteristics for Senate District Six³ is seen in Table 1 (Appendix). According to Oklahoma demographics, of the seventy-seven Oklahoma counties ranked in order of population, these five counties are 19, 43, 49, 56, and 69⁴ as seen in Table 2. It is worth noting that the southeast quadrant of the state is the most socio-economically disadvantaged area of the state, and culturally was commonly referred to as “Little Dixie” though in more recent years, the rapid growth of the Choctaw Nation of Oklahoma, which is headquartered in Durant has perhaps become the more recognizable identifier for the region.⁵ In fact, it is difficult to imagine the southeast quadrant of the state

¹ For a dated but interesting historical perspective by the state geologist (Gould, 1926) on the natural resources of the young state of Oklahoma, see Gould, C. (1926). Oklahoma--An Example of Arrested Development. *Economic Geography*, 2(3), 426-450. doi:10.2307/140676

² State of Oklahoma. (2020, February 20). Branding Guidelines: Our Visual Identity. Retrieved October 4, 2020, from <https://branding.ok.gov/visual-identity/>

³ Oklahoma State Senate. (2020). Oklahoma State Senate/Bullard/District Population. Retrieved 2, 2020, from http://www.oksenate.gov/Senators/biographies/bullard_bio.aspx

⁴ U. S. Census Bureau. (2010, April 21). Oklahoma Counties by Population. Retrieved March 6, 2020, from https://www.oklahoma-demographics.com/counties_by_population

⁵ See the Choctaw Nation of Oklahoma website for an overview of their history and culture as well as other information regarding the impact of the Tribe on southeast Oklahoma. Choctaw Nation of Oklahoma. (2020, March 11). Our History and Culture. Retrieved March 11, 2020, from <https://www.choctawnation.com/history-culture> and

without understanding the history and culture of both the Choctaw and Chickasaw Nations. While economic and social development among many Tribes in the United States have focused on the need for entrepreneurial investment, microfinancing, and a "...focus in academia on creating feasible solutions to...economic deficiencies,"⁶ faced by many Tribes, the success of Oklahoma's Choctaw and Chickasaw Nations in the last two decades has been remarkable.

The Summit consisted of three general sessions. In the first session (phase one), participants were grouped according to their respective counties and using the Nominal Group Technique (NGT), each group brainstormed business development ideas for their cities and counties. New industry categories, potential manufacturers, and even specific companies, retailers and restaurants were discussed with a focus on what would be ideal, out of the box, creative, and game changing for respective communities. The groups concentrated on creativity and quantity during this session withholding critiques, judgements, and criticisms. Following this, each group discussed the ideas they generated, further explained each suggestion, and critiqued and clarified the ideas that had been brainstormed. Then the group picked their best ideas for sharing with the rest of the participants.

In the second phase, the groups were assigned to discuss the challenges and opportunities for their respective counties and cities relative to three categories of economic development. These three categories included:

- **Marketing:** The assignment was to identify marketing and outreach suggestions for ideas generated in phase one, including methods, suggestions, identification of key industrial leaders, CEOs, and community leaders that could be instrumental in promoting their respective areas.
- **Infrastructure:** The assignment was to identify the specific infrastructure needs for recruiting, securing, retaining businesses—especially those identified in phase one. These needs were to include the need to:
 - Identify both current infrastructure as well as future infrastructure needs.
 - Understand city and county government.
 - Identify innovative thinkers, with an ability to think strategically five, ten, twenty years into the future that may serve on a task force or committee.
- **Labor:** This assignment had the groups focus on current labor capacity and shortages, and on future needs, especially as it relates to those ideas generated in phase one. Specifically, the group was to discuss the need to:
 - Understand the educational systems in respective areas of SE Oklahoma.
 - Identify key individuals who can serve as resources for information and as contacts for outreach activities with prospect.

In the third session (phase three) of the summit, table leaders shared brief presentations of their top business and industry ideas for their respective areas, and information they discussed regarding marketing, infrastructure, and labor ideas. A summary is provided.

for information on the Chickasaw Nation see Chickasaw Nation. (2020, March 11). Chickasaw Nation. Retrieved March 11, 2020, from <https://www.chickasaw.net/>

⁶ Tipton, R. (2004). Microenterprise through Microfinance and Microlending: The Missing Piece in the Overall Tribal Economic Development Puzzle. *American Indian Law Review*, 29(1), 173. doi:10.2307/20070725

SUMMIT FINDINGS

Each discussion group prioritized their preferred new businesses, industry ideas, and top issues for their respective counties. Following is a brief summary by county.

Atoka County Group Conversation

In addition to the data in Tables 1 and 2 provided by the Oklahoma State Senate, additional “QuickFacts” from the U. S. Census is available for each of the five counties including Atoka County, Oklahoma.⁷ Top ideas generated by the Atoka County representatives included:

- The need for additional affordable housing
- Rail connections as a priority
- Additional manufacturers needed
- Additional skilled and technical labor supply and need to work with Kiamichi Technology Center
- Potential growth for outdoor tourism and outfitters.⁸
- Need for communications technology, specifically fiber optics

Bryan County Group Conversation

Additional Census Bureau “QuickFacts” information on Bryan County, Oklahoma is available from the U. S. Census Bureau.⁹ Top ideas generated by the Bryan County representatives included:

- Get people off the highway to downtown
- Drive to downtown
- Buc-ees Convenience Store
- Restaurants:
 - Chick-fil-A
 - Babe’s Chicken
 - Cheddars
 - Ted’s Café Escondido
- Tax Incentive Financing
- Pooled Financing
- Identification of available properties
- Downtown parking garage
- Aerospace and Drone Technology and Manufacturing
- Manufacturing
 - Dell

⁷ United States Census Bureau. (2020b, March 11). QuickFacts: Atoka County, Oklahoma. Retrieved March 11, 2020, from <https://www.census.gov/quickfacts/fact/table/atokacountyoklahoma,OK/PST045219>

⁸ See the Oklahoma Department of Tourism’s website for information on attractions in Atoka. Oklahoma Department of Tourism. (2020 11). Travel Oklahoma: Atoka. Retrieved 11, 2020, from <https://www.travelok.com/Atoka>

United States Census Bureau. (2020c, March 11). QuickFacts: Bryan County, Oklahoma. Retrieved March 11, 2020, from <https://www.census.gov/quickfacts/fact/table/bryancountyoklahoma,OK/PST045219>

- Boat manufacturing
- Lake Tourism¹⁰
 - Fishing
 - Hunting
- Local Entertainment and Nightlife
- HeyDay Entertainment
- Game Shop
- Hastings
- Live Music and Entertainment Venues
- Putt Putt Golf
- Music Festivals
- Watters Creek and Gateway Village Style Mixed Use Developments
- Additional industrial development
- Additional Distribution Companies
 - Amazon
- New Retailers
 - Target
 - Hobby Lobby
 - Kohls
 - Ross
 - Academy
 - Marshalls
 - Men's Warehouse
 - Men's Clothing
- Marketing Needs
 - Potential Partnership with Choctaw and Chickasaw Nations
- Affordable Housing
- Lake Entertainment
- Internships for high school and college students
- Education and Training Programs in area schools
 - Entrepreneurship
 - Economics
 - Small Business Management
- Neighborhood and City Beautification
 - Durant was specifically discussed relative to the need for all areas of the city to be included in a plan for neighborhood beautification and renewal.



¹⁰ For information on tourism and attractions in the Durant, Oklahoma and Lake Texoma area, see: Oklahoma Department of Tourism. (2020, March 11). Travel Oklahoma: Durant. Retrieved March 11, 2020, from <https://www.travelok.com/Durant> and Oklahoma Department of Tourism. (2020b, March 11). Travel Oklahoma: Lake Texoma Area. Retrieved March 11, 2020, from https://www.travelok.com/Lake_Texoma_Area

Johnston County Group Conversation

Additional “QuickFacts” information from the Census Bureau is available.¹¹ The top ideas suggested by the Johnston County representatives included:

- Additional Cabin Rentals
- Staycation Options for Tourism¹²
- Marketing and Promotion Efforts for Blue River
- Build on the History of the local area

Marshall County Group Conversation

“QuickFacts” demographic information from the Census Bureau is available.¹³ The Marshall County representatives suggested the following ideas for their area:

- Development of Labor for the area
- Additional Housing needs
- Development of Entertainment Venues
- Marketing the areas as a Destination Site¹⁴
- Additional Transportation Options
- The need for Technical Training
- Promotion and Marketing of Lake Texoma Facilities
 - Floating Cabins
 - Yogi Bear Campgrounds
 - Boat Ramps
- Mediation by State Officials

Coal County Group Conversation

Additional demographic information from the Census Bureau on Coal County QuickFacts is available.¹⁵ Coal County representatives presented the following ideas for their area:

- Additional Manufacturing

¹¹ United States Census Bureau. (2020d, March 11). QuickFacts: Johnston County, Oklahoma. Retrieved March 11, 2020, from <https://www.census.gov/quickfacts/fact/table/johnstoncountyoklahoma,OK/PST045219>

¹² For additional information on area attractions in Tishomingo and the Blue River, see Oklahoma Department of Tourism. (2020c, March 11). Travel Oklahoma: Tishomingo. Retrieved March 11, 2020, from <https://www.travelok.com/tishomingo>

and Oklahoma Department of Tourism. (2020b, March 11). Travel Oklahoma: Blue River. Retrieved March 11, 2020, from <https://www.travelok.com/listings/view.profile/id.646>

¹³ United States Census Bureau. (2020a 11). QuickFacts: Marshall County, Oklahoma. Retrieved March 11, 2020, from <https://www.census.gov/quickfacts/fact/table/marshallcountyoklahoma,OK/PST045219>

¹⁴ Lake Texoma is a major tourist attraction for Marshall County as well as Bryan County. For additional information on tourism attractions in the Kingston and Madill areas, see: Oklahoma Department of Tourism. (2020c, March 11). Travel Oklahoma: Kingston. Retrieved March 11, 2020, from <https://www.travelok.com/kingston> and Oklahoma Department of Tourism. (2020e, March 11). Travel Oklahoma: Madill. Retrieved March 11, 2020, from <https://www.travelok.com/madill> .

¹⁵ United States Census Bureau. (2020a 11). QuickFacts: Marshall County, Oklahoma. Retrieved March 11, 2020, from <https://www.census.gov/quickfacts/fact/table/marshallcountyoklahoma,OK/PST045219>

- Fairgrounds
- Tourism Promotion¹⁶
- Agribusiness Development and Promotion
- Additional Restaurants
- Lake Tourism
- Outdoor Tourism
 - Outfitters
- Affordable Housing

SUMMIT CONCLUSIONS

There is genuine interest in advancing the economic development in southeastern Oklahoma by the residents, community leaders, and state officials. Community leaders expressed varying degrees of specificity regarding their desires for their respective areas. In many ways these variations and degrees of specificity are reflective of the demographics, current economic environments, and population density of the respective counties. More economically developed and populated counties expressed greater degrees of specificity regarding needs and ideas, while lesser economically developed and populated counties expressed more general ideas and categories of needs and ideas. This is not unexpected.

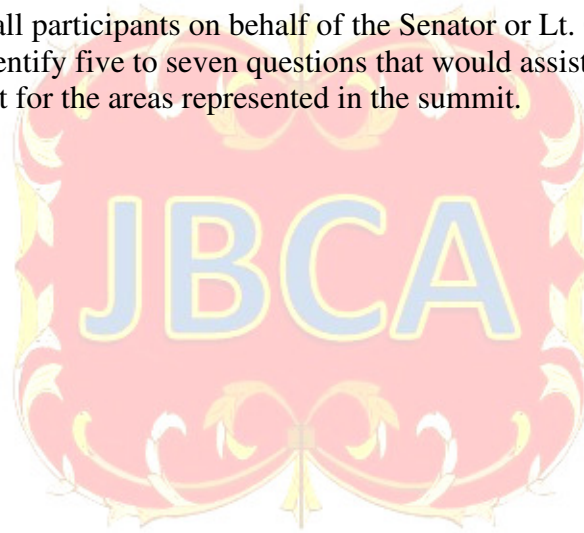
What all respective areas and representatives shared was a common belief that their areas and the southeastern quadrant of the state has great potential. Several themes emerged common to most of the areas including taking advantage of the natural resources, specifically the area's tourism potential given the rich beauty and abundance of history, Lake Texoma, and outdoor opportunities. Entertainment venues and tourism are areas for future research and exploration.

Likewise, a theme for affordable housing was evident among most of the communities reporting, and this is an area that needs further development. A few other themes that were not as widely shared but which indicate unique opportunities for some communities and are worth noting include additional warehousing and distribution centers, and aviation, avionics, and drone manufacturing. Southeastern Oklahoma is ideal for such opportunities. Relative to warehousing and distribution centers, the area is located in the central United States and is serviced by rail, Highway 69/75 running north and south, Highway 70 running east and west, and is in the center of the DFW, Tulsa, OKC metropolitan areas. Aviation and drone technologies are ideal fits for the area as well, with one of the best rated average number of flight days per year in the United States, the world class Aviation Management, Professional Pilot, and Aviation Sciences programs at Southeastern Oklahoma State University, and the Durant Regional Airport—Eaker Field. This is an area ideally suited for the Bryan County area and should be pursued with vigor.

¹⁶ For information on tourism and attractions in Coalgate, see: Oklahoma Department of Tourism. (2020c, March 11). Travel Oklahoma: Coalgate. Retrieved March 11, 2020, from <https://www.travelok.com/coalgate>

DISCUSSION QUESTIONS¹⁷

1. If you were an entrepreneur considering starting a new business in the southeast quadrant of Oklahoma, which ideas do you believe have the greatest potential? Justify your answer.
2. Identify additional opportunities you believe the participants may have missed in their discussions.
3. Assume the role of being an economic development advisor. What would you recommend to the State Senator and Lt. Governor of Oklahoma as next steps for the economic development of the southeast area of the state?
4. Compare and contrast the types of concepts and expressed by each of the areas represented in the summit. What are some of the conclusions you can draw from these?
5. What specific suggestions do you offer to leaders of each of the five areas represented that could be helpful in marketing their areas to entrepreneurs and others?
6. If you had contact information for of all participants in the summit, how might you leverage that?
7. If you were to survey all participants on behalf of the Senator or Lt. Governor, what topics would you address. Identify five to seven questions that would assist them with advancing economic development for the areas represented in the summit.



¹⁷For teaching notes, you may contact the author.

APPENDIX**Exhibit 1: Summit Agenda**

**SOUTHEASTERN OKLAHOMA ECONOMIC SUMMIT
AGENDA**

Vision Statement	Sen. David Bullard
State Opportunities and Challenges	Lt. Gov. Matt Pinnell
Summit Scope and Sequence	Dr. David Whitlock
Phase 1	
Brainstorming Community and Regional Business Development	David Whitlock
Group Top Selections	Each group presents Top 10
Phase 2	
Brainstorming Marketing, Infrastructure, Labor Needs	David Whitlock
<p>Marketing: This group needs to identify marketing and outreach suggestions for those ideas generated in Phase I. This may include methods, suggestions, identification of key industrial leaders, CEOs, and community leaders who will be instrumental in promoting our respective areas in SE Oklahoma.</p>	
<p>Infrastructure: This group needs to identify the specific infrastructure needs for recruiting, securing, retaining businesses—especially those identified in Phase 1.</p> <ol style="list-style-type: none"> a. Need to identify both current infrastructure as well as future infrastructure needs. b. Need to understanding city and county government. c. Need to identify innovative thinkers, with an ability to think strategically five, ten, twenty years into the future that may serve on a task force or committee. 	
<p>Labor: This group will focus on current labor capacity and shortages, and on future needs, especially as it relates to those ideas generated in Phase 1.</p> <ol style="list-style-type: none"> a. to understand educational systems in respective areas of SE Oklahoma. b. Need to identify key individuals who can serve as resources for information and as contacts for outreach activities with prospect. 	
Group Top Selections	Each group presents Top 5 Needs/Ideas
Phase 3	
Cumulative Summary	David Whitlock
Closing	Sen. Bullard

Table 1: Demographic Profile of Oklahoma Senate District 6

**Profile of General Demographic Characteristics for Oklahoma: 2000
Senate District 6**

(http://www.oksenate.gov/Senators/biographies/bullard_bio.aspx, retrieved 01.22.2020)

	Total	%		Total	%
Total Population	70,542	100.0	RELATIONSHIP		
SEX AND AGE			Total population	70,542	100.0
Male	34,573	49.0	In households	68,981	97.8
Female	35,969	51.0	Householder	27,871	39.5
Under 5 years	4,531	6.4	Spouse	15,569	22.1
5 to 9 years	4,915	7.0	Child	19,528	27.7
10 to 14 years	5,010	7.1	Own child under 18 years	15,421	21.9
15 to 19 years	5,435	7.7	Other relatives	3,467	4.9
20 to 24 years	4,815	6.8	Under 18 years	1,695	2.4
25 to 29 years	4,186	5.9	Nonrelatives	2,546	3.6
30 to 34 years	4,068	5.8	In group quarters	1,561	2.2
35 to 39 years	4,709	6.8	Institutionalized population	793	1.1
40 to 44 years	4,896	6.9	Noninstitutionalized population	768	1.1
45 to 49 years	4,538	6.4	HOUSEHOLDS BY TYPE		
50 to 54 years	4,537	6.4	Total households	27,871	100.0
55 to 59 years	3,932	5.6	Family households (families)	19,549	70.1
60 to 64 years	3,490	4.9	With own children under 18 years	8,429	30.2
65 to 69 years	3,358	4.8	Married-couple family	15,569	55.9
70 to 74 years	2,776	3.9	With own children under 18 years	6,256	22.4
75 to 79 years	2,297	3.3	Female householder/no husband present	2,873	10.3
80 to 84 years	1,549	2.2	With own children under 18 years	1,603	5.8
85 years and over	1,500	2.1	Nonfamily households	8,322	29.9
Median age (years)	37.8	(X)	Householder living alone	7,294	26.2
18 years and over	52,934	75.0	Householder 65 years and over	3,453	12.4
Male	25,529	36.2	Households with individuals under		
Female	27,405	38.8	18 years	9,553	34.3
21 years and over	49,539	70.2	Households with individuals 65		
62 years and over	13,601	19.3	years and over	8,181	29.4
65 years and over	11,480	16.3	Average household size	2.48	(X)
Male	4,938	7.0	Average family size	2.97	(X)
Female	6,542	9.3	HOUSING OCCUPANCY		
RACE			Total housing units	34,548	100.0
One race	66,989	95.0	Occupied housing units	27,871	80.7
White	55,561	78.8	Vacant housing units	6,677	19.3
Black or African American	971	1.4	For seasonal, recreational, or		
American Indian and Alaska Native	8,793	12.5	occasional use	3,324	9.6
Asian	234	0.3	Homeowner vacancy rate (percent)	3.2	(X)
Native Hawaiian and Other Pacific	19	0.0	Rental vacancy rate (percent)	9.9	(X)
Islander	1,411	2.0	HOUSING TENURE		
Some other race	3,553	5.0	Occupied housing units	27,871	100.0
Race alone or in combination with			Owner-occupied housing units	20,420	73.3
one or more other races: 3			Renter-occupied housing units	7,451	26.7
White	58,985	83.6	Average household size of		
Black or African American	1,156	1.6	owner-occupied units	2.50	(X)
American Indian & Alaska Native	11,959	17.0	Average household size of		
Asian	344	0.5	renter-occupied units	2.40	(X)
Native Hawaiian and Other Pacific	42	0.1	RACE OF HOUSEHOLDER		
Islander	1,663	2.4	Occupied housing units	27,871	100.0
Some other race			One race	26,770	96.0
HISPANIC OR LATINO AND RACE			White	23,107	82.9
Total population	70,542	100.0	Black or African American	329	1.2
Hispanic or Latino	2,550	3.6	American Indian and Alaska Native	2,897	10.4
(of any race)	67,992	96.4	Asian	79	0.3
Not Hispanic or Latino	54,824	77.7	Native Hawaiian and Other Pacific		
White alone	963	1.4	Islander	5	0.0
Black alone	8,603	12.2	Some other race	353	1.3
American Indian alone	230	0.3	Two or more races	1,101	4.0
Asian alone	16	0.0	Hispanic or Latino (of any race)	618	2.2
Native Hawaiian alone	14	0.0			
Some other race alone					

Table 2: Oklahoma Population Rankings of the Five Southeast Oklahoma Counties**TABLE 1**

COUNTY	POPULATION	RANK
Bryan	47,192	19
Marshall	16,806	43
Atoka	13,838	49
Johnston	10,949	56
Coal	5,520	69



REFERENCES/BIBLIOGRAPHY

- Chickasaw Nation. (2020, March 11). Chickasaw Nation. Retrieved March 11, 2020, from <https://www.chickasaw.net/>
- Choctaw Nation of Oklahoma. (2020, March 11). Our History and Culture. Retrieved March 11, 2020, from <https://www.choctawnation.com/history-culture>
- Gould, C. (1926). Oklahoma--An Example of Arrested Development. *Economic Geography*, 2(3), 426-450. doi:10.2307/140676
- Tipton, R. (2004). Microenterprise through Microfinance and Microlending: The Missing Piece in the Overall Tribal Economic Development Puzzle. *American Indian Law Review*, 29(1), 173. doi:10.2307/20070725
- W. Mullins. Little Dixie, *Oklahoma History Society*. Retrieved March 4, 2020, from <https://www.okhistory.org/publications/enc/entry.php?entry=LI013>
- State of Oklahoma. (2020, February 20). Branding Guidelines: Our Visual Identity. Retrieved October 4, 2020, from <https://branding.ok.gov/visual-identity/>
- Oklahoma Department of Tourism. (2020). Travel Oklahoma: Atoka. Retrieved 11, 2020, from <https://www.travelok.com/Atoka>
- Oklahoma Department of Tourism. (2020b, March 11). Travel Oklahoma: Blue River. Retrieved March 11, 2020, from <https://www.travelok.com/listings/view.profile/id.646>
- Oklahoma Department of Tourism. (2020c, March 11). Travel Oklahoma: Coalgate. Retrieved March 11, 2020, from <https://www.travelok.com/coalgate>
- Oklahoma Department of Tourism. (2020, March 11). Travel Oklahoma: Durant. Retrieved March 11, 2020, from <https://www.travelok.com/Durant>
- Oklahoma Department of Tourism. (2020b, March 11). Travel Oklahoma; Lake Texoma Area. Retrieved March 11, 2020, from https://www.travelok.com/Lake_Texoma_Area
- Oklahoma Department of Tourism. (2020c, March 11). Travel Oklahoma: Kingston. Retrieved March 11, 2020, from <https://www.travelok.com/kingston>
- Oklahoma Department of Tourism. (2020e, March 11). Travel Oklahoma: Madill. Retrieved March 11, 2020, from <https://www.travelok.com/madill>
- Oklahoma Department of Tourism. (2020c, March 11). Travel Oklahoma: Tishomingo. Retrieved March 11, 2020, from <https://www.travelok.com/tishomingo>
- Oklahoma State Senate. (2020). Oklahoma State Senate/Bullard/District Population. Retrieved 2, 2020, from http://www.oksenate.gov/Senators/biographies/bullard_bio.aspx

United States Census Bureau. (2020a, April 21). Oklahoma Counties by Population. Retrieved March 6, 2020, from https://www.oklahoma-demographics.com/counties_by_population

United States Census Bureau. (2020b, March 11). QuickFacts: Atoka County, Oklahoma. Retrieved March 11, 2020, from <https://www.census.gov/quickfacts/fact/table/atokacountyoklahoma,OK/PST045219>

United States Census Bureau. (2020c, March 11). QuickFacts: Bryan County, Oklahoma. Retrieved March 11, 2020, from <https://www.census.gov/quickfacts/fact/table/bryancountyoklahoma,OK/PST045219>

United States Census Bureau. (2020d, March 11). QuickFacts: Johnston County, Oklahoma. Retrieved March 11, 2020, from <https://www.census.gov/quickfacts/fact/table/johnstoncountyoklahoma,OK/PST045219>

United States Census Bureau. (2020e, March 11). QuickFacts: Marshall County, Oklahoma. Retrieved March 11, 2020, from <https://www.census.gov/quickfacts/fact/table/marshallcountyoklahoma,OK/PST045219>

