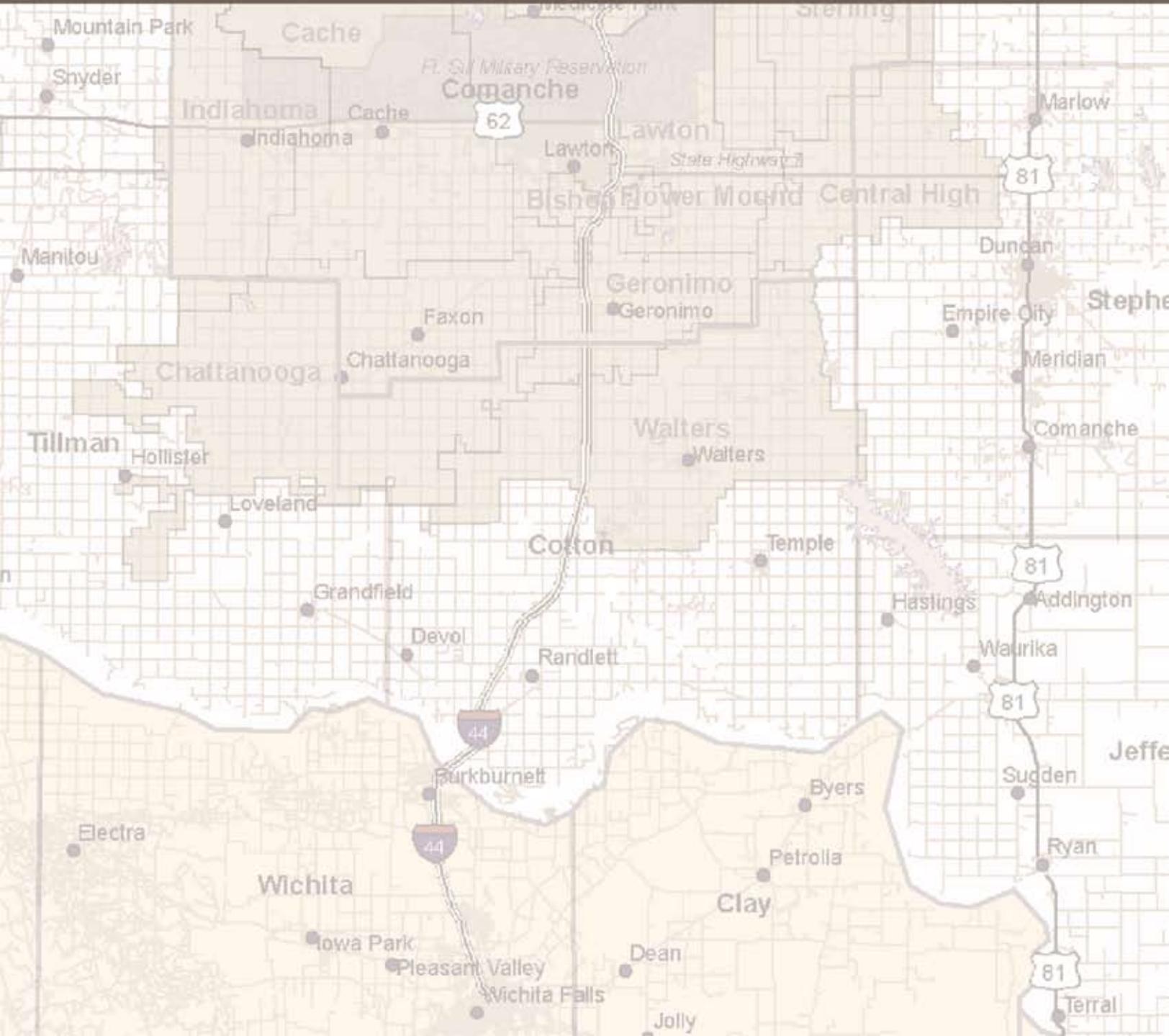


# CHAPTER 13

# SOCIAL SERVICES





## CHAPTER 13

## Introduction

*As one technical committee member remarked during the planning process, the study area can be characterized as "the region operates like a big city and suburbs where Lawton is the big city. . ." (and serves as the economic engine and social service provider for the region), "...but the newcomers to the area are viewing the Elgin and Cache as the suburbs and as the places they want to live and raise their children." This viewpoint is particularly troublesome for the City of Lawton since the underlying reality to this perception is that Lawton will increasingly serve as the home of the more indigent, more service-needy population of the region, thus creating a stronger perception of "being the big city." Furthermore, since these "suburbs" of Elgin, Cache, Geronimo, etc. are of such a small size to begin with, their ability to provide the critical social service needs for their current and future populations will be stretched, thus requiring assistance from Lawton to meet these needs. This chapter will report on these perceptions and the potential increase in social service needs and demands due to the BRAC deployment at Fort Sill.*

## Definition of Study Area

For the purposes of assessing social services and child care services, this study initially focused on the Comanche County population base as the primary service area for social services and child care. Our research indicated, however, that many of the public agencies providing social services to Comanche County residents also include the adjacent, rural areas in their service area. Consequently, the smaller population areas, located just beyond the county borders (i.e. Walters, Cyril, Apache, etc.), were also examined and included in the scope of research.

While there are other surrounding population centers, such as the cities of Altus, Duncan, Burkburnett, and Wichita Falls, they are served primarily by their local social service organizations and child care providers. Altus and Wichita Falls have similar social service requirements and military family child care issues due to the presents of active military bases. Given the distance of these population bases being about a 50 mile driving distance to Lawton/Fort Sill, they are not considered to have significant impact on the overall capacity and availability of services evaluated in our study.

## Methodology

Collecting, compiling, and analyzing social service and child care data within a community has always required the cooperation and assistance of local and regional social service organizations. Over the course of several months, the Team collected information from personal interviews, telephone interviews, clearinghouse data, and public data bases. Acquiring and vetting reliable data from these sources allowed the team to assess the current conditions and projected future short term net effects of social services and child care services in the Lawton/Fort Sill area. In the end, the interviews with local service providers and leaders provided the most reliable and informative source of data and issues within the social service and child care network of organizations.



*People  
Helping  
People*

# Key Factors Influencing Social Services and Child Care

## Population

According to the REMI economic and population model, the current (2007) Lawton/Fort Sill population is approximately 115,000, with the percent of male and females within this population at 52% and 48%, respectively (see Figure 13-1 below). An age breakout of the population shows that 17%, or about 19,500 persons, are under the age of 16 years old. Approximately 17,800 people are between the ages 25 and 34 years old, comprising 18% of the population. The remaining 65% of the population is 35 years and older.

Population Characteristics for Lawton/Fort Sill - 2007		
	2007	% of Total
<b>TOTAL</b>	114,884	100.0
<b>SEX DISTRIBUTION</b>		
Male	59,510	51.8
Female	55,374	48.2
<b>AGE DISTRIBUTION</b>		
Under 5	9,076	7.9
5 to 9 Years	8,961	7.8
10 to 14 Years	8,501	7.4
15 to 19 Years	10,110	8.8
20 to 24 Years	11,144	9.7
25 to 34 Years	17,807	15.5
35 to 44 Years	17,462	15.2
45 to 50 Years	12,293	10.7
55 to 59 Years	4,480	3.9
60 to 65	3,791	3.3
65 to 74 Years	6,434	5.6
75 to 84 Years	3,561	3.1
85 and Older	1,264	1.1
<b>MEDIAN AGE CHARACTERISTICS</b>		
18 Years and Older	82,946	72.2
---18 yrs & up Male	43,196	37.6
---18 yrs & up Female	39,750	34.6
21 Years and Older	8,295	65.8
62 Years and Older	13,327	11.6
65 Years and Older	11,259	9.8
---65 yrs & up Male	4,595	4.0
---65 yrs & up Female	6,663	5.8

Sources: U.S. Bureau of Census, REMI, JCB

**Figure 13-1: Population Characteristics for Lawton/Fort Sill**

Based on the REMI model forecasts, by the year 2012, the total population of Comanche County is expected to increase by 11 percent to a total estimated population of 129,819. (see Figure 13-2). In terms of the projected age distribution of these new residents to Comanche County, the population increase will generally conform to the age distribution of the current population base with only minor increases or decreases in various age groups. Because the population is not expected to grow outside normal demographic patterns, this growth should not require extraordinary capacity within the social services and child care network to any single age population group.

Population Forecast for Lawton/Fort Sill 2007-2012				
	2007	% of Total	2012	% of Total
<b>TOTAL POPULATION</b>	114,884	100.0	128,542	100.0
<b>AGE DISTRIBUTION</b>				
Under 15 Years Old	26,538	23.1%	29,988	23.2%
15 Years to 24	21,254	18.5%	24,017	18.4%
25 Years to 64	55,834	48.6%	63,092	48.4%
Over 64	11,259	9.8%	12,722	10.0%

Sources: U.S. Bureau of Census, REMI, JCB

**Figure 13-2: Population Forecast 2007 - 2012**

## Income

According to the income data contained in the 2000 census, 13.2 percent of the total approximately 29,000 households within Comanche County were considered living at or below the poverty level. Furthermore, of the almost 4,000 families with an income at the poverty level, 42 percent were single mothers, head of household families. In addition to these very low income households, another 16% of households earned less than \$25,000 dollars annually. By 2004, the median income in the Lawton/Fort Sill area reach almost \$36,000 and the per capita income within Comanche County was \$15,728 annually. Still, the number of residents living below the federal poverty level was approximately 15.5%, or almost 17,700 persons in 2004. In comparison, only 14% of the state of Oklahoma's overall population lived below the poverty level during the same period.



A review of this population and income data suggests that the existing (and future) social service and child care networks represent an integral component of many families’ day-to-day lives in the Lawton area. While it is unlikely that the additional population anticipated due to BRAC will place a new, extraordinary burden on any single social service segment or provider (due to extraordinary growth in a particular age group), the data also points to the likelihood that these new residents will, in fact, increase the potential number of social service recipients in the area and thus increase the need for social and child care services and capacities. These demands will produce an ongoing need for social service intervention throughout the Lawton/Fort Sill area.

### Existing Inventory of Social Service Providers

There are many public and non-profit, charitable organizations and agencies operating in the Lawton/Fort Sill area to assist local residents in their everyday lives, ranging from day-to-day living support to emergency disaster relief. Compared to other communities, the Lawton/Fort Sill area is serviced by a number of organizations with strong reputations for providing quality and reliable service. Some of the agencies and organizations have a national presence and others are grass roots based.

Moreover, the Lawton/Fort Sill community has shown a strong commitment to supporting these agencies (see Figure 13-3 below) through participation and charitable contributions. The social service agencies are fully integrated in the community and receive funding from numerous and diverse sources. The funding of these agencies changes with the overall health of the economy, and because much of the funding is donation based, there is more funding with a strong economy than a weak economy. United Way, for example, provides financial resources to many not-for-profit social service agencies in the area, and a significant source of their funding comes from employee contributions from local businesses. The strength of their contributions is based on the overall number of area employees making payroll contributions.

Social Service Agencies in Lawton/Fort Sill Area	
Agency	General Service Focus
Great Plains Improvement Foundation, Inc.	Comprehensive Social Services - Commanche County
American Red Cross Great Plains Chapter	Emergency Disaster Response
Armed Services YMCA	Child Care, Food Closet, Support Classes
Boy Scouts of America, Last Frontier Council	Youth Leadership and Development
Catholic Charities	Counseling, Assistance, Self-Sufficiency
Center for Creative Living	Physical, Mental, Intellectual Wellness of Senior Citizens
Christian Family Counseling Center	Professional Counseling for Individuals and Families
Girl Scout Sooner Council	Youth Leadership and Development
Goodwill Industries of Southwest OK and N Texas	Vocational Services for the Disabled and Disadvantaged
Heart that Care Volunteer Health Clinic	Healthcare and Medications for Low Income Residences
Hospice of Southwest Oklahoma	Nursing Care, Medical, and Education and Counseling to Terminally Ill
J Roy Dunning Children's Shelter	Emergency Shelter for Children of Abuse
Lawton Food Bank	Food and Clothing Assistance
Lawton Family YMCA	Family Oriented Social Activities
Legal Aid Services of Oklahoma	Civil Legal assistance to Low Income people
Marie Detty Youth and Family Service Center	Counseling, Assistance, Self-Sufficiency, Shelter
Roadback, Inc	Drug/Alcohol Halfway house for Adults and Adolescents
Salvation Army Corps Community Center	Food, Shelter, Assistance to the Disadvantages and Disaster Relief
Teen Court	Teen First Time Offender Resolution
Wichita Mountains Prevention Network	Youth, Family and Community Development Network

Figure 13-3: Listing of Social Service Agencies



Additionally, program and service granting sources are often based on block grant dollars from the local, state and federal governments that are funded on a year to year basis. The continued success and future strength of many social service agencies in the area requires them to seek and secure a variety of funding sources. This funding challenge is the number one issue for most service providers. Outlined below is a listing and description of the major social service providers in the area.

***Great Plains Improvement Foundation:*** Great Plains Improvement Foundation, Inc. Community Action Partnership (GPIF) is a nonprofit organization that serves low and moderate income persons in Comanche County. As the primary public social service agency within Comanche County, GPIF administers approximately 20 programs with over 100 employees. GPIF receives its operational funding from federal grants or block programs, including the Community Service Block Grant funds, as well as contributions from local and state agencies. There are eight primary programs administered by GPIF within their primary service delivery area, including:

- ***Child and Adult Care Food Program:*** This federal program provides reimbursements to participating day-care homes for providing meals and snacks to children and adults receiving qualified day care. Day care homes must be licensed by the State and approved by GPIF to receive reimbursement.
- ***Carter Crane Emergency Homeless Shelter:*** This facility is the only local homeless shelter in the service area and has a maximum stay of 6 weeks. Clients are exposed to comprehensive social services during their stay, including employment assistance, education and permanent housing assistance.
- ***Great Plains Child Support Enforcement Office:*** This office provides assistance to children and parents in obtaining legally-enforced child support. They assist in all aspects of the child support chain, including locating missing parents, establishing paternity, modifying or enforcing support orders, and working with other states to accomplish these tasks.
- ***Developmental Disabilities Services Program:*** DSSP provides residential services for individuals with developmental disabilities eighteen and older. GPIF provides services in Lawton and Altus Oklahoma. Transport services, assistance with nutrition, managing finances, housekeeping, and limited medical services are some of the core assistance provided.
- ***Home Program:*** The Homebuyer Assistance Program is designed to aid low-to-moderate income individuals and families in obtaining single family affordable housing by providing newly constructed home, purchase and renovation of property, and special financing. Eligibility will be determined by the HUD Home Program Income Limits, based upon the family size of the applicant. To qualify for the program, applicants must have earned between 60% and 80% of the median income for the MSA of Lawton. Applicants must meet credit and loan requirements to obtain a first mortgage and occupy the property as principle resident for the 15 to 20 year affordability period. The affordable housing project must be located in Comanche County, excluding Lawton. GPIF will work with local entities to provide housing counseling and Homebuyer Education.
- ***SEEDS (Self-Employment & Entrepreneurial Development System):*** The SEEDS program assists local low income persons with training, business management assistance and other technical assistance programs to help reduce the welfare rolls by increasing income and job opportunities for area residents. Local loans (by SEEDS funds or local banking institution) are provided to support businesses and they must be repaid.
- ***Weatherization Program:*** GPIF's Weatherization program offers free assistance to low-income residents of Comanche County to help reduce the wasteful use of energy escaping from their home. Typical assistance includes minor construction and home improvement items such as adding weather stripping, caulking, replacing broken windows, adding ceiling insulation, and other similar energy saving measures.



- **Respite Caregiver Program:** GPIF is the host agency for the Respite Caregiver Program under the National Family Caregiver Support Program of the Older American's Act. A voucher program provides rest and relief for eligible caregivers and provides a temporary substitute for care recipients. The mission is to improve the overall quality of life of caregivers in our service area by providing support, education and respite opportunities through our commitment to serve older Americans.

**Great Plains Service Center (American Red Cross):** The Great Plains chapter of the American Red Cross operates in the Lawton/Fort Sill area and provides disaster relief, training, and communications. They also assist and provide numerous training and educational experiences in CPR/First Aid, disease prevention, baby sitting and other programs. The Lawton/Fort Sill Red Cross also provides emergency communications services to soldiers and family members in the area.

**Armed Forces YMCA:** The Armed Forces YMCA in Lawton serves Lawton/Fort Sill through a variety of programs. ASYMCA provides supplemental healthcare and medical assistance to junior-enlisted military personnel and their families, ranging from financial assistance for eyeglasses to babysitting so that moms and dads can attend medical appointments. ASYMCA offers non-medical advice and assistance on the base to military spouses needing information about infant childcare. Some of the specific programs provided to junior enlisted personnel include:

Wellness	Education
Medical And Therapy	Tuition Assistance
Volunteers in Pediatrics	After School Enrichment
Infant Immunization Follow-Thru	Computer Classes
Children's Pre-Operating Program	ABCs and 123s
Neonatal Intensive Care Reunion	General Education Diploma
Support Groups for Parents with Children of Special Needs	English as Second Language
Healing Hearts	Preschool
Aquacise (aquatics program)	Special Interest Classes for Adults
Breast Cancer Awareness Group	Financial Management Classes
Active Duty Pregnancy Classes	Child Literacy Program
Respite Care	Before-and After-school Tutoring
CPR Training/First Aid	Operation Hero
Discount Vision Services/Fees Eye Exam	

**Christian Family Counseling Center:** The mission of the Christian Family Counseling Center is to restore,

educate and strengthen people through professional mental health services that integrate a gracious Christian perspective with psychological principles, striving to help those in need regardless of their ability to pay. Their services include individual, family, marital, premarital, and group counseling for ages seven years old and older.

**Catholic Charities:** The Catholic Charities provides a wide variety of services including counseling, case management, adoption and group education. Family HOPE (Help, Organize, Prioritize and Empower) assists families with children achieve self-sufficiency. Like the Christian Family Counseling Center, this organization provides services to the public without regard or ability to pay.

**The Center for Creative Living:** This organization provides an integrative approach to counseling by combining experiential, alternative and traditional therapies to assist in the individuals' ability to grow and change. Some of there service objectives are to help individuals overcome fears; increase energy and vitality; overcome anxiety and depression; enhance intimacy in relationships; create self esteem and build confidence; take charge of life and mange emotions; find greater meaning and life purpose; expand awareness of self and others; establish healthy boundaries and addictive-free lifestyles. Their services include: Individual, Couple and Family Therapy, Irlen Screening for Scotopic (light) Sensitivity, Divorce Support, Body-Centered Psychotherapy, Integrated Psychotherapy, Regression Therapy, Eye Movement for Desensitization and Reprocessing, Process Groups, Reiki, Hypnotherapy, Grief & Loss and Trauma Recovery services.

**Goodwill Industries of Southwest Oklahoma and North Texas:** Goodwill Industries provides vocational services to people with disabilities and those from disadvantaged circumstances. The mission is to help people find a job and gain economic independence.

**Hearts That Care Volunteer Health Clinic:** This clinic provides healthcare services at no cost to patients. Their services include acute and chronic healthcare, medications, and preventative health information to low and moderate income residents of Lawton.



**Hospice of Southwest Oklahoma:** This organization provides quality palliative care provided by the patient and family, while embracing the physical, spiritual, social, educational, and emotional needs of the community through a diversified team approach.

**J. Roy Dunning Children’s Shelter:** This organizations provides emergency shelter for children who have been abused, neglected, or abandoned in a home environment until permanent arrangements are made. Counseling is also available.

**Lawton Food Bank:** Provides food and clothing on an emergency basis to those in need in Lawton and the surrounding area.

**Lawton Family YMCA:** Provides family-oriented activities, with a goal of aiding the physical, social, emotional and moral development of members, especially youth.

**Legal Aid Services of Oklahoma:** Provides free, civil legal services to low income and elderly people in central and western Oklahoma.

**Marie Detty Youth and Family Service Center:** Provides prevention, diversion and treatment services for children and families at risk or having problems, early childhood education services for children under six, and provides shelter and support services for victims of domestic violence and sexual assault. Services include counseling, advocacy, crisis intervention, 24-hour hotline, and community education.

**Roadback, Inc.:** Provides adult and adolescent male/female halfway house service for indigent persons recovering from drug/alcohol addiction. Provides non-medical detoxification and sober living facilities.

**Salvation Army Corps Community Center:** This local chapter provides food, shelter, utility assistance, disaster relief, and nursing home services for disadvantaged residents in the area. Additionally, the Salvation Army Boys and Girls Club provides supervised recreational, educational, athletic and social development programs

for area youth.

**Teen Court:** Assists in the timely and practical resolution of routine misdemeanor offenses committed by first time offenders between the ages of eleven and eighteen.

**Wichita Mountains Prevention Network:** Works with area communities in southwest Oklahoma to create healthy opportunities for families, schools, communities, and youth.

**Reynolds Army Community Hospital and Fort Sill Family Morale, Welfare and Recreation Services:** Services for the soldier and their families at Fort Sill are extensive and well resourced. The Army’s Moral, Welfare and Recreation (MWR) program provides a variety of resources to families, with a core mission of providing services that reduce stress, build skills and self-confidence and foster esprit de corps. They also focus their efforts to provide leisure time opportunities through a network of support services designed to enhance the live of soldiers (active, Reserve and Guard), their families, civilian employees, military retirees and other eligible participants associated with the Army. The MWR program provides many unique and specific programs that are tailored to the needs of soldiers. The following is a list of the Army Community Service Programs available to Soldiers:

Army Family Action Plan	Relocation Readiness Program
Army Family Team Building Training	Pre-Arrival Support
Army Virtual FRG Site	Arrival Support
Employment Readiness Program	Pre-Departure Support
Exceptional Family Member Program	Families in Waiting Program
Family Advocacy Program	Sexual Assault Prevention Program
Family Matters Program	Victim Advocacy Program
New Parent Support Program	



## Existing Inventory of Child Care Providers

Currently, there are 147 private, licensed child care providers in Comanche County. Figure 13-4 (below) indicates that the licensed capacity for all providers combined is almost 5,000 slots, but the provider-desired capacity or “staffed” capacity is estimated to be approximately 4,900 slots in these facilities. Some providers are licensed for more slots but choose not to fill and staff them. There are about 41, or about 1%, of these licensed, but not staffed, slots. Figure 13-6 (on the next page) provides a listing of the licensed providers in Comanche County/Lawton area.

Comanche County Child Care Capacity				
Capacity Characteristics	Total Slots	Average Capacity per Facility	Minimum facility capacity (slots)	Maximum facility capacity (slots)
Licensed Capacity	4,952	33.7	7	180
Desired or Staffed Capacity	4,911	33.4	4	180
Vacancies	398	2.7	0	27

Notes: Figures based on total number of providers = 147 licensed facilities.  
Sources: local providers, Oklahoma Department of Human Services

Figure 13-4: Child Care Capacity Analysis

Furthermore, examining the data provided by the providers more closely revealed that there are almost 400 vacancies or 8.0% of the total licensed slots (8.1% of the staffed slots) available for occupancy within this network of facilities. Additional research with the facilities attempted to determine if the available slots were confined to a particular age group, but the team’s efforts found that there is no solid break down of what age groups are in short supply or even if there may be an excess. In general, however, it was reported by facility operators that the shortages are infant slots 0-12 months. One reason for this occurrence may be found in the extensive staffing requirements for this age group (approximately four infants to one childcare provider). In a phone survey of different childcare providers who are licensed to provide infant child care in their facility, all indicated that they not taking any new 0-12 month old infants, but had capacity in the older school age programs, which anecdotally suggests a potential short supply of providers for infants.

On the other hand, Fort Sill’s childcare position is much better than the local private network of facilities. Fort Sill reports that there are a total of 475 slots between their Child Development Center (CDC), School Age Program (SAP) and Youth Center (see Figure 13-5). The current reported utilization and occupancy of these programs is about 86% for the CDC, 69% for the SAP, and 60% for the YC. The occupancy rates show a normal stratification of age groups within the overall client group, with higher occupancy rates in the lower aged slots and smaller occupancy on the older aged children. Interviews with healthcare providers at Fort Sill further reinforced the greater need of childcare services for infants and children in the 0-5 years age range. Whereas, the Oklahoma Department of Human Services (DHS) reported 398 total vacancies in the privately licensed child care facilities in Comanche County (or approximately 8% of total capacity), Fort Sill reports there are 111 vacancies in their facilities or a 23% of all current slots.

Fort Sill Child Care Capacity					
Program/Facility	Target Age Group	Available or proposed slots	Filled Slots	Occupancy Rate	Total Vacancies
Child Development Center	0-5 yrs	256	220	85.9%	36
School Age Program	6-12 yrs	144	99	68.8%	45
Youth Center	13-18 yrs	75	45	60.0%	30
Proposed CDC (2009)	0-5 yrs	124	0	NA	NA
Proposed CDC (2010)	0-5 yrs	232	0	NA	NA
Proposed Youth Center (2009)	13-18 yrs	150	0	NA	NA

Notes: Figures based on data received in November, 2008.  
Sources: Fort Sill MWR

Figure 13-4: Child Care Capacity Analysis

Additionally, Fort Sill is scheduled to open two more Child Development Centers and a second Youth Center over the next two years. This will add an additional 356 Child Development age slots and 150 Youth Age slots for a total increase in overall child care capacity of 506 slots or 107% over current total slots. Fort Sill will essentially grow from 475 slots to 981 slots in three years. These facilities have been programmed and planned based on the current and future troop levels and civilian personnel levels anticipated at Fort Sill and are forecasted to meet current and future needs.

Finally, a review of the overall population forecasts for the region (and specifically Comanche County) indicates that the current child care facilities (privately licensed and Fort Sill operated) and the known, planned and soon-to-be-constructed child care centers at Fort Sill should be sufficient to accommodate overall increases in the area's youth populations ages 0-18 years. According to the REMI model population forecasts, roughly 31.9% of the total area population in 2007 was under the age of 19 years. Currently, there are approximately 5,400 child care slots (privately-licensed + Fort Sill) providing service for these 36,650 kids and still some slots are left vacant. If the future population growth brought on by the BRAC deployment is forecasted to be nearly the same as the current population of the area in terms of the overall age stratification and in terms of average household income, education, and other socioeconomic characteristics, then it reasonably follows that the percentage of child care slots needed and utilized by this increased population base would approximate that which is currently found in the area. Currently, the ratio of total population (ages 0-18 years) to the inventory of all child care slots currently occupied is roughly 7.5:1 in 2007. By 2012, the increase in population (an additional 4,400 children) will generate the need for 590 more child care slots. Without factoring in any increased capacity at the privately-licensed facilities within the area over the next three years and only factoring into the overall supply of child care slots those new facilities planned at Fort Sill, then the total supply (5,933 slots) will meet and exceed the estimated demand (5,470 kids needing slots at the ratio of 7.5 kids per slot) in 2012.

Given the total estimated increase of soldiers transitioning to Fort Sill through the BRAC migration, we anticipate that Fort Sill's childcare capacity will not only handle this soldier population needs but also draw from the current soldiers who are utilizing civilian based childcare services. There is a strong potential to reduce the stress on the current civilian childcare system and make resources available to others in the community, particularly in the 0-12 month old infant brackets. However, given a potential draw down of operations in the CENTCOM AOR and a subsequent increase of units returning to Fort Sill, the overall utilization projections and availability of child care slots should be closely monitored.



<b>Licensed Child Care Providers in Lawton</b>			
<b>Child Care Organization</b>	<b>City</b>	<b>Zip Code</b>	<b>Lic Cap</b>
ABC LEARNING CENTER INC.	Lawton	73501	98
ADVENTURES	Lawton	73505	81
ALMOR WEST EXTENDED DAY	Lawton	73505	40
ARMED SERVICES YMCA	Lawton	73501	90
ASKEW, ANGELA CHILD CARE HOME	Lawton	73507	7
BAKER, JULIE L. CHILD CARE HOME	Geronimo	73543	7
BATTLE, TERESSA CHILD CARE HOME	Lawton	73505	7
BEGINNINGS ACADEMY	Lawton	73507	180
BIEGLER, DORIS BELL CHILD CARE HOME	Lawton	73505	7
BLOUNT, SHEILA CHILD CARE HOME	Lawton	73505	7
BRISBANE-LORD, CHRISTI-ANN CHILD CARE HOME	Lawton	73501	7
BROWN, DENISE CHILD CARE HOME	Lawton	73505	12
BROWN, MARY M. CHILD CARE HOME	Lawton	73501	7
BRYANT, CHIQUITA CHILD CARE HOME	Lawton	73505	7
BRYANT, EVA MARIE CHILD CARE HOME	Lawton	73505	12
BURKS, PAMELA CHILD CARE HOME	Lawton	73501	7
BURTON, TAMARA CHILD CARE HOME	Lawton	73507	7
CACHE HEAD START	Cache	73527	20
CALDERON, MARIA CHILD CARE HOME	Lawton	73501	12
CARRERAS, NOEMI CHILD CARE HOME	Lawton	73505	7
CARRIAGE HILLS ELEMENTARY	Lawton	73501	60
CERTAIN, CORRIE CHILD CARE HOME	Lawton	73505	7
CHILD GARDEN	Lawton	73505	60
CHILDREN OF DESTINY	Lawton	73501	45
CHILDREN OF JOY LEARNING ACAD	Lawton	73505	90
CHILDREN'S CHATEAU EARLY HS	Lawton	73501	53
CHILDREN'S CORNER FUMC	Lawton	73505	60
COLE, ERICA CHILD CARE HOME	Lawton	73505	7
Cotten, Kristina CHILD CARE HOME	Lawton	73505	7
CREATIVE CHILDREN LEARNING C	Lawton	73505	90
CREATIVE MOMENTS	Lawton	73505	89
CRIBS, TOT'S AND BEYOND	Lawton	73501	35
CROSBY PARK EXTENDED DAY	Lawton	73505	60
CRUZ, ELIZABETH CHILD CARE HOME	Lawton	73505	12
DIAZ, ALMA CHILD CARE HOME	Lawton	73507	7
DICKERSON, BARBARA CHILD CARE HOME	Lawton	73505	7
DODD, SHAYA CHILD CARE HOME	Lawton	73505	7
DORA'S LITTLE PLAYHOUSE AND	Lawton	73501	39

Sources: local providers, Oklahoma Department of Human Services

**Figure 13-6: Licensed Child Care Facilities in the Lawton / Commanche Counties**



<b>Licensed Child Care Providers in Lawton</b>			
<b>Child Care Organization (continued)</b>	<b>City</b>	<b>Zip Code</b>	<b>Lic Cap</b>
DORSEY, ANNIE CHILD CARE HOME	Lawton	73505	7
DOUGLASS LEARNING CENTER	Lawton	73501	140
DRAKE, LINDA CHILD CARE HOME	Lawton	73505	12
EDISON EXTENDED DAY	Lawton	73505	30
EISENHOWER ELEM EXTENDED DAY	Lawton	73505	22
ELGIN HEAD START	Elgin	73538	38
ELLISON, MAXINE CHILD CARE HOME	Lawton	73505	7
FIGUEROA, CELENIA CHILD CARE HOME	Lawton	73501	12
FIRST BAPTIST CHILD DEVELOPM	Elgin	73538	50
FIRST START	Lawton	73507	58
FLOWER MOUND SCHOOL	Lawton	73501	100
FRYE, MARY CHILD CARE HOME	Lawton	73501	12
GAMBRELL, ROMA CHILD CARE HOME	Lawton	73501	12
GARTH, DOROTHY CHILD CARE HOME	Lawton	73505	7
GERONIMO PUBLIC SCHOOL	Geronimo	73543	15
GLYNN, ANNABEL CHILD CARE HOME	Lawton	73507	12
GOODWILL YOUTH CENTER FOR	Lawton	73507	21
GREEN, SHIRLEY CHILD CARE HOME	Lawton	73505	12
GREGORY, SHERRY L. CHILD CARE HOME	Lawton	73505	7
HANSON, JANIS CHILD CARE HOME	Lawton	73505	7
HERITAGE CHRISTIAN DAY CARE	Lawton	73505	60
HERRON, MARIA CHILD CARE HOME	Lawton	73501	7
HODGIN, KATHY CHILD CARE HOME	Lawton	73507	12
HOGAN, TAMMY CHILD CARE HOME	Lawton	73501	12
HOLY CROSS LEARNING CENTER	Lawton	73505	60
HOPE CHRISTIAN ACADEMY	Lawton	73505	58
HUGH BISH EXTENDED DAY	Lawton	73505	50
JACK AND JILL DAY CARE CENTE	Lawton	73507	113
JIMINEZ, LINDA CHILD CARE HOME	Cache	73527	7
JOHN ADAMS ELEMENTARY EXT DA	Lawton	73505	30
JONES, LILLIE CHILD CARE HOME	Lawton	73501	7
KAE DEE DAY CARE CENTER	Lawton	73501	75
KID CENTRAL EARLY CHILDHOOD A	Elgin	73538	89
KIDS ACADEMY	Lawton	73505	27
KINDER CASTLE KINGDOM	Lawton	73501	75
KINDERCASTLE	Lawton	73501	75
KIOWA TRIBE HEADSTART	Lawton	73501	28
Kness, Amanda Leigh CHILD CARE HOME	Lawton	73505	7
Sources: local providers, Oklahoma Department of Human Services			

**Figure 13-6: Licensed Child Care Facilities in the Lawton / Commanche Counties**



<b>Licensed Child Care Providers in Lawton</b>			
KOVACH, BRENDA CHILD CARE HOME	Lawton	73505	12
KREEPERS AND CRAWLERS	Lawton	73507	30
LANDRUM, LISA DAWN CHILD CARE HOME	Lawton	73505	7
LAWRENCE, BETSY CHILD CARE HOME	Lawton	73501	12
LAWTON YMCA SCHOOL AGE	Lawton	73501	40
LAWTON'S SCHOOL AGE CLUB HOU	Lawton	73505	150
LEE, STEPHANIE CHILD CARE HOME	Lawton	73505	12
LIL JAY CHILD DEVELOPMENT CEN	Geronimo	73543	30
Little Angels Child Care Cent	Lawton	73501	37
Little Angels Child Care Cent	Lawton	73507	165
LITTLE BLESSINGS	Lawton	73501	25
MALDONADO, EUSTOLIA CHILD CARE HOME	Lawton	73505	12
MARKS MICHELLE CHILD CARE HOME	Lawton	73505	7
MATHIEU, MABLE W. CHILD CARE HOME	Lawton	73505	7
MAURO, KAREN L. CHILD CARE HOME	Lawton	73505	7
MCCAIN, BARBARA CHILD CARE HOME	Lawton	73501	7
MENDOZA, CHRISTA CHILD CARE HOME	Lawton	73505	12
MIDWAY HEAD START	Lawton	73505	60
MILLER, EDITH R. CHILD CARE HOME	Lawton	73505	12
MISS HEATHERS SCHOOL	Fletcher	73541	45
NEW BEGINNINGS PRESCHOOL AND	Lawton	73507	39
NOEL, MARY CHILD CARE HOME	Lawton	73507	7
NUMUNU TURETU EARLY CHILDHOOD	Lawton	73501	46
OSBORNE, LINDA CHILD CARE HOME	Lawton	73501	7
PARK LANE ELEM EXTENDED DAY	Lawton	73501	40
PARK VALLEY HEAD START	Lawton	73505	76
PERRIN, THERESA CHILD CARE HOME	Lawton	73505	12
PIONEER PARK ELEM EXTENDED D	Lawton	73507	45
POLLARD, STACI L. CHILD CARE HOME	Lawton	73505	7
PONCE DE LUGO, ROSA CHILD CARE HOME	Lawton	73505	6
Ponderosa Day Care	Lawton	73501	30
PREPARATORY ACADEMY	Lawton	73501	12
Presley, Margaret CHILD CARE HOME	Lawton	73507	7
REED, PATRICIA C. CHILD CARE HOME	Lawton	73501	12
REED, SHERRY CHILD CARE HOME	Lawton	73505	7
RICHARDS, BRIDGETTE CHILD CARE HOME	Elgin	73538	12
ROBINSON, JO D. CHILD CARE HOME	Lawton	73505	12
ROSE, CINDY CHILD CARE HOME	Lawton	73501	7
Sources: local providers, Oklahoma Department of Human Services			

**Figure 13-6: Licensed Child Care Facilities in the Lawton / Commanche Counties**



<b>Licensed Child Care Providers in Lawton</b>			
ROSS, OLGA CHILD CARE HOME	Cache	73527	7
RUIZ, MARIA CHILD CARE HOME	Lawton	73505	7
SANTANA, AUREA E. CHILD CARE HOME	Lawton	73505	7
SARINANA, MARIA CHILD CARE HOME	Lawton	73505	7
SIMMONS, LATOYA CHILD CARE HOME	Lawton	73505	6
SMALL WONDERS LEARNING CENTE	Lawton	73501	30
SMART START # 1	Cache	73527	70
SMART START # 2	Lawton	73507	120
SMART START # 4	Lawton	73501	89
SMART START # 5	Lawton	73501	86
SMART START #6	Lawton	73505	120
SMITH, LASHAWN CHILD CARE HOME	Lawton	73501	7
SPIRIT OF FREEDOM APOSTOLIC	Lawton	73501	32
ST. JOHN LUTHERAN SCHOOL	Lawton	73501	44
STANFORD, RAVIN CHILD CARE HOME	Lawton	73505	7
STUBBS, BARBARA CHILD CARE HOME	Lawton	73505	12
SULLIVAN VILLAGE EXTENDED DA	Lawton	73501	40
SUMMIT RIDGE HEAD START	Lawton	73507	40
TETREAUULT, DEBORAH L. CHILD CARE HOME	Lawton	73505	7
TIMS, CAROL CHILD CARE HOME	Lawton	73505	12
TOLES, TERESA CHILD CARE HOME	Lawton	73505	7
TOLIVER, BRENDA CHILD CARE HOME	Lawton	73507	12
TURNER, PATRICIA CHILD CARE HOME	Cache	73527	7
VAUGHN, LAVERNE CHILD CARE HOME	Lawton	73507	7
WALTERENE DAVIS DCC	Lawton	73501	8
WEE CARE INN	Lawton	73505	60
West, Sunshine CHILD CARE HOME	Lawton	73505	7
WESTFIELD, BRENDOLYN CHILD CARE HOME	Lawton	73505	7
WHITTIER SCHOOL AGE PROGRAM	Lawton	73507	40
WILSON, ELOISE CHILD CARE HOME	Lawton	73505	12
WONDER YEARS LEARNING ACADEM	Lawton	73505	99
WOODLAND HILLS EXTENDED DAY	Lawton	73505	75
Y-2 KIDS DAYCARE CENTER	Lawton	73505	60
ZOE NEED CENTER DBA LITTLE A	Lawton	73501	53
Sources: local providers, Oklahoma Department of Human Services			

**Figure 13-6: Licensed Child Care Facilities in the Lawton / Commanche Counties**



## Key Findings and Needs Assessment

In general, the planning team discovered that a relatively strong and interconnected group of service providers exist within the Lawton / Fort Sill region to meet the needs of the economically-disadvantaged within the community. This network of public agencies and non-profit, charitable and faith-based organizations adequately deliver the critical services needed by their constituencies, and except for the ongoing difficulties and challenges related to adequate funding levels, these organizations have sufficient physical capacity and operational breadth to accommodate current and future needs.

In addition, a review of the current and projected child care providers in the area revealed that multiple licensed facilities exist within the community and provide adequate child care for the area. Fort Sill also has developed several child development centers and youth centers on post and three additional facilities are being planned and constructed that will effectively double the capacity of available child care slots at these Fort Sill facilities. When comparing projected future demand with the projected number of future child care slots, it appears that the network of current and future providers will be able to adequately provide this critical family care and employment-assistance service for the region.

While the social services and child care network of providers and infrastructure is adequate to meet current and future needs, there are several key issues and gaps in the system that were identified.

### Transportation Needs in Areas Outside Of Lawton

The Lawton Area Transit System (LATS) provides comprehensive fixed route bus service within the urbanized areas of Lawton and many low income residents of the area utilize these services. LATS routes and services connect many of the critical social service providers and locations in the area. Demand-response transportation services are available within the region, but the capacity of this system may be overextended in the future if the projected growth of the Elgin, Cache

and smaller communities in the region is realized. Much of the longer term population growth (i.e. during the period 2012 – 2020) is projected to occur in the smaller, “bedroom” communities around Lawton, and access to affordable and consistent public transportation for these future moderate-income households will be critical. Transportation to jobs, doctors, and other service providers will be a crucial issue for these families.

### Perception of a Growing Incidence of Homelessness in Lawton

The 2005 Community Needs Assessment, conducted in Lawton and Comanche County, revealed that “access to shelter for the homeless” is one of the top ranked issues in the Lawton area. While the community has several facilities that provide needed shelter and care for this population group, the research team encountered several community leaders concerned that this issue remains a central concern, particularly in the downtown Lawton area.

### Duplication of Services

When reviewing the inventory of available services in the area, the Lawton/Fort Sill area has a variety of government-funded, charitable, faith-based and non-profit organizations and agencies that provide multiple and overlapping services to clients. Many of these programs receive funding from specific funding sources which are tailored to a particular mission, or strict eligibility criteria for participation and/or organizational affiliation. The uniqueness or single purpose mission of these agencies likely poses a challenge for potential clients, who often require assistance with inter-related needs. These at-risk individuals and families do not always have the patience, time or financial resources to access multiple programs or the ability to wade through the administrative paperwork and intake systems. Moreover, the stress of their problems makes access issues even harder. Duplication of services by agencies also poses an issue where providers within the region, in some cases, have to compete for scarce resources. The competing organizations could potentially receive funding to provide the same services from same funding source. While this is not a systemic problem, it demonstrates inefficiency in the network of services in the community.



## Resource and Funding Challenges

Social service providers deal with the most complex and intractable personal and societal issues. These social service organizations must deal with these challenges in an environment of chronic funding shortages and critically limited resources. Many of these organizations are increasingly relying on volunteer services and support and charitable giving to maintain levels of service. Government-provided resources are not expected to become any more available than they are now. If anything, they are more likely to become scarcer, based on the current economy and competition among agencies and providers.

Similarly, the lack of funding limits efforts to improve child care services for the families of Lawton/Fort Sill area. Low profitability makes it difficult to attract new child care providers in to the industry to fill the potential increasing need. Lower levels of compensation also make it difficult to attract retain quality child care professionals. This limited funding increases the cost of child care for low and middle income parents, thus complicating their employment choices and their attempts to gain financial independence.

## Inadequate Coordination among Child Care Programs

Outside the child care services provided on Fort Sill, most privately-operated child care programs in the area offer a less than comprehensive approach to child care needs. Many of the local programs are partial in their scope and insufficiently coordinated with existing resources, due to limitations in both funding and organization. While these providers are delivering essential services in a challenging environment, a more defined and organized coalition of providers, more certain sources of funding, and better coordination could improve the efficiency and comprehensiveness of services.

Furthermore, unlike many important social services, no clear governmental entity assumes responsibility for ensuring access to quality child care. The Oklahoma Department of Human Services regulates child care licensure and compliance, however they do not function to increase capacity within the area or increase the quality or scope of providers' services.

## Recommendations

It is vital for the Lawton/Fort Sill area to develop and foster formal relationships among local public, non-profit and business organizations and military officials to support military families and other residents in need that may be new to the area due to BRAC. Studies indicate that social isolation is a primary indicator of risk among military families, and the ability to connect quickly to both the military and civilian network of social and child care providers can assist families in reducing stress due to job and relocation changes.

While the research indicated that, on the whole, the system and network of public and privately-operated social and child care providers are adequate to meet the capacity needs of the region over the foreseeable future, there were several related issues and gaps that require attention.

### Perform an Updated Community Needs Assessment

The current needs assessment was completed in advance of the BRAC deployments and the worsening economic conditions throughout the United States and the region could dramatically impact the overall perception of needs and actual needs in the Lawton community. The local stakeholders, public and private, should conduct a comprehensive assessment of the community to understand the issues faced by many of the regions most economically and socially-disadvantaged citizens. This updated assessment should be conducted near the end of the BRAC deployment to insure that the latest and most critical issues are identified.

### Develop a Stronger Partnership Alliance of Social and Child Care Providers

The research indicated that there is duplication of services throughout the region, particularly between Fort Sill-sponsored services and local agency-sponsored services, and this duplication has led to and could possibly contribute to future inefficiencies in the overall network and confusion among users as to which agency is the "right one" for them. Additionally, since many of the service providers are located in the Lawton area (due to the high concentration of clients in the urbanized areas



of the city), the rural areas of the region are less prone to utilize the network of providers.

Accordingly, a Regional Social Services Council or Alliance should be formed to facilitate information sharing, resource sharing and operational and mission effectiveness across the full spectrum of social and child care issues within the region. The Great Plains Improvement Foundation, Inc. provides an excellent network and organizational model for this type of Council, and with Fort Sill's MWR office as a contributing partner to the Council, the following strategies and recommendations could represent major initiatives for this regional alliance:

- 1. Convene a Community Services Partnership Day at Fort Sill:** This event could be held to increase awareness and educate incoming personnel as to the available social and child care facilities and service providers in the region and increase partnering opportunities with Fort Sill and local providers.
- 2. Develop an Information Sharing and Awareness Clearinghouse:** The Council or Alliance should investigate the building of a comprehensive community website of community services and child care providers for the region that can be linked to commonly accessed web pages. Community service providers would provide information regarding services, costs, locations, options and potential business-building advocacy services for child care providers.
- 3. Develop a Comprehensive Funding Strategy:** Funding sources and levels for needed services are scarce and will likely be subject to limited growth. The Council should investigate the common funding partners for the region, develop a comprehensive strategy to maximizing these partnerships and developing new funding partners and then lobbying state and federal agencies for additional funding to meet the anticipated needs and support enhanced operational and mission effectiveness.

Additionally, as child care is underdeveloped industry with both private and public benefits, the child care industry within the region needs increased funding from both private and public sources. Matching state funds and/or tax credits can also be used to help match private dollars with public dollars and

therefore increase the return on investment for local business investments in child care. Oklahoma and the Lawton/Fort Sill area should leverage all of the federal funds available for child care. Local officials should urge state policy makers to prioritize the request for funds. Finally, it is recommended child care subsidies that address affordability also have a quality component attached to them. It is critical to deal with affordability and quality of services as inter-related issues that, if taken and addressed comprehensively, will improve the overall availability and effectiveness of the child care network in the Lawton/Fort Sill area.

- 4. Encourage Use of Technical Assistance Programs offered by Fort Sill:** The Council, with principal leadership provided by Fort Sill MWR, should investigate the possibility of conducting monthly workshops with Fort Sill MWR professionals on technical assistance issues like grant writing and applications, best practices as they relate to reaching out and serving military families, and collection and publicizing of critical service care indices and metrics that enable military personnel to understand a provider's service options, effectiveness and cost basis.

## Develop Transit Options

The lack of transportation alternatives for many households in the outer reaches of the Lawton/Fort Sill area continues to limit access to the region's available social service and child care programs. Additionally, as the growth of the Lawton urban area increases and causes a corresponding increase in housing costs, many families may choose to locate to more affordable housing units in the outlying parts of the county, increasing physical distance from critical services and contributing to social isolation. The region should explore additional transit options, such as shuttles from rural areas to the post or urban centers as was discussed in Chapter 7, Transportation Infrastructure, of this Growth Management Plan.

## Implementation

The following pages indicate the specific implementation steps, processes, participants and costs for the recommendations included in this chapter.



Lawton Fort Sill Growth Management Plan Implementation Checklist Subject: Social Services and Child Care		Responsibilities		Timing	Estimated Cost	Potential Funding Sources
		Primary	Secondary			
<b>Issue: Changes in the community resulting from BRAC deployment will likely impact critical social service needs and an updated and ongoing assessment of current needs is required to successfully address deficiencies.</b>						
<b>Recommendation: Conduct an Updated Community Needs Assessment to establish common social services needs within the Lawton/Fort Sill region.</b>						
<b>Action 1</b>	Plan, Develop, Conduct and Analyze a Community Needs Assessment of the Lawton/Fort Sill region, consist of surveys and opinions regarding the issues and needs related to the fields of education, social services, diversity and inclusiveness, military community, medical and health services, child care, housing, economic development, labor, quality of life and community planning.	CO	CITY	Mid	see below	see below
Action 1.1	Establish a Community Needs Assessment Planning Committee to prepare an overall strategy for developing and conducting an Updated Community Needs Assessment Survey. Committee could consist of local leaders in the selected technical and service areas, as well as political leaders that can provide input on assessment categories and potential needs. Conduct initial marketing/notification of area social service organizations to encourage member organization participation in the development and funding of the needs assessment.	CO	CITY, FORT	Near	\$3,000 per year for meeting costs	LOCAL, FORT
Action 1.1.1	Solicit state and federal funding for the survey effort in conjunction with a new Consolidated Plan for the region or in association with the continuing community preparedness strategies associated with BRAC deployment.	CITY	PSCP, CoC	Near	\$5,000 for grant application costs	LOCAL
Action 1.3	Develop and Implement a Community Needs Assessment survey instrument and analysis based on input from local service providers, governmental agencies and regional stakeholders. Survey households within the entire study area to ensure regional coverage to the key social service and community needs and issues.	CO	CITY, GP/IF	Near		LOCAL
Action 1.4		CO	CITY	Mid	\$200,000	HUD, OEA, STATE, LOCAL

**Issue: Lack of comprehensive and consistent coordination among social service providers lessens the overall effectiveness of the social service system in the region.**

**Recommendation: Establish regional Social Service Council or Alliance to foster collaboration and coordination among agencies and providers to ensure that strategies are in place to address current and future healthcare needs.**

Lawton Fort Sill Growth Management Plan Implementation Checklist Subject: Social Services and Child Care		Responsibilities		Timing	Estimated Cost	Potential Funding Sources
		Primary	Secondary			
<b>Issue: Lack of comprehensive and consistent coordination among social service providers lessens the overall effectiveness of the social service system in the region.</b>						
<b>Recommendation: Establish regional Social Service Council or Alliance to foster collaboration and coordination among agencies and providers to ensure that strategies are in place to address current and future healthcare needs.</b>						
<b>Action 1</b>	Establish regional/area social service organization consisting of non-profit and for-profit agencies/organizations that are key contributors in the delivery of social services and child care services in the region.	CITY	CO, FORT, GP/IF	Mid	see below	see below
Action 1.1	Conduct initial marketing/notification of area social service organizations to encourage member organization participation	CITY	PSCP, CoC	Mid	\$5,000	LOCAL

**Legend/Key**

**Implementation Partners/Agencies**  
 CITY - Local municipal government  
 CO - County governments  
 FORT - Fort Sill Morale, Welfare and Recreation Services  
 PSCP - Privately-operated & funded social service/child care providers  
 GP/IF - Great Plains Improvement Foundation, Inc.  
 RACH - Reynolds Army Community Hospital  
 CoC - Local chambers of Commerce  
 OEA - Office of Economic Adjustment

**Timing**  
 Near - 2008 - 2009  
 Mid - 2010 - 2011  
 Long - 2012+

**Funding Sources**  
 LOCAL - bond/general revenues from local governments  
 STATE - State revenue source  
 FORT - Fort Sill Morale, Welfare and Recreation Services  
 OEA - Office of Economic Adjustment  
 PSCP - Privately-operated & funded social service/child care providers  
 HUD - U.S. Dept. of Housing and Urban Development

Lawton Fort Sill Growth Management Plan Implementation Checklist Subject: Social Services and Child Care				Responsibilities	Timing	Estimated Cost	Potential Funding Sources
		Primary	Secondary				
Establish and identify key individuals and partner/member organizations to serve in leadership roles (this is a critical step due to the competitive nature of the funding partners and duplication of services, leaders must be able to build trust and alliances among members to ensure that full and open participation is secured and no competitive advantages or disadvantages are associated with membership in the Committee)		CITY, GPIF	PSCP	Mid	\$3,000 per year for meeting costs	LOCAL, PSCP	
Action 1.2 Ensure Fort Sill's MWR officials are represented in the Social Services/Child Care Council and included in leadership structure		CITY	FORT	NA			
Action 1.3 Develop a "community services information portal" for the region that serves as a regional data source and clearinghouse for key data/metrics related to local community services and care providers for new residents in the area		CITY	CO, FORT, GPIF	Long	\$25,000 initial, \$5,000 per year	LOCAL, OEA, PSCP	
Action 2.1 Establish a comprehensive listing of service providers, facilities, locations, and insurance coverages, etc for newcomers to the area (particularly Fort Sill employees, soldiers)							
Action 2.2 Establish and determine performance and informational data requirements, collection, methods and reporting procedures for member organizations that will permit an outsider's evaluation of particular providers according to key industry milestones or metrics							
Action 2.3 Develop a community services website as a means to distribute, share and evaluate information regarding the local social service agencies and services							

**Issue: The lack of transportation alternatives for many households in the outer reaches of the Lawton/Fort Sill area continues to limit access to the region's available social service and child care programs.**

**Recommendation: Investigate the feasibility of additional transit options, such as shuttles from rural areas to the post or other community services locations within the urbanized areas of Lawton.**

<b>Action 1</b> Determine if LATS (Lawton Area Transit System) can expand their fixed route bus service to key areas (Egin, Cache, Geronimo, Walters, etc.), currently outside their charter service area, to provide needed service options.	CITY		Near	NA	NA	
<b>Action 2</b> Conduct a feasibility study for potential park-n-ride locations and commuter bus routes from the central location within the LATS system to other rural locations based on the need for additional transit options.	CITY		Long	\$50,000	LOCAL, STATE	

**Legend/Key**

**Implementation Partners/Agencies**  
 CITY - Local municipal government  
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