

**CLEVELAND COUNTY OKLAHOMA RECOVERY PLAN**

**STATE AND LOCAL  
FISCAL RECOVERY FUNDS**

**2024 REPORT**

**CLEVELAND COUNTY OKLAHOMA**  
**2024 Recovery Plan**

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## EXECUTIVE SUMMARY

Cleveland County was founded in 1890 and is located in central Oklahoma. A land area of more than 500 square miles and a steadily growing population of close to 300,000 people (2020 census) makes it the third most populous county in Oklahoma. The county seat is Norman, home of the University of Oklahoma, the National Weather Center and numerous government facilities. While the majority of the county's population is located in Norman or Moore, there are also small towns and rural areas for whom the county provides services. A portion of Oklahoma City stretches across the northern part of the county, as well.

Due to its history in response to emergencies, Cleveland County is well positioned to develop a practical and effective Recovery Plan for the Local Fiscal Recovery Funds. Cleveland County is taking a strategic, needs-based approach to this once in a lifetime opportunity, recognizing these funds can make a lasting impact on the community.

Cleveland County's first priority was to identify the effects of, or those exacerbated by, the pandemic and to educate the public on the Coronavirus State and Local Fiscal Recovery Funds. Focusing on the negative public health and economic impacts, a comprehensive needs assessment was conducted to determine the needs facing Cleveland County. The assessment focused on immediate needs and longer-term recovery strategies for the county. This Recovery Plan will focus on process, over-arching goals, progress, and objectives identified, ensuring that the funds are truly tied to the needs of the community. It is important to the County Commissioners that the process to develop funding priorities is transparent and that the Recovery Plan be a working, community-driven document.

Over the past 12 months, the Cleveland County Board of County Commissioners (BOCC) made significant strides in allocating, obligating, and disbursing their Coronavirus State and Local Fiscal Recovery Funds (SLFRF). The BOCC has fully obligated the \$55 million appropriated for its recovery from the pandemic, which has resulted in much-needed investment in areas such as public health, infrastructure, and nonprofit support. Residents of Cleveland County have seen, and will continue to see, the positive, long-lasting effects of the funding because of the equitable approach taken toward investing SLFRF into a broad range of community goals.

County officials assembled an ARPA Implementation Team to drive the process of administering funds. Under the direction of the Board of County Commissioners, the team has worked closely with county staff, sub-recipients, and beneficiaries to ensure that funds are expended in accordance with the County Recovery Plan. Each project and its respective funding amount are voted on by the Board of County Commissioners in a public meeting. Since the County has determined needs and allocated/obligated funds accordingly, the work remaining to be done is largely composed of disbursement and monitoring.

## USE OF FUNDS

The first phase of the initial Cleveland County Recovery Plan was to conduct a needs assessment of the impacts the pandemic has had in Cleveland County. The process to determine needs included input from many diverse communities and stakeholders across Cleveland County, as outlined in the Recovery Plan – Initial Report. All the information gathered was used to determine a prioritized list of projects centered around the overriding three goals of the Recovery Plan, as well as subsequent objectives. The projects have been prioritized based upon need and impact. A project inventory has been developed, and will continue to be updated, with measurable outcomes and key performance indicators to evaluate progress toward the three goals and supporting objectives. This Recovery Plan will be updated annually, while the project inventory and measurements will be updated more frequently.

### Challenges

There is a mixture of communities located within Cleveland County. The county is a combination of rural areas and suburban neighborhoods; high wealth zip codes, and swaths of Qualified Census Tracts; large government employers and small mom-and-pop businesses. This diversity in population and communities makes it a wonderful and interesting place to live, but difficult to use a “one size fits all” approach to recovery funding.

While two of the highest income zip codes in Oklahoma are located within Cleveland County, the county seat of Norman contains a number of Qualified Census Tracts. The median household income for Cleveland County is \$64,016. The Northwest area of the county, including Moore, has the highest income levels, and the lowest income levels are concentrated around the university.

A large amount of the county’s racial diversity comes from the Native American population living in rural unincorporated areas. According to census data, Cleveland County demographics are: 78.3% white, 5.5% black or African American, 5.3% Native American, 4.7% Asian, and 9.2% Hispanic or Latino.

### Opportunities

There is a sense of community and small town feel in Cleveland County, even while being the third largest county in Oklahoma. It was quickly evident that Cleveland County organizations have an innovative spirit and have cultivated a strong, collaborative network, especially among its nonprofit organizations. Understanding the network of connectors and collaborators is a significant asset of the county. The county is large enough to have a variety of resources, yet small enough to know each other and work together. The population has been through a fair share of disasters and always comes together, displaying what is known as the “Oklahoma Standard” across the world. Whether it is a tornado, ice storm, or a hometown game of 90,000 Sooner fans, Cleveland County is used to working together to achieve a common goal of supporting the wellbeing of its citizens.

Thus, the strategy of the Recovery Plan formed throughout this process will build upon and maximize this natural collaboration and existing coordination rather than duplicate or supplant existing services. It is the county’s intent that this plan be a working document providing for flexibility as residents provide input.

The Recovery Plan will continue to evolve as the pandemic evolves in Cleveland County, allowing enough flexibility to respond to immediate needs while targeting longer term recovery strategies consistent with the three overriding goals. Updates to the Plan will be made as funding priorities are met and it will remain featured on the county website.

## STRATEGY FOR USE OF FUNDS

From the initial community engagement and stakeholder feedback, the county outlined three main goals which serve as the guide for the use of funds throughout the term of the Recovery Plan. The county has, and will continue, meeting with residents, community organizations, and businesses and update this plan accordingly.

These goals are the foundation for developing the overarching strategy used to determine funding priorities and projects. These overarching goals were provided for in the Cleveland County Recovery Plans submitted to US Treasury in 2021, 2022 and 2023. Utilizing the stakeholder input, those goals were further divided into objectives that can be achieved and potential projects to achieve the objectives. The objectives have been further updated in 2024 to reflect better alignment of projects with the Recovery Plan goals.

### **GOAL ONE: TO ENSURE THAT CLEVELAND COUNTY SUPPORTS THE WELFARE OF ITS RESIDENTS WITH COMPASSION AND COLLABORATION ACROSS SECTORS WITH SERVICES PROVIDED TO THOSE IN NEED AND ACCESSIBLE TO VULNERABLE POPULATIONS.**

*Objective 1-A: Residents' behavioral health needs are met through comprehensive collaboration, workforce development, and facility/infrastructure needs.*

*Objective 1-B: The public health needs of 300,000 citizens are met and the Cleveland County Health Department is prepared to respond to a public health emergency and other public health needs.*

*Objective 1-C: Support the county's collaborators and connectors who provide services to the most vulnerable*

*Objective 1-D: Enhancing the capacity of Cleveland County to provide services to at-risk youth and their families.*

*Objective 1-E: The Cleveland County Detention Center has adequate infrastructure to provide for the health and safety of detainees and staff during a public health emergency.*

*Objective 1-F: The citizens of Cleveland County are provided needed government services by the Cleveland County government offices.*

### **GOAL 2: TO ENSURE THAT CLEVELAND COUNTY HAS AN ECONOMY WHICH IS STRONG, RESILIENT, AND PROVIDES DIVERSE OPPORTUNITIES FOR ITS RESIDENTS.**

*Objective 2-A: Develop a strong, resilient, and diverse workforce for critical occupations and diverse industries to respond to immediate needs and strong economic recovery.*

*Objective 2-B: Provide assistance to small business and facilitate a robust recovery.*

**GOAL 3: TO ENSURE THAT THE PUBLIC INFRASTRUCTURE OF CLEVELAND COUNTY IS SAFE, SECURE, RESILIENT, AND STRATEGICALLY FOCUSED ON LONG-TERM BENEFITS FOR ALL.**

*Objective 3-A: Address aging water infrastructure to provide access to safe drinking water.*

*Objective 3-B: Upgrade existing infrastructure at Lake Thunderbird to provide for safety of the public and sustainability of the land in areas of outdoor recreation.*

**ALIGNMENT WITH ELIGIBLE USES OF FUNDS**

a. Public Health (EC1)

In **public health** needs, the pandemic demonstrated the lack of adequate space and ventilation to provide for social distancing in needed public services such as vaccinations, testing, voting, farmers markets, and many others. The Cleveland County Health Department lacked adequate space for social distancing, and their ability to perform essential public health functions was hindered as a result. The lack of warehouse space to store public health supplies, including vaccines and testing equipment, continues to be a major issue. Additionally, the lack of sheltering for outside public health needs, including testing and vaccination, were problematic due to Oklahoma weather elements.

A common theme across sectors and feedback from the general public was the effect on mental health from the stress of the pandemic. The numbers of people needing assistance are increasing and are predicted to continue increasing. Many individuals who had previously managed issues such as substance abuse and PTSD were not attending virtual services and relapsing. Drug courts, wellness checks, support groups and other services were not available or accessible in a meaningful way. This lack of structure and in-person resources exacerbated mental health problems. The county also received feedback from every sector mentioning stress and burnout among the workforce. Mental health professionals are increasingly concerned about children and juveniles, and the lack of providers to serve the needs of the community.

Cleveland County is investing funds to address these negative public health impacts through a variety of projects including increased capacity at the Cleveland County Health Department, additional isolation capabilities at the area public trust hospital, behavioral health support, interventions for at-risk youth and additional wellness programming and services at the Well.

b. Negative Economic Impacts (EC 2)

When gathering feedback from businesses, cities, and municipalities on the **economic impacts** of the pandemic, workforce shortage concerns were also a common theme. Many businesses have raised wages in the hopes of gaining more employees, yet they still have difficulty filling jobs. This has led to businesses changing their hours of operation or closing certain aspects of their business, while others have closed entirely. Due to higher levels of unemployment resulting from the pandemic, workers may need retraining to transition into new positions. The need for flexible policies on work hours and childcare was illustrated across sectors. As many services moved online and the workforce began to work virtually, outdated technology became a problem. Supply chain issues were challenging across the county, including the initial

demand for personal protective equipment. Businesses expressed needs surrounding technical assistance in navigating federal programs and the applicable financial documents.

Similarly, the nonprofit community was not immune to the pandemic's effect on their operations. Cleveland County's nonprofit community is a robust network working together to provide services to disproportionately impacted populations in the county. Nonprofits expressed the need for more resource centers where multiple nonprofits can collaborate on services and case management. The county's nonprofits fill many service needs including mental health, food insecurity, substance abuse, and homelessness. The need for more case managers and providers was prevalent. More than 7% of the population are veterans with unique needs. Moreover, one of the largest school districts in the county, Norman Public Schools, has more than 50% of its student population which qualify for free and reduced lunch program. For the '21-'22 school year the school district decided to provide free breakfast and lunch to all 14,000+ of its students. The county also utilized Emergency Rental Assistance funds for residents struggling to pay rent and utilities. According to the US Census Bureau, 36% of Cleveland County residents are renters, with a median gross rent of \$926. Every eviction docket in the Cleveland County Courthouse is staffed by nine legal aid attorneys and Community Cares Partners staff to ensure all residents in need of rental and utility assistance are helped.

Due to the staggering negative economic impacts from the pandemic, especially on disproportionately impacted populations, Cleveland County has identified many projects for investment to assist in the recovery. Some of these investments include support for the nonprofit community, including services for special populations such as veterans and people needing assistance with housing or food insecurity. Additional investments are being made in workforce development and to increase capacity in the local small business accelerator.

c. Public Health – Negative Economic Impact: Public Sector Capacity (EC 3)

The pandemic highlighted the gaps in effective service delivery to the public during times of an emergency. Many critical services to the public are delivered in person at the local county courthouse or county office building. The need to invest in technology for public services and increase resilience are abundantly clear.

The County has chosen to make investments in effective service delivery to the public in a number of areas including digitizing irreplaceable county records, delivery of court services and backup generator capabilities for the courthouse.

Additionally, as Cleveland County has already had a record-breaking number of tornados this year and will continue to experience natural disasters on an annual basis the need to increase the effective service delivery and emergency response capability is essential. All disasters are local, including tornados, wildfires, floods and ice storms and additional capacity is needed to assist in emergency relief.

d. Premium Pay (EC 4)

Cleveland County has not made any investments under the area of Premium Pay.

e. Water, sewer, and broadband infrastructure (EC 5)

When examining the county's **infrastructure** needs, insufficient water quality in certain rural areas was identified. Additionally, the latest census figures show continuing and steady growth in the county population, which will inevitably strain the public infrastructure of the county moving forward. Cleveland County is investing funds to address water infrastructure needs in the rural areas of the County.

Lake Thunderbird, the primary drinking water source of the county, is a significant asset located within Cleveland County. A dilapidated trails system is targeted for much needed upgrades, while being sensitive to environmental sustainability. These investments will enhance the health of our community through a series of upgraded walking, hiking and biking trails.

f. Revenue Replacement (EC 6)

The Cleveland County Board of County Commissioners has elected to take the standard revenue replacement allocation of \$10 million to address public sector capacity needs within the county.

g. Emergency Relief from Natural Disasters (EC 8)

Cleveland County is the location of multiple hazards and natural disasters each year. Hazards of tornados, wildfires and devastating ice storms are experienced on an almost annual basis. Therefore the capacity of the public sector to be able to respond to and recover from these ongoing disasters is a priority for the county.

h. Surface Transportation (EC 9)

Cleveland County has not made any investments under the expenditure category of surface transportation, rather utilizing some of its revenue replacement to enhance these projects.

i. Title I (EC 10)

Cleveland County has not made any investments under the expenditure category of Title I, though several of the projects addressing the negative impacts of the pandemic would likely qualify.

## **Promoting Equitable Outcomes**

The county is researching and establishing outcome measures focused on those residents 'hardest to reach' and ensuring the resources needed are available and accessible. Nonprofits have been asked about lessons learned from the pandemic and continuing needs. The nonprofit community is a key stakeholder in promoting an equitable recovery, as they are on the front lines serving residents in need.

Some Qualified Census Tracts (QCT) are located within Cleveland County; therefore, the county will focus on awareness and accessibility for new programs and services. More research is needed on specific needs, even within the QCT, due to the high population of university students in the area, as their needs may be more immediate than long term. Even outside of the QCT, lower income, rural sections of the county will deserve further consideration.

To ensure balance and fairness, outcome targets will be developed through the phases of the evidence-building process. Cleveland County has a sophisticated network of charitable organizations serving residents with wraparound services. Using these resources, the county should have sufficient data points to formulate an evidence-based strategy incorporating appropriate metrics.

## Community Engagement

Cleveland County has taken a strategic approach to collecting data and feedback from the community before determining the use of funds. The county is focusing on key outcome goals that will support a strong and equitable recovery from the pandemic. These goals provide the lens to determine recovery priorities. The initial Recovery Plan illustrated the variety of ways the Board of County Commissioners has gathered community feedback, including months of community engagement, stakeholder group surveys, and public intake forms.

Cleveland County held a series of stakeholder engagement meetings to identify needs and assess how the pandemic affected the community. The county met with people on the front lines of public health, behavioral health, nonprofit services, and businesses. The purpose of these meetings was to educate the community on the State and Local Fiscal Recovery Funds eligible uses, identify negative impacts from the pandemic, collect needs exacerbated by the pandemic, and solicit ideas on how to address those needs to promote an equitable economic recovery and public health response.

Stakeholder engagement and public meetings have continued throughout this process as the county evaluates barriers to full, long-term recovery and how to overcome those barriers within the subsets of vulnerable populations as well as for the county as a whole.

The county also made a community feedback submission form available online. This form was open to the public and was promoted through the local newspaper, social media, and the county website, as well as during stakeholder meetings. The purpose of the form was to identify ways in which individuals and families across the county were affected by the pandemic. This feedback form asks how the respondent was affected, if they sought assistance, and to identify their preferred priorities for the county's recovery process.

Some insights realized through the public feedback form:

- Residents are mentally exhausted and stressed attributable to a variety of factors
- Concern for small businesses and workforce needs
- Many are underemployed or unemployed
- The varying opinions on how government should respond to the pandemic is illustrative of the community's diversity

Stories from Cleveland County residents:

*"Our community is stressed. Our infrastructure, services, and social supports are pushed to the limit. We need to invest long-term in clean, reliable water; broadband internet; and a sustainable, robust social safety net including mental health."*

*"Mental health and substance use disorders are at an all time high. People are stressed and resources are strained. Workers in nonprofits and helping professions are exhausted with the next massive covid wave coming."*

*“Friends and family have lost jobs, living situations, savings, access to medical. Everyone seems to be suffering from being mentally exhausted.”*

*“Increased difficulty for businesses due to lack of available workforce. Deepening community divides due to disparate impacts on vulnerable communities paired with increased political rhetoric.”*

*“Whether acknowledged or not, very few if any of us have not had our mental health impacted by the pandemic. The disconnection, fear, losses, uncertainty... had created a greater need to mental health services and support. At the same time, our mental health system is struggling to retain quality trained staff to provide mental health services. There is a shortage of mental health providers at all levels in our community.”*

The public feedback survey saw over 600 responses and was reflective of the make-up of the county. Behavioral health and public health were the top two priorities identified.

Surveys directed at businesses and the issues they are facing were also sent out through many outlets including the local chambers of commerce, mayors and city managers, and other community groups. These surveys ask specific questions relating to workforce shortages and needs resulting from the pandemic. They target what resources would be helpful for businesses to recover.

There has been continued engagement with the county’s mayors, city officials, and county officials to ensure feedback is gathered from all levels of government as well. Many communities expressed concern over their small businesses and the mental health needs of their communities.

Targeted stakeholder surveys were also sent out to organizations spanning sectors and industries. These surveys requested input on community needs, harms exacerbated by the pandemic, and possible solutions for those needs. This survey allows respondents to propose project ideas on how the funds should be spent, specify the project budget, and identify the reporting code the project would fall under. There is a link to the reporting guidance and expenditure categories so stakeholders could evaluate for themselves if their proposal was an eligible use of funds. These project ideas were compiled and considered in context of the overriding goals of the Recovery Plan and priority areas. This level of community engagement will continue throughout this process as needs are continuing to be identified and solutions proposed. The county is interested in leveraging resources and collaborating with businesses, nonprofit organizations, and the public sector to serve those with barriers to service.

While the county will continue engaging with its residents and stakeholders, the Cleveland County Recovery Plan incorporates the prominent themes that emerged throughout the community engagement process. Goals, objectives, and planned allocations directly reflect feedback from the community needs assessment, stakeholder engagement form, and public feedback survey.

## **Labor Practices**

The county will utilize workforce practices that ensure safe workplaces, a strong labor market and provide high-quality infrastructure for any infrastructure projects undertaken. Any infrastructure projects in Cleveland County will comply with the employment and workplace laws of the state of Oklahoma as well as Cleveland County policies.

## **Use of Evidence**

To ensure an evidence-based approach when determining funding priorities, the county has and will continue to pursue a high level of community and stakeholder engagement. The input received through this process will inform the creation of performance measures and metrics to create an overarching strategy.

Each of the projects funded through the SLFRF funds will have targeted outcomes and measurable outputs which will be tracked. Where practicable, these measures will be reviewed and approved by the commissioners. The county will use programmatic and outcome evaluations to measure short-term and long-term impacts.

## **Performance Report**

Cleveland County has overseen the implementation of the SLFRF funds by tracking projects and ensuring they meet the goals and objectives assembled from community feedback. Each project recipient has been guided through compliance with all Federal regulations (Uniform Guidance, Treasury's Final Rule, bidding and procurement processes, audits, etc.) and reporting requirements. Robust internal controls have been established for each sub-recipient based on their risk level. The County has also tracked project schedules, expenditures, and key performance indicators/outcome measures and set up a dashboard for transparency for all projects in addition to the quarterly and annual progress reporting to US Treasury.

## 2024 Cleveland County Project Inventory

Cleveland County is in the active implementation phase of the SLFRF funds and has obligated 100% of the funds allocated to the county. To date, Cleveland County has disbursed over \$20 million, almost 40% of the funds, to aid the community in areas such as nonprofit support, water infrastructure, and community health. Below is an inventory of the projects that have been approved by the Board of County Commissioners and have already received, or will soon receive, SLFRF funding. The Inventory has been updated for 2024.

### **GOAL ONE: TO ENSURE THAT CLEVELAND COUNTY SUPPORTS THE WELFARE OF ITS RESIDENTS WITH COMPASSION AND COLLABORATION ACROSS SECTORS WITH SERVICES PROVIDED TO THOSE IN NEED AND ACCESSIBLE TO VULNERABLE POPULATIONS.**

*Objective 1-A: Residents' behavioral health needs are met through comprehensive collaboration, workforce development, and facility/infrastructure needs.*

#### **Project: The Virtue Center Support**

Funding Amount: \$500,000

Project Number: 2.006

Expenditure Category: Assistance to Impacted Nonprofit Organizations (EC 2.34)

Description of the Project: Assist the Virtue Center in recovering from the negative economic and public health impacts of the pandemic and preserving their ability to provide essential services. The Virtue Center is a nonprofit which provides comprehensive behavioral health services to the citizens of Cleveland County. During the pandemic they remained operational, despite an increase in expenses and decreases in revenue. The Virtue Center is located in a QCT and provides services to a disproportionately impacted population. The project is complete when assistance is provided, and the intended outcome is to assist in their recovery and allow them to continue providing essential behavioral health services to the citizens of Cleveland County.

#### **Project: Firststep Recovery Programs**

Funding Amount: \$250,000

Project Number: 2.015

Expenditure Category: Assistance to Impacted Nonprofit Organizations (EC 2.34)

Description of the Project: Provide assistance to the nonprofit Firststep Recovery Programs which is an important organization addressing substance abuse and behavioral health needs through its sober living programs. Funds are used to assist them in addressing the negative health and economic impacts of the pandemic to allow them to continue to provide service to a disproportionately impacted population. During the pandemic, Firststep Recovery Program remained operational, despite an increase in expenses and decreases in revenue. The project is

complete when assistance is provided, and the intended outcome is to assist in their recovery and allow them to continue providing essential services in substance abuse and behavioral health challenges through sober living programs in Cleveland County.

**Project: Hope Center Recovery Programs**

Funding Amount: \$250,000

Project Number: 1.012

Expenditure Category: Substance Abuse Services (EC 1.12)

Description of the Project: Provide assistance to the nonprofit Hope Center Ministries which is an important organization addressing substance abuse and behavioral health needs through its substance abuse treatment programs. Funds will be used to allow them to provide substance abuse and behavioral health services to the citizens of Cleveland County. The need for additional behavioral health services was a high priority need identified during the community assessment, and the need has only grown. The project is complete when funds are expended, and the intended outcome is to increase the number of services for substance abuse and behavioral health challenges for the citizens of Cleveland County. Total number of participants (de-identified) will be reported with the project.

**Project: Virtue Center Services**

Funding Amount: \$125,000

Project Number: 1.013

Expenditure Category: Substance Abuse Services (EC 1.12)

Description of the Project: Provide assistance to the nonprofit Virtue Center to provide needed substance abuse and behavioral health services. The Virtue Center is a nonprofit which provides comprehensive behavioral health services to the citizens of Cleveland County. Funds will be used to allow them to provide substance abuse and behavioral health services to the citizens of Cleveland County. The need for additional behavioral health services was a high priority need identified during the community assessment, and the need has only grown. The project is complete when funds are expended, and the intended outcome is to increase the number of services for substance abuse and behavioral health challenges for the citizens of Cleveland County. Total number of participants (de-identified) will be reported with the project.

**Project: Salvation Army Services**

Funding Amount: \$125,000

Project Number: 1.014

Expenditure Category: Substance Abuse Services (EC 1.12)

Description of the Project: Provide assistance to the nonprofit Salvation Army in Norman to provide services to their clients, including needed substance abuse and behavioral health services. The Salvation Army is a nonprofit located in a QCT in Norman which provides needed support to citizens of Cleveland County who may be facing a crisis. Funds will be used to allow them to provide substance abuse, behavioral health, and other services to the citizens of Cleveland County. The project is complete when funds are expended, and the intended outcome is to increase the number of services for substance abuse and behavioral health challenges for the citizens of Cleveland County. Total number of participants (de-identified) will be reported with the project.

*Objective 1-B: The public health needs of 300,000 citizens are met and the Cleveland County Health Department is prepared to respond to a public health emergency and other public health needs.*

**Project: Healthy Living Projects at The Well**

Funding Amount: \$900,000

Project Number: 2.013

Expenditure Category: Strong and Healthy Communities: Neighborhood Features that Promote Health and Safety (EC 2.22)

Description of the Project: Provide funding for programming for the Cleveland County Wellness Square, AKA The Well. The Well exists to make Cleveland County the healthiest and happiest it can be. It is an inclusive hub bringing health, wellness and knowledge to residents and visitors of Cleveland County. Activities and services include fitness classes, cooking lessons, a year-round farmers market, and other community programming. The Well is operated by the Cleveland County Health Department.

The county health department tracks the number of citizens participating in programs at the Well as well as overall health outcomes in the county. The project began in 2023 and will be completed by December 2026.

**Project: Cleveland County Health Department expansion**

Funding Amount: \$2,000,000

Project Number: 1.002

Expenditure Category: Strong and Healthy Communities: Demolition and Rehabilitation of Properties (EC: 2.23)

Description of the Project: Expand capacity of Cleveland County Health Department to provide medical and public health services. During the pandemic, the Cleveland County Health Department had, and continues to have, inadequate space to respond to the public health emergency. The current building, located in a QCT, will be expanded to accommodate additional

lab space, storage, and social distancing needs. The project started by securing the needed space adjacent to the property, and construction planning and procurement has commenced. It is anticipated the project will be complete in Q1 of 2026. Success will be measured by the completion of the project on time and on budget.

**Project: Cleveland County Health Department medical expenses**

Funding Amount: \$1,000,000

Project Number: 1.001

Expenditure Category: Other Public Health Services (EC 1.14)

Description of the Project: Expand capacity of Cleveland County Health Department to provide medical and public health services, as needed in a public health emergency. The funds have been allocated to the Cleveland County Health Department and will be expended on needed supplies by Q2 of 2026.

**Project: Pandemic Response capacity of Norman Regional Health System**

Funding Amount: \$1,000,000

Project Number: 1.006

Expenditure Category: Other COVID-19 Public Health Expenses (EC 1.7)

Description of the Project: Assist in addressing the needs of Norman Regional Health System (NRHS) in isolation and quarantine capacity in a pandemic. NRHS is a non-profit public trust hospital serving the citizens of Cleveland County and surrounding areas. As NRHS is updating their hospital rooms there is a need for water and air capable of use in isolation and quarantine spaces. This additional capability was added based upon lessons learned during the pandemic of inadequate isolation and quarantine capacity. The expansion of the hospital has started, including the additional isolation and quarantine capabilities. Anticipated completion is Q4 of 2024. A successful outcome of the project will be additional isolation and quarantine capacity for the citizens of Cleveland County.

*Objective 1-C: Support the county's collaborators and connectors who provide services to the most vulnerable*

**Project: Support for Food and Shelter**

Funding Amount: \$1,000,000

Project Number: 2.001

Expenditure Category: Assistance to Impacted Nonprofit Organizations (EC 2.34)

Description of the Project: Aid to the nonprofit Food and Shelter, located in a QCT, which is the leading service organization addressing homelessness and food insecurity in Cleveland County. Funds are used to assist them in addressing the negative economic impacts of the pandemic to allow them to continue to provide essential services. During the pandemic, Food and Shelter remained operational, despite an increase in expenses and decreases in revenue. The project is complete when assistance is provided, and the intended outcome is to assist in their recovery and allow them to continue providing essential services in addressing homelessness and food insecurity for the citizens of Cleveland County. Funds have been expended, and project is awaiting close out procedures.

**Project: Support for Salvation Army**

Funding Amount: \$500,000

Project Number: 2.002

Expenditure Category: Assistance to Impacted Nonprofit Organizations (EC 2.34)

Description of the Project: Provide assistance to the nonprofit Salvation Army, located in a QCT, which is an important service organization addressing homelessness and food insecurity in Cleveland County. Funds are used to assist them in addressing the negative health and economic impacts of the pandemic to allow them to continue to provide service to a disproportionately impacted population. During the pandemic, the Salvation Army remained operational, despite an increase in expenses and decreases in revenue. The project is complete when assistance is provided, and the intended outcome is to assist in their recovery and allow them to continue providing essential services in addressing homelessness and food insecurity for the citizens of Cleveland County. Funds have been expended, and project is awaiting close out procedures.

**Program: Support for Veterans groups**

Total Funding Amount: \$500,000

Expenditure Category: Assistance to Impacted Nonprofit Organizations (EC 2.34)

Description of the Projects: A fund was established to aid the nonprofits assisting veterans' groups in Cleveland County who were disproportionately impacted by the pandemic. Cleveland County is home to a large military veteran population. During the pandemic many military veterans struggled with the negative impacts of the pandemic including difficulty in securing medical care, disruption of benefits, food insecurity, and triggering of previous traumas necessitating need for

access to substance abuse and other behavioral health services. The project has been managed by the Cleveland County Veterans Coordinator. During the pandemic, these veterans' assistance organizations remained operational, despite an increase in expenses and decreases in revenue. The project is complete when assistance is provided, and the intended outcome is to assist in their recovery and allow them to continue providing essential services to a disproportionately impacted population, military veterans in Cleveland County. Funds have been expended, and project is awaiting close out procedures.

Funds have been expended, and project is awaiting close out procedures.

**Project: American Legion**

Funding Amount: \$330,000

Project Number: 2.003

**Project: Dale K Graham Vet Foundation**

Funding Amount: \$30,000

Project Number: 2.004

**Project: Envision for Veterans**

Funding Amount: \$67,000

Project Number: 2.005

**Project: American Legion**

Funding Amount: \$67,000

Project Number: 2.009

**Project: VFW Post**

Funding Amount: \$6,000

Project Number: 2.010

**Program: Nonprofit Support and Relief Program**

Funding Amount: \$1,157,000

Project Number: 2.017

Expenditure Category: Assistance to Impacted Nonprofit Organizations (EC 2.34)

Description of the Project: Provide support for strategic nonprofits providing front line support to the citizens of Cleveland County who experienced negative economic consequences from the pandemic. Funds were awarded to the United Way for distribution to their partner nonprofit agencies who were disproportionately impacted by the pandemic. The United Way created an application process and awarded funds to 18 nonprofits in Cleveland County to assist them in their recovery from the negative economic impacts of the pandemic. The project is complete when relief is provided.

*Objective 1-D: Enhancing the capacity of Cleveland County to provide services to at-risk youth and their families.*

**Project: Behavioral Health needs at Couch Juvenile Center**

Funding Amount: \$3,392,505.57

Project Number: 1.009

Expenditure Category: Prevention in Congregate Settings (EC 1.4)

Description of the Project: Funds will be expended for two purposes (1) to increase the capacity of the facility to provide prevention and intervention services to at risk youth in the community and (2) provide enhancements for prevention in congregate settings. The Couch Juvenile Center has been remodeled to provide community space for prevention and intervention services for at-risk youth and their families. Funds were also utilized to enhance air handling systems in light of lessons learned from the pandemic. The project was completed in Q1 of 2024. The remaining funds have been reallocated to other projects in this inventory.

**Project: Juvenile Behavioral Health**

Funding Amount: \$1,000,000

Project Number: 1.008

Expenditure Category: Mental Health Services (EC 1.12)

Description of the Project: Provide support to address the behavioral and mental health needs of juveniles within Cleveland County. This project will be led by CommunityWorks, a Behavioral Health and Addictions Services agency operating in Cleveland County. Funds will be used for community based behavioral and mental health needs focused on improving outcomes for children and families in Cleveland County. Funds will be used to implement a primary care and

behavioral health care model to address needs worsened by the pandemic. This project will include a community-based needs assessment, case management and expanded capacity for preventative and crisis intervention services. The project will commence in Q3 of 2024 and continue until funds are expended in 2026. A report on the number of clients served will be provided to Cleveland County.

**Project: Revitalizing Loveworks Leadership Programming**

Funding Amount: \$100,000

Project Number: 2.018

Expenditure Category: Addressing Educational Disparities: Academic, Social and Emotional Services (EC 2.25)

Description of the Project: Loveworks is a nonprofit organization located in Norman which provides critical afterschool programs for middle school aged students. They operate from 4:00-6:00pm providing mentors and programing in entrepreneurship, healthy living and other critical life skills. Funds will be used to assist Loveworks in their transition to a new space, programing through the transition, and updating of curriculum. Loveworks Afterschool Programming will begin in January 2025 at the new location. In the interim, they will work with local partners to offer in-school programming during Fall 2024 and for pop-up events. The number of students participating in the program will be measured. The intended long-term outcome is to intervene at a critical stage of development for youth and provide them with critical mentoring and life skills.

**Project: Bridges of Moore**

Funding Amount: \$100,000

Project Number: 2.019

Expenditure Category: Addressing Educational Disparities: Academic, Social and Emotional Services (EC 2.25)

Description of the Project: Funds will be utilized to provide additional support for the new "Building Bridges" project located in Moore. Bridges is a nonprofit program in Cleveland County which provides critical services to youth struggling with homelessness. Their services empower the youth the graduate by providing housing, food, clothing, medical care and behavioral health support. Building Bridges is a unique project with the Moore Public School system, Moore Public School Foundation and Bridges. Funds will be used to assist with the capital campaign for the construction of a second facility to be located in Moore. The project is complete when funds are expended. The long-term outcome is to provide support to youth struggling with homelessness to ensure they graduate from high school and continue on a positive trajectory.

*Objective 1-E: The Cleveland County Detention Center has adequate infrastructure to provide for the health and safety of detainees and staff during a public health emergency.*

**Project: Public Health support at Cleveland County Detention Center**

Funding Amount: \$125,000

Project Number: 1.004

Expenditure Category: Prevention in Congregate Settings (EC 1.4)

Description of the Project: Provide assistance to the Cleveland County Detention Center in addressing the public health support in a congregate setting for detainees and staff. Funds were utilized to provide additional screening capacity and allow officers to have less physical contact while scanning newly arriving detainees. This need followed an increase in contraband and need to decrease hand to body contact during a pandemic. Funds were expended in 2023 and the project is complete.

*Objective 1-F: The citizens of Cleveland County are provided needed government services by the Cleveland County government offices.*

**Program: Revenue Replacement Standard Allowance for Government Services**

Funding Amount: \$10,000,000

Project Number: 6.001

Expenditure Category: Provision of Government Services (EC 6.1)

Project Description: Due to the impact of the pandemic, the US Treasury presumes that revenue has been lost due to the public health emergency. This project will be used to fund government services as determined by the BOCC.

**Project: Cleveland County Clerk records digitization**

Funding Amount: \$2,000,000

Project Number: 3.001

Expenditure Category: Public Sector Capacity: Effective Service Delivery (EC 3.4)

Description of the Project: Digitizing the records of the Cleveland County Clerk will provide more effective delivery of services provided by the office. It will also allow the citizens to access records online, eliminating the need for in-person delivery. The project began in 2022 and will be complete in Q1 of 2025.

**Project: Cleveland County Fairgrounds needs**

Funding Amount: \$5,000,000

Project Number: 1.007

Expenditure Category: Strong Health Communities: Demolition and Rehabilitation of Properties (EC 2.23)

Description of the Project: The Cleveland County fairgrounds is the largest public place for the administration of public needs such as mass vaccination clinics, voting, and other county services. During the needs assessment the lack of large space with appropriate social distancing during the pandemic was identified as one of the highest priorities. Funds will be used to rehabilitate air handling capacity for large gatherings and reconfigure space for better social distancing during large gatherings.

**Project: Cleveland County Courthouse judicial system delivery**

Funding Amount: \$1,150,000

Project Number: 3.003

Expenditure Category: Public Sector Capacity: Effective Service Delivery (EC 3.4)

Description of the Project: Provide support for the needs of the Cleveland County judiciary and the Cleveland County District Attorney's Office to enable effective delivery of services by the court system to the citizens of Cleveland County. Funds will be used to address audio and visual needs in each of the courtrooms, including the creation of an ADA compliant courtroom. Updated technology and online capacity for virtual witnesses and interviews will be added, as well as technology for all members of the bar to present evidence in court in a manner better accessible by the jury, witnesses and the judge. This project will commence in Q4 of 2024 and continue until funds are expended in 2026. Success will be measured by the completion of the project on time and on budget, and additional capacity in each of the courtrooms.

**Project: Increase capacity at Cleveland County Courthouse to provide services**

Funding Amount: \$2,508,000

Project Number: 1.011

Expenditure Category: Public Sector Capacity: Effective Service Delivery (EC 3.4)

Description of the Project: Provide backup generator support at the Cleveland County Courthouse to allow the building to remain open to the public during power outages and maintain delivery of services to the citizens of Cleveland County. Funds were expended in 2024 and the project is in the process of being closed out. As the county did not have backup generator capacity, this is a significant improvement for the citizens of Cleveland County to be able to continue to access the county services during a power disruption.

**Project: Increase air handling capacity at Cleveland County Courthouse**

Funding Amount: \$503,884

Project Number: 3.009

Expenditure Category: Public Sector Capacity: Effective Service Delivery (EC 3.4)

Description of the Project: Provide rehabilitation of the air handling system at the Cleveland County Courthouse to allow the building to conserve energy and better manage air flow. The project will begin in Q4 of 2024 and the project is complete when funds are expended.

**Project: Public Sector Emergency Response Capacity**

Funding Amount: \$6,000,000

Project Number: 3.006, 3.007, and 3.008

Expenditure Category: Public Sector Capacity: Effective Service Delivery (EC 3.4)

Project Description: Provide support for increasing public sector capacity to respond to and provide relief following emergencies within Cleveland County. As Cleveland County has already had a record-breaking number of tornados this year and will continue to experience natural disasters on an annual basis the need to increase the effective service delivery and emergency response capability is essential. Cleveland County experiences a high number of natural disasters including tornados, wildfires, floods and devastating ice storms. Congress has granted additional flexibility on the use of these funds. Through the Consolidated Appropriations Act of 2023, Congress has enacted the “State, Local, Tribal and Territorial Fiscal Recovery, Infrastructure, and Disaster Relief Flexibility Act.” Congress recognized the need for states and localities to have additional flexibility in the use of ARPA funds on HUD project, specific transportation projects and – most importantly - to “provide emergency relief from natural disasters or the negative economic impact of natural disasters including ...immediate needs.” These funds are used by each of the Cleveland County districts to increase their emergency response capabilities.

**GOAL 2: TO ENSURE THAT CLEVELAND COUNTY HAS AN ECONOMY WHICH IS STRONG, RESILIENT, AND PROVIDES DIVERSE OPPORTUNITIES FOR ITS RESIDENTS.**

*Objective 2-A: Develop a strong, resilient, and diverse workforce for critical occupations and diverse industries to respond to immediate needs and strong economic recovery.*

**Project: Moore Norman Technology Center Aviation Program support**

Funding Amount: \$1,000,000

Project Number: 2.008

Expenditure Category: Assistance to Unemployed or Underemployed Workers (EC 2.10)

Project Description: Aviation. Moore Norman Technology Center is the leading provider of training and other workforce development services in Cleveland County. Funds are being utilized to enhance training capacity, specifically in aerospace workforce development. The funds were distributed in 2023 and success is measured in number of participants in the aviation training program. Funds have been expended, and project is awaiting close out procedures.

**Project: Workforce targeting for Cleveland County Employers**

Funding Amount: \$800,000

Project Number: 2.020

Expenditure Category: Assistance to Unemployed or Underemployed Workers (EC 2.10)

Project Description: There is a continuing need for a quality workforce for Cleveland County employers. These funds will be used to establish a pilot program to highlight the industries in Cleveland County, the skills needed by these employers, and training resources available to attain these skills. Utilizing artificial intelligence capabilities in matching of skills needed, training resources available and positions available; it is hoped this pilot program will address workforce gaps within Cleveland County. The project will commence in 2025. Success will be measured by the number of employers and potential employees utilizing the resources available and increases in workforce capacity.

*Objective 2-B: Provide assistance to small business and facilitate a robust recovery.*

**Project: NEDC Small Business Incubator**

Funding Amount: \$2,200,000

Project Number: 2.016

Expenditure Category: Business Incubators and Start-Up Expansion Assistance (EC 2.32)

Project Description: Co-investment with the City of Norman to provide funding for the expansion and increase capacity for the NEDC Small Business Incubator. The incubator space has been purchased and is in the process of being renovated to meet the needs of Cleveland County stakeholders. Project commenced in 2023 and is expected to be operational in 2025. Success will be measured in the utilization of services offered by the incubator and the resulting creation of new business.

**GOAL 3: TO ENSURE THAT THE PUBLIC INFRASTRUCTURE OF CLEVELAND COUNTY IS SAFE, SECURE, RESILIENT, AND STRATEGICALLY FOCUSED ON LONG-TERM BENEFITS FOR ALL.**

*Objective 3-A: Address aging water infrastructure to provide access to safe drinking water.*

**Project: Rural Water District #1 expansion**

Funding Amount: \$3,500,000

Project Number: 5.001

Expenditure Category: Water and Sewer Other (EC 5.18)

Project Description: Leverage potential investment by state and / or tribal nations in needed rural water district infrastructure. Improvements to Cleveland County Rural Water District No. 1, including system and equipment purchases to improve operations and service to existing RWD customers. The project began in 2022 and has an estimated completion of 2025. Success will be measured by the additional capacity of the system.

*Objective 3-B: Upgrade existing infrastructure at Lake Thunderbird to provide for safety of the public and sustainability of the land in areas of outdoor recreation.*

**Program: Lake Thunderbird sustainability**

Funding Amount: \$1,000,000

Project Number: 5.003

Expenditure Category: Drinking Water: Other water infrastructure (EC 5.15)

Project Description: As Lake Thunderbird is the primary source of drinking water for the citizens of Cleveland County, special attention must be given to any projects adjacent to the lake. There are currently a number of trails around the lake which have fallen into a state of disrepair. Funds will be used to rehabilitate the trails system, in an environmentally sustainable manner, to increase participation of the trails system. Mountain biking, hiking and even walking will be done on the trails system providing for the improvement of the health and welfare of the citizens of Cleveland County. The project will commence in Q4 of 2024 and is expected to be complete by Q1 of 2026. Success will be measured by the completion of the project on time and on budget with a projected outcome of more utilization of the trails system at Lake Thunderbird.