

**THE CITY OF NORMAN/NORMAN MUNICIPAL AUTHORITY  
NORMAN FORWARD CITIZEN FINANCIAL OVERSIGHT BOARD  
ANNUAL REPORT  
FOR THE PERIOD OCTOBER 1, 2020 – DECEMBER 31, 2021**

The NORMAN FORWARD Citizen Financial Oversight Board (CFOB) was established by the City Council (Resolution R-1516-75) on December 22, 2015 to “review actual and projected Norman Forward Sales Tax (NFST) revenues; recommend a mix of project financing versus pay as you go ("paygo"); review the pace and sequencing of construction projects; review all Council actions related to expenditures of NFST moneys; recommend strategies for long-term operations and maintenance of facilities; report to Council from time to time as warranted and to provide an annual report to Council; perform such other duties related to Norman Forward as the Council directs by motion or resolution; create policies and procedures as guidelines for the functioning of the NFST CFOB in areas including but not limited to attendance, receiving public testimony, structure or format of meetings, frequency of public hearings; and be willing to assign an NFST CFOB member to serve with and act as a liaison to certain Advisory Committees that Council may form from time to time regarding specific Norman Forward Projects related to Libraries, Senior Center, Westwood Pool replacement, Indoor Aquatics, Football/Softball Sport Complex, Griffin Park Soccer improvements, Ruby Grant Park improvements, Reaves Park baseball improvements, Andrews Park improvements, Westwood Tennis facilities, Trail development, and Neighborhood Park improvements.”

There are nine Board members, with terms expiring as follows:

Bree Montoya, December 22, 2022  
Cindy Rogers, December 22, 2022  
Liz McCown, December 22, 2022  
Saidy Orellana, December 22, 2023  
Tom Sherman, December 22, 2023\*  
George Wesley, December 22, 2023  
Andy Rieger, December 22, 2024  
Linda Price, December 22, 2024  
Erik Paulson, December 22, 2024

\* To be replaced, per Board rules.

The Board will continue in existence until the NFST term has expired, all NFST revenues have been expended or allocated, or a final report is made to Council, whichever occurs latest.

The voters of Norman, on October 13, 2015, approved the City of Norman’s Ordinance O-1516-5, which authorized a 15-year, ½ percent sales tax, primarily to pay for quality of life improvements including the following:

- New Central Branch Library - \$39,000,000 (Completed 11/2019; \$34,973,616)
- New East Branch Library - \$5,100,000 (Completed 7/2018; \$4,790,971)
- James Garner Avenue Extension - \$6,000,000 (Estimated Completion 8/2023)
- New Indoor Aquatic Facility - \$14,000,000 (Estimated Completion 6/2023)
- Westwood Pool Reconstruction - \$12,000,000 (Completed 5/2017; \$11,763,800)
- Westwood Tennis Center - \$1,000,000 (Completed 9/2018; \$1,801,277)
- Reaves Park Baseball Complex - \$10,000,000 (Estimated Completion 10/2022)
- Griffin Park Land Purchase - \$10,000,000 \*(Now \$2,400,000 for lease payments)
- Griffin Park Soccer Complex - \$11,000,000 (Estimated Completion Summer 2023)
- New Football and Softball Complex - \$2,500,000 (Estimated Completion 4/2022)
- New Indoor Multi-Sport Facility - \$8,500,000 (Estimated Completion 7/2023)
- New Neighborhood Park Development - \$2,000,000
- Existing Neighborhood Park Improvements - \$6,500,000
- New Trail Development (Legacy Trail) - \$6,000,000
- Ruby Grant Park (Phase I) - \$6,000,000 (Completed 11/2020; \$6,146,426)
- Saxon Park Development (Phase II) - \$2,000,000
- Andrews Park Redevelopment - \$1,500,000 (Completed 11/2019; \$1,446,574)
- Canadian River Trails Park Development - \$2,000,000
- Road and Infrastructure Improvements - \$2,700,000
- Senior Citizen's Center – Estimated Completion 5/2023 \*(Now \$7,600,000 Reprogrammed)
- Public Art Installations – TBD (Now \$1,200,000)

\*Through mutual agreement with the Oklahoma Department of Mental Health and Substance Abuse Services, a long-term lease of the Griffin Park land was negotiated for \$80,000 per year (\$2,400,000 over the life of NORMAN FORWARD). The City Council re-programmed the remaining \$7,600,000 originally allocated for the purchase of the Griffin Park land for construction of the Senior Citizen's Center.

Other authorized NORMAN FORWARD expenditures could include operating subsidies to the Indoor Aquatic Facility and Westwood Aquatic Center; capital replacement; and/or maintenance and support personnel.

The Citizen Financial Oversight Board (CFOB) began meeting in January, 2016 and has been reviewing documents, reports and Council actions since then. During this reporting period, meetings of the full CFOB were held on October 5, 2020; January 25, 2021; March 29, 2021; May 24, 2021; September 14, 2021; October 26, 2021; and December 7, 2021. Significant items discussed and reviewed over the current reporting period include the following:

- Land purchase documents for the Young Family Athletic Center (YFAC)
- Construction drawings for the YFAC and Senior Wellness Center
- Operating Agreements for the Senior Center and YFAC
- Construction documents and grand opening of Ruby Grant Park

## **NORMAN FORWARD Implementation Plan**

The Norman Forward Project Implementation Plan (IP) was prepared by City staff and the Program Management Consultant, ADG. ADG provided the Board with updates to the project timing schedules included in the IP throughout the current reporting period. The Implementation Plan continues to be a “living” document which will change over time. The Board will review the IP on at least a semi-annual basis, with further updates as necessary based on major project milestones being achieved.

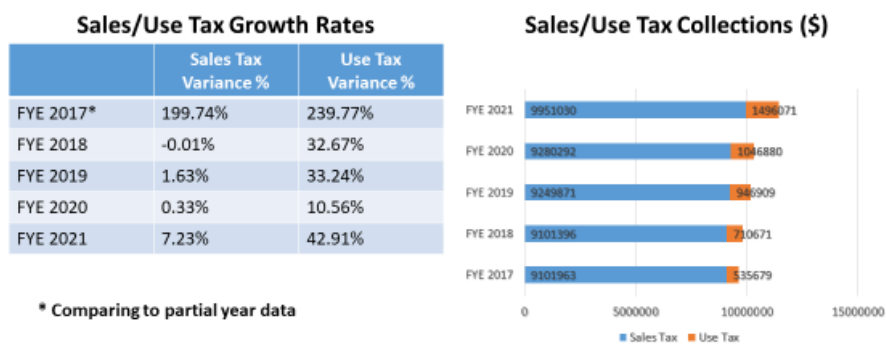
## **NORMAN FORWARD Pro Forma Financial Projections**

The Board requested City staff, in conjunction with the City’s Financial Advisory team, to prepare Pro Forma Financial Projections for the entire 15-year NORMAN FORWARD program. Based on the project budgets and other expense assumptions, sales and use tax revenue projections, and debt issuance and interest rate projections, the Pro Forma projections were prepared to answer basic questions of, given these logical assumptions, will NORMAN FORWARD be financially able to deliver the projects that were promised to the voters? Will there be “excess” money during the NFST collection period or left over at the end for other projects or needs? Will there be cash flow concerns during interim time periods of NORMAN FORWARD’s tenure, which will require changes to the timing of pay-as-you-go projects? The most recently-updated Pro Forma projections are attached to this report.

The Pro Forma financials have been updated and presented to the Board periodically. The Board adopted changes to the revenue growth rate assumptions for sales tax (from 4.25% to 2%) and use tax (from 4% to 5%) that are built into the pro forma analyses.

As illustrated below, the NORMAN FORWARD Sales Tax and Use Tax collection rates have varied over their life, with sales tax growth beginning slower than projected but increasing in recent years. Use tax collections have been consistently above projections. Total sales and use tax revenue collections are about six percent (6%) below projections.

### **Norman Forward Sales Tax Collections – FYE 2017 - 2021**



The Board and ultimately the City Council/Norman Municipal Authority have adapted well to changes necessitated by the financial realities presented in the Pro Forma, and will be directed to continue to do so.

### **NORMAN FORWARD Revenue and Expenditure Reports**

At each of its meetings, the Board is presented with financial reports on projected and actual sales tax collections and expenditures by project in tabular and graphic formats. The most recent of these reports are attached. The Board understands that the financial information will become more and more meaningful as NFST collections are received and actual collection patterns progress, and as projects progress and their related expenditures can be measured versus preliminary project budgets. Supplemental funding from external sources has been allocated to projects in some cases. Overall, however the Board is encouraged by the program's financial resiliency on a net basis.

### **NORMAN FORWARD Sales Tax Collection Concerns**

Beginning in March, 2017, the Board began discussing concerns with sales tax collections being below projections. Although use tax collection has been quite a bit above projections recently, actual sales and use tax collections combined have been approximately 6.5% below the original projections (see attached Sales Tax Revenue reports). This is actually an improvement in recent months. The Board restates its recommendation to Council, however, that all savings on the NORMAN FORWARD projects should be retained to make up for shortfalls in projects and revenue and not used for project add-ons.

### **NORMAN FORWARD Ad Hoc Project Committee Liaisons**

A part of the original direction from the City Council to the Citizen Financial Oversight Board was for the CFOB to appoint a member to act as a Liaison to each of the Ad Hoc Project Committees that would be appointed to consider the design and construction specifications for each of the major NORMAN FORWARD projects. The Board has appointed the following members to these Liaison roles, to date:

Senior Citizen's Center – Erik Paulson  
Griffin Park Soccer Complex – Linda Price  
Reaves Park Baseball/Softball Complex – Andy Rieger  
Indoor Aquatic Center/Indoor Multi-Sport Center – Cynthia Rogers  
Ruby Grant Park – Completed  
Youth Football/Adult Softball Facility – Bree Montoya

### **CFOB Review of City Council Actions**

At each of its meetings, the CFOB receives and reviews any City Council or Norman Municipal Authority actions that have been taken since the CFOB last met that impact the NORMAN FORWARD Sales Tax program. The Board has an understanding of its review

authority and its ability to timely report back to the Council and/or the public on any Council/NMA actions which the Board believes would not be in the best interest of the NORMAN FORWARD program, or which the Board may believe to be in conflict with the tenets of the NORMAN FORWARD Ordinance. The reports and recommendations that the Board has made to the Council during this reporting period are attached.

### **NORMAN FORWARD Program Management Consultant**

Early in the decision-making discussions for the implementation of the NORMAN FORWARD program, it was determined by the City Council that there would be a need to retain an outside architectural/engineering consultant to act as a “Program Manager”, with the stated goal of helping to deliver the promised projects on time and within their financial budgets. ADG Professional Corporation was selected to fill this role.

One of the major roles of the Program Manager is to provide information and professional insights to the Board based on their knowledge and experience related to the performance of the City’s external contractors and professionals hired to complete the projects. ADG has also provided the Board with graphical presentations of the financial status of NORMAN FORWARD projects, revenues and expenditures.

### **NORMAN FORWARD Project Updates**

At each of its meetings, the Board receives updates on the progress of authorized NORMAN FORWARD projects from the Project Management staff, the Program Manager and/or from the related Ad Hoc Group Liaison. The Board has also been given presentations from project architects on the preliminary design and master site plans for major NFST projects. The Board’s discussion of this information forms the basis for Board recommendations on its review of Council actions taken related to the NORMAN FORWARD program.

During this reporting period, the Board is pleased with the progress made on many Norman Forward projects. Several neighborhood park renovation projects have been completed. The Andrews Park Skating Complex and the Ruby Grant Park construction projects are complete, with accompanying public art installations, and will contribute to the quality of life in Norman. The Reaves Park Baseball/Softball Complex is progressing, including the relocation of the Park Maintenance Facility from Reaves Park to the City Service Center. The Griffin Park Soccer Complex is moving forward.

The anticipated stand-alone Community Sports Complex for adult softball and youth football programs was changed, for financial reasons. Instead of a new complex, the expanded adult softball and youth football programs will be relocated to Reaves Park and Ruby Grant Parks, respectively. While this is a change in the scope of the NORMAN FORWARD program, the intent of expanding the programs and concentrating soccer programs at Griffin Park will still be accomplished. The Board reviewed and approved these altered plans during this review period.

The re-designed and expanded scope Senior Wellness Center, to be located on the Porter “Wellness Village” campus in central Norman is under construction. NORMAN FORWARD funds of approximately \$7,600,000 are being supplemented by \$4,800,000 in City of Norman Coronavirus Aid, Relief and Economic Security (CARES) Act reimbursement funds. Healthy Living OKC was chosen as the third-party operator of the facility. The Board is very encouraged by the progress on this long-awaited project.

The combined Indoor Multi-Sport and Aquatic Center project in the University North Park development, now known as the “Young Family Athletic Center” (YFAC), is under construction. NORMAN FORWARD funds of \$22,500,000 are being supplemented by approximately \$4,750,000 in University North Park Tax Increment Finance District funds; \$4,000,000 in donated and naming rights funding from the Trae Young Family Foundation; \$3,800,000 in Norman Municipal Authority bond funding secured by the Norman Room Tax; and \$6,500,000 in shared construction costs for the Norman Regional Health System “In Motion” facility to be co-located within the YFAC. Santa Fe Family Life was chosen as the third-party operator of the facility.

NORMAN FORWARD is delivering on its promises to the residents of and visitors to Norman. The Board is aware that keeping the projects within budget has come with some necessary changes in some project scopes, and the CFOB will continue to work to ensure that continues.

### **Public Art Components of the NORMAN FORWARD Program**

The NORMAN FORWARD Ordinance directs that up to one percent (1%) of the construction cost of the “major” projects be allocated for public art components of the projects. The projects that have been preliminarily identified as sites for public art installations include the East and Central Branch Libraries; Westwood Aquatic and Tennis Centers; the Indoor Multi-Sport Facility; the Indoor Aquatic Center; Ruby Grant, Andrews and Saxon Community Parks; the Reaves Baseball/Softball Complex; and the Griffin Soccer Complex. Public art installations have been completed at the Central and East Branch Libraries, the Westwood Tennis/Swimming/Golf Complex, Andrews Park and Ruby Grant Park. Public art installations are also contemplated at the Senior Wellness Center and James Garner Avenue, with approved re-allocations of funding.

### **Facility Operations**

The Board has had ongoing discussions of the operational costs of the facilities that are being constructed with NFST proceeds. NORMAN FORWARD has limited allocations for operational costs, and the Board is concerned with the long-term operational costs of the new facilities. While these concerns will not be realized until the facilities have been completed, the Board recognizes the need to balance operational revenue generation with the goal of maximizing the facilities access for residents.

### **Summary**

Summarized information on collections and expenditures from the Norman Forward Sales Tax, along with the most recently-updated Pro Forma Financial Projections prepared for the CFOB is attached.

The NORMAN FORWARD Citizen Financial Oversight Board is extremely excited about the progress of the NFST program to date. The CFOB remains committed to ensuring that all of the projects approved by the voters in the Norman Forward Sales Tax will be completed at the level that can be supported by available revenues.

The Council/Norman Municipal Authority actions taken to implement the NFST Ordinance have been in compliance with the direction approved by the voters of Norman. While there are concerns about the shortfall in sales tax revenue, a great deal of credit is due to the engaged Norman public, the City Council, the financial involvement of the Norman Municipal Authority, the various Ad Hoc project committees, City staff, and the program management firm for this progress. The Board looks forward to its continuing role in this success.

## Professional Services/Consultant (51110111-44002/44003)

	Budget	Revised Budget	Total	Paid	Balance
Total Current Budget	1,747,655.00	3,311,727.00			-
Total					(3,044,398.35)
Balance					267,328.65
NFB001 Griffin Park Soccer Complex					
	Budget	Revised Budget	Total	Paid	Balance
Total Current Budget	11,000,000.00	10,782,584.00			-
Total					(3,276,089.66)
Balance					7,506,494.34
NFB002 Indoor Aquatics Facility					
	Budget	Revised Budget	Total	Paid	Balance
Total Current Budget	14,000,000.00	15,038,191.00			-
Total					(1,920,134.03)
Balance					13,118,056.97
NFB003 Indoor Sports Facility					
	Budget	Revised Budget	Total	Paid	Balance
Total Current Budget	8,500,000.00	12,238,190.00			-
Total					(2,563,795.64)
Balance					9,674,394.36
NFB005 Community Sports Park Development					
	Budget	Revised Budget	Total	Paid	Balance
Total Current Budget	2,500,000.00	2,500,000.00			-
Total					(1,727,807.43)
Balance					772,192.57
NFB006 Reaves Park Baseball Complex					
	Budget	Revised Budget	Total	Paid	Balance
Total Current Budget	10,000,000.00	10,000,000.00			-
Total					(3,049,685.54)
Balance					6,950,314.46
NFB007 Westwood Tennis Center Addition					
	Budget	Revised Budget	Total	Paid	Balance
Total Current Budget	1,000,000.00	1,801,278.00			-
Total					(1,801,276.84)
Balance					1.16



<b>NFB008 James Garner/Acres Intersection</b>	<b>Budget</b>	<b>Revised Budget</b>	<b>Total</b>	<b>Paid</b>	<b>Balance</b>
Total Current Budget	2,700,000.00	1,451,393.00			
Total					<u>(1,451,393.47)</u>
Balance					<u>(0.47)</u>
<b>NFB016 Library - New Central Branch</b>	<b>Budget</b>	<b>Revised Budget</b>	<b>Total</b>	<b>Paid</b>	<b>Balance</b>
Total Current Budget	39,000,000.00	39,000,000.00			
Total					<u>(34,973,615.87)</u>
Balance					<u>4,026,384.13</u>
<b>NFB017 Library - New East Branch</b>	<b>Budget</b>	<b>Revised Budget</b>	<b>Total</b>	<b>Paid</b>	<b>Balance</b>
Total Current Budget	5,100,000.00	5,100,000.00			
Total					<u>(4,790,971.38)</u>
Balance					<u>309,028.62</u>
<b>NFB018 Westwood Swim Complex Replacement</b>	<b>Budget</b>	<b>Revised Budget</b>	<b>Total</b>	<b>Paid</b>	<b>Balance</b>
Total Current Budget	12,000,000.00	12,000,000.00			
Total					<u>(11,763,799.65)</u>
Balance					<u>236,200.35</u>
<b>NFB019 Andrews Park Development</b>	<b>Budget</b>	<b>Revised Budget</b>	<b>Total</b>	<b>Paid</b>	<b>Balance</b>
Total Current Budget	1,500,000.00	1,499,099.00			
Total					<u>(1,446,574.12)</u>
Balance					<u>52,524.88</u>
<b>NFB020 Traffic &amp; Road Improvements</b>	<b>Budget</b>	<b>Revised Budget</b>	<b>Total</b>	<b>Paid</b>	<b>Balance</b>
Total Current Budget	500,000.00	500,000.00			
Total					<u>-</u>
Balance					<u>500,000.00</u>
<b>NFP100 Public Arts Projects (Paygo)</b>	<b>Budget</b>	<b>Revised Budget</b>	<b>Total</b>	<b>Paid</b>	<b>Balance</b>
Total Current Budget	1,200,000.00	1,200,000.00			
Total					<u>(418,389.47)</u>
Balance					<u>781,610.53</u>
<b>NFP101 Neighborhood Park Improvement (Paygo)</b>	<b>Budget</b>	<b>Revised Budget</b>	<b>Total</b>	<b>Paid</b>	<b>Balance</b>
Total Current Budget	6,500,000.00	6,500,000.00			
Total					<u>(1,608,534.60)</u>
Balance					<u>4,891,465.40</u>

<b>NFP102 Griffin Park Regrading (Paygo)</b>						
	<b>Budget</b>	<b>Revised Budget</b>	<b>Total</b>	<b>Paid</b>	<b>Balance</b>	
Total Current Budget	217,416.00	217,416.00				
Total						<u>(217,416.00)</u>
Balance						<u>-</u>
<b>NFP103 Griffin Park Land Lease/Purchase (Paygo)</b>						
	<b>Budget</b>	<b>Revised Budget</b>	<b>Total</b>	<b>Paid</b>	<b>Balance</b>	
Total Current Budget	10,000,000.00	2,400,000.00				
Total						<u>(226,666.75)</u>
Balance						<u>2,173,333.25</u>
<b>NFP104 New Neighborhood Park Dev (Paygo)</b>						
	<b>Budget</b>	<b>Revised Budget</b>	<b>Total</b>	<b>Paid</b>	<b>Balance</b>	
Total Current Budget	2,000,000.00	2,000,000.00				
Total						<u>(483,133.65)</u>
Balance						<u>1,516,866.35</u>
<b>NFP105 Ruby Grant Park Developmt (Paygo)</b>						
	<b>Budget</b>	<b>Revised Budget</b>	<b>Total</b>	<b>Paid</b>	<b>Balance</b>	
Total Current Budget	6,150,000.00	6,150,000.00				
Total						<u>(6,146,426.19)</u>
Balance						<u>3,573.81</u>
<b>NFP106 Saxon Park Development (Paygo)</b>						
	<b>Budget</b>	<b>Revised Budget</b>	<b>Total</b>	<b>Paid</b>	<b>Balance</b>	
Total Current Budget	2,000,000.00	2,000,000.00				
Total						<u>(26,255.34)</u>
Balance						<u>1,973,744.66</u>
<b>NFP107 New Trail Dev-Legacy System (Paygo)</b>						
	<b>Budget</b>	<b>Revised Budget</b>	<b>Total</b>	<b>Paid</b>	<b>Balance</b>	
Total Current Budget	2,000,000.00	2,000,000.00				
Total						<u>(34,000.00)</u>
Balance						<u>1,966,000.00</u>
<b>NFP108 Senior Citizens Center (Paygo)</b>						
	<b>Budget</b>	<b>Revised Budget</b>	<b>Total</b>	<b>Paid</b>	<b>Balance</b>	
Total Current Budget	-	12,400,000.00				
Total						<u>(620,890.03)</u>
Balance						<u>11,779,109.97</u>
<b>NFP109 James Garner: Flood-Acres</b>						
	<b>Budget</b>	<b>Revised Budget</b>	<b>Total</b>	<b>Paid</b>	<b>Balance</b>	
Total Current Budget	6,000,000.00	4,548,606.00				
Total						<u>(341,436.30)</u>
Balance						<u>4,207,169.70</u>

**NORMAN FORWARD  
FINAL PROJECT COST COMPARISON**

<b>PROJECT</b>	<b>Original Budget</b>	<b>Revised Budget</b>	<b>Actual Cost</b>	<b>Variance: Original Budget</b>	<b>Variance: Revised Budget</b>
Westwood Tennis Center	\$ 1,000,000	\$ 1,801,278	\$ 1,801,277	\$ (801,277)	\$ 1.16
Garner/Acres Intersection	\$ 2,700,000	\$ 1,451,393	\$ 1,451,393	\$ 1,248,607	\$ (0.47)
Central Branch Library	\$ 39,000,000	\$ 39,000,000	\$ 34,973,616	\$ 4,026,384	\$ 4,026,384.13
East Branch Library	\$ 5,100,000	\$ 5,100,000	\$ 4,790,971	\$ 309,029	\$ 309,028.62
Westwood Swim Complex	\$ 12,000,000	\$ 12,000,000	\$ 11,763,800	\$ 236,200	\$ 236,200.35
Andrews Park	\$ 1,500,000	\$ 1,499,099	\$ 1,446,574	\$ 53,426	\$ 52,524.88
Griffin Park Regrading (Test)	\$ 217,416	\$ 217,416	\$ 217,416	\$ -	\$ -
Ruby Grant Park	\$ 6,150,000	\$ 6,150,000	\$ 6,146,426	\$ 3,574	\$ 3,573.81

CITY OF NORMAN  
NORMAN FORWARD SALES TAX REVENUE, VERSUS PROJECTION

BY FISCAL YEAR				COMPARED TO 7/2015 PROJECTION		
MONTH	PROJECTED	ACTUAL	% VARIANCE	ACTUAL	PRELIMINARY PROJECTION*	% VARIANCE
March, 2016	\$ 765,813	\$ 728,243	-4.91%	\$ 728,243	\$ 760,927	-4.30%
April, 2016	\$ 737,709	\$ 776,747	5.29%	\$ 776,747	\$ 733,003	5.97%
May, 2016	\$ 796,539	\$ 802,418	0.74%	\$ 802,418	\$ 791,458	1.38%
June, 2016	\$ 820,638	\$ 729,175	-11.15%	\$ 729,175	\$ 815,402	-10.57%
July, 2016	\$ 771,629	\$ 758,153	-1.75%	\$ 758,153	\$ 760,692	-0.33%
August, 2016	\$ 811,311	\$ 753,218	-7.16%	\$ 753,218	\$ 799,813	-5.83%
September, 2016	\$ 786,920	\$ 771,583	-1.95%	\$ 771,583	\$ 775,767	-0.54%
October, 2016	\$ 858,715	\$ 816,566	-4.91%	\$ 816,566	\$ 846,544	-3.54%
November, 2016	\$ 798,882	\$ 769,521	-3.68%	\$ 769,521	\$ 787,559	-2.29%
December, 2016	\$ 784,003	\$ 745,468	-4.92%	\$ 745,468	\$ 772,891	-3.55%
January, 2017	\$ 827,244	\$ 796,677	-3.70%	\$ 796,677	\$ 815,519	-2.31%
February, 2017	\$ 980,463	\$ 814,235	-16.95%	\$ 814,235	\$ 966,569	-15.76%
March, 2017	\$ 771,866	\$ 683,655	-11.43%	\$ 683,655	\$ 793,266	-13.82%
April, 2017	\$ 743,541	\$ 768,593	3.37%	\$ 768,593	\$ 764,155	0.58%
May, 2017	\$ 802,832	\$ 758,083	-5.57%	\$ 758,083	\$ 825,095	-8.12%
June, 2017	\$ 827,125	\$ 747,817	-9.59%	\$ 747,817	\$ 850,057	-12.03%
July, 2017	\$ 760,592	\$ 769,840	1.22%	\$ 769,840	\$ 792,140	-2.82%
August, 2017	\$ 798,825	\$ 736,344	-7.82%	\$ 736,344	\$ 855,817	-13.96%
September, 2017	\$ 788,843	\$ 755,105	-4.28%	\$ 755,105	\$ 845,123	-10.65%
October, 2017	\$ 845,645	\$ 800,169	-5.38%	\$ 800,169	\$ 905,977	-11.68%
November, 2017	\$ 787,013	\$ 757,642	-3.73%	\$ 757,642	\$ 843,162	-10.14%
December, 2017	\$ 772,904	\$ 705,659	-8.70%	\$ 705,659	\$ 828,046	-14.78%
January, 2018	\$ 816,503	\$ 829,421	1.58%	\$ 829,421	\$ 874,756	-5.18%
February, 2018	\$ 959,243	\$ 803,901	-16.19%	\$ 803,901	\$ 1,027,679	-21.78%
March, 2018	\$ 758,166	\$ 723,206	-4.61%	\$ 723,206	\$ 846,777	-14.59%
April, 2018	\$ 735,117	\$ 733,040	-0.28%	\$ 733,040	\$ 821,035	-10.72%
May, 2018	\$ 790,948	\$ 801,350	1.32%	\$ 801,350	\$ 883,391	-9.29%
June, 2018	\$ 811,552	\$ 777,694	-4.17%	\$ 777,694	\$ 906,403	-14.20%
July, 2018	\$ 732,971	\$ 792,168	8.08%	\$ 792,168	\$ 849,487	-6.75%
August, 2018	\$ 769,817	\$ 778,107	1.08%	\$ 778,107	\$ 892,189	-12.79%
September, 2018	\$ 748,752	\$ 753,875	0.68%	\$ 753,875	\$ 867,775	-13.13%
October, 2018	\$ 814,936	\$ 814,292	-0.08%	\$ 814,292	\$ 944,481	-13.78%
November, 2018	\$ 758,434	\$ 769,806	1.50%	\$ 769,806	\$ 878,997	-12.42%
December, 2018	\$ 744,837	\$ 755,617	1.45%	\$ 755,617	\$ 863,238	-12.47%
January, 2019	\$ 786,853	\$ 862,016	9.55%	\$ 862,016	\$ 911,933	-5.47%
February, 2019	\$ 924,409	\$ 801,472	-13.30%	\$ 801,472	\$ 1,071,356	-25.19%
March, 2019	\$ 730,634	\$ 686,081	-6.10%	\$ 686,081	\$ 882,765	-22.28%
April, 2019	\$ 708,422	\$ 770,033	8.70%	\$ 770,033	\$ 855,929	-10.04%
May, 2019	\$ 762,226	\$ 762,196	0.00%	\$ 762,196	\$ 920,936	-17.24%
June, 2019	\$ 782,081	\$ 809,526	3.51%	\$ 809,526	\$ 944,925	-14.33%
July, 2019	\$ 763,597	\$ 768,847	0.69%	\$ 768,847	\$ 887,108	-13.33%
August, 2019	\$ 800,628	\$ 761,846	-4.84%	\$ 761,846	\$ 930,129	-18.09%
September, 2019	\$ 778,646	\$ 788,095	1.21%	\$ 788,095	\$ 904,591	-12.88%
October, 2019	\$ 847,316	\$ 844,155	-0.37%	\$ 844,155	\$ 984,369	-14.24%
November, 2019	\$ 788,870	\$ 799,842	1.39%	\$ 799,842	\$ 916,469	-12.73%
December, 2019	\$ 774,718	\$ 812,104	4.83%	\$ 812,104	\$ 899,994	-9.77%
January, 2020	\$ 820,021	\$ 851,020	3.78%	\$ 851,020	\$ 952,659	-10.67%
February, 2020	\$ 958,070	\$ 819,751	-14.44%	\$ 819,751	\$ 1,113,036	-26.35%
March, 2020	\$ 758,559	\$ 720,227	-5.05%	\$ 720,227	\$ 918,709	-21.60%
April, 2020	\$ 738,133	\$ 747,531	1.27%	\$ 747,531	\$ 893,970	-16.38%
May, 2020	\$ 792,526	\$ 702,283	-11.39%	\$ 702,283	\$ 959,846	-26.83%
June, 2020	\$ 813,861	\$ 664,592	-18.34%	\$ 664,592	\$ 985,686	-32.58%
July, 2020	\$ 777,799	\$ 808,364	3.93%	\$ 808,364	\$ 925,809	-12.69%
August, 2020	\$ 814,405	\$ 850,341	4.41%	\$ 850,341	\$ 969,380	-12.28%
September, 2020	\$ 793,231	\$ 779,982	-1.67%	\$ 779,982	\$ 944,177	-17.39%
October, 2020	\$ 862,850	\$ 817,975	-5.20%	\$ 817,975	\$ 1,027,044	-20.36%
November, 2020	\$ 803,681	\$ 779,947	-2.95%	\$ 779,947	\$ 956,616	-18.47%
December, 2020	\$ 789,933	\$ 795,174	0.66%	\$ 795,174	\$ 940,251	-15.43%
January, 2021	\$ 835,910	\$ 865,704	3.56%	\$ 865,704	\$ 994,978	-12.99%
February, 2021	\$ 972,244	\$ 842,592	-13.34%	\$ 842,592	\$ 1,157,255	-27.19%
March, 2021	\$ 771,573	\$ 801,811	3.92%	\$ 801,811	\$ 957,430	-16.25%
April, 2021	\$ 751,969	\$ 733,759	-2.42%	\$ 733,759	\$ 933,104	-21.36%
May, 2021	\$ 804,859	\$ 929,299	15.46%	\$ 929,299	\$ 998,734	-6.95%
June, 2021	\$ 825,105	\$ 946,083	14.66%	\$ 946,083	\$ 1,023,857	-7.60%
July, 2021	\$ 784,866	\$ 976,078	24.36%	\$ 976,078	\$ 965,155	1.13%
August, 2021	\$ 821,805	\$ 986,400	20.03%	\$ 986,400	\$ 1,010,579	-2.39%
September, 2021	\$ 800,438	\$ 1,022,755	27.77%	\$ 1,022,755	\$ 984,304	3.91%
October, 2021	\$ 870,690	\$ 1,064,323	22.24%	\$ 1,064,323	\$ 1,070,693	-0.59%
November, 2021	\$ 810,984	\$ 965,607	19.07%	\$ 965,607	\$ 997,273	-3.18%
December, 2021	\$ 790,508	\$ 992,536	25.56%	\$ 992,536	\$ 972,093	2.10%
January, 2022	\$ 860,624	\$ 1,048,226	21.80%	\$ 1,048,226	\$ 1,058,316	-0.95%
TOTAL	\$ 56,953,371	\$ 57,055,959	0.18%	\$ 57,055,959	\$ 64,406,649	-11.41%

CITY OF NORMAN  
NORMAN FORWARD USE TAX REVENUE, VERSUS PROJECTION

BY FISCAL YEAR				COMPARED TO 7/2015 PROJECTION			
MONTH	PROJECTED	ACTUAL	% VARIANCE	ACTUAL	PRELIMINARY PROJECTION*	% VARIANCE	
March, 2016	\$ 30,808	\$ 40,786	32.39%	\$ 40,786	\$ 30,808	32.39%	
April, 2016	\$ 29,678	\$ 34,397	15.90%	\$ 34,397	\$ 29,678	15.90%	
May, 2016	\$ 32,045	\$ 42,640	33.06%	\$ 42,640	\$ 32,045	33.06%	
June, 2016	\$ 33,014	\$ 39,837	20.67%	\$ 39,837	\$ 33,014	20.67%	
July, 2016	\$ 31,991	\$ 38,889	21.56%	\$ 38,889	\$ 30,799	26.27%	
August, 2016	\$ 36,458	\$ 42,717	17.17%	\$ 42,717	\$ 32,383	31.91%	
September, 2016	\$ 33,558	\$ 30,445	-9.28%	\$ 30,445	\$ 31,409	-3.07%	
October, 2016	\$ 40,673	\$ 33,293	-18.14%	\$ 33,293	\$ 34,275	-2.86%	
November, 2016	\$ 40,492	\$ 39,065	-3.52%	\$ 39,065	\$ 31,887	22.51%	
December, 2016	\$ 37,649	\$ 31,888	-15.30%	\$ 31,888	\$ 31,293	1.90%	
January, 2017	\$ 32,836	\$ 43,537	32.59%	\$ 43,537	\$ 33,019	31.85%	
February, 2017	\$ 40,252	\$ 41,610	3.37%	\$ 41,610	\$ 39,134	6.33%	
March, 2017	\$ 38,396	\$ 33,061	-13.89%	\$ 33,061	\$ 32,118	2.94%	
April, 2017	\$ 32,550	\$ 32,136	-1.27%	\$ 32,136	\$ 30,939	3.87%	
May, 2017	\$ 39,794	\$ 45,568	14.51%	\$ 45,568	\$ 33,406	36.41%	
June, 2017	\$ 39,921	\$ 41,863	4.87%	\$ 41,863	\$ 34,417	21.64%	
July, 2017	\$ 35,217	\$ 44,497	26.35%	\$ 44,497	\$ 32,072	38.74%	
August, 2017	\$ 43,965	\$ 47,476	7.99%	\$ 47,476	\$ 34,650	37.02%	
September, 2017	\$ 36,942	\$ 46,945	27.08%	\$ 46,945	\$ 34,217	37.20%	
October, 2017	\$ 44,773	\$ 55,550	24.07%	\$ 55,550	\$ 36,681	51.44%	
November, 2017	\$ 44,574	\$ 49,820	11.77%	\$ 49,820	\$ 34,138	45.94%	
December, 2017	\$ 41,445	\$ 45,477	9.73%	\$ 45,477	\$ 33,526	35.65%	
January, 2018	\$ 36,146	\$ 66,771	84.72%	\$ 66,771	\$ 35,417	88.53%	
February, 2018	\$ 44,310	\$ 48,593	9.67%	\$ 48,593	\$ 41,609	16.79%	
March, 2018	\$ 42,267	\$ 54,993	30.11%	\$ 54,993	\$ 37,254	47.62%	
April, 2018	\$ 35,833	\$ 50,955	42.20%	\$ 50,955	\$ 31,582	61.34%	
May, 2018	\$ 43,806	\$ 60,102	37.20%	\$ 60,102	\$ 38,610	55.66%	
June, 2018	\$ 43,946	\$ 47,518	8.13%	\$ 47,518	\$ 38,734	22.68%	
July, 2018	\$ 44,900	\$ 46,670	3.94%	\$ 46,670	\$ 31,047	50.32%	
August, 2018	\$ 55,771	\$ 58,648	5.16%	\$ 58,648	\$ 38,564	52.08%	
September, 2018	\$ 47,108	\$ 68,843	46.14%	\$ 68,843	\$ 32,574	111.34%	
October, 2018	\$ 57,049	\$ 76,256	33.67%	\$ 76,256	\$ 39,448	93.31%	
November, 2018	\$ 56,603	\$ 65,295	15.36%	\$ 65,295	\$ 39,140	66.83%	
December, 2018	\$ 52,600	\$ 71,304	35.56%	\$ 71,304	\$ 36,372	96.04%	
January, 2019	\$ 46,825	\$ 81,467	73.98%	\$ 81,467	\$ 32,379	151.61%	
February, 2019	\$ 56,235	\$ 92,097	63.77%	\$ 92,097	\$ 38,885	136.84%	
March, 2019	\$ 53,945	\$ 72,451	34.31%	\$ 72,451	\$ 38,887	86.31%	
April, 2019	\$ 45,884	\$ 62,630	36.50%	\$ 62,630	\$ 33,076	89.35%	
May, 2019	\$ 56,016	\$ 77,315	38.02%	\$ 77,315	\$ 40,380	91.47%	
June, 2019	\$ 55,749	\$ 68,615	23.08%	\$ 68,615	\$ 40,188	70.74%	
July, 2019	\$ 45,912	\$ 77,599	69.02%	\$ 77,599	\$ 32,126	141.55%	
August, 2019	\$ 57,045	\$ 72,567	27.21%	\$ 72,567	\$ 39,916	81.80%	
September, 2019	\$ 48,670	\$ 80,983	66.39%	\$ 80,983	\$ 34,063	137.75%	
October, 2019	\$ 58,757	\$ 86,518	47.25%	\$ 86,518	\$ 41,123	110.39%	
November, 2019	\$ 58,032	\$ 79,115	36.33%	\$ 79,115	\$ 40,615	94.79%	
December, 2019	\$ 54,201	\$ 83,721	54.46%	\$ 83,721	\$ 37,933	120.70%	
January, 2020	\$ 48,711	\$ 88,427	81.53%	\$ 88,427	\$ 34,092	159.38%	
February, 2020	\$ 58,353	\$ 124,509	113.37%	\$ 124,509	\$ 40,840	204.87%	
March, 2020	\$ 55,569	\$ 73,615	32.47%	\$ 73,615	\$ 40,544	81.57%	
April, 2020	\$ 47,292	\$ 78,218	65.40%	\$ 78,218	\$ 34,505	126.69%	
May, 2020	\$ 57,758	\$ 96,559	67.18%	\$ 96,559	\$ 42,141	129.13%	
June, 2020	\$ 57,267	\$ 105,049	83.44%	\$ 105,049	\$ 41,783	151.42%	
July, 2020	\$ 76,418	\$ 108,470	41.94%	\$ 108,470	\$ 33,540	223.40%	
August, 2020	\$ 80,414	\$ 111,849	39.09%	\$ 111,849	\$ 41,326	170.65%	
September, 2020	\$ 80,982	\$ 111,950	38.24%	\$ 111,950	\$ 35,544	214.97%	
October, 2020	\$ 97,394	\$ 123,541	26.85%	\$ 123,541	\$ 42,747	189.01%	
November, 2020	\$ 95,981	\$ 111,548	16.22%	\$ 111,548	\$ 42,127	164.79%	
December, 2020	\$ 89,971	\$ 133,159	48.00%	\$ 133,159	\$ 39,489	237.21%	
January, 2021	\$ 81,295	\$ 142,435	75.21%	\$ 142,435	\$ 35,681	299.19%	
February, 2021	\$ 98,004	\$ 176,811	80.41%	\$ 176,811	\$ 43,015	311.05%	
March, 2021	\$ 91,837	\$ 108,777	18.45%	\$ 108,777	\$ 42,021	158.86%	
April, 2021	\$ 78,673	\$ 98,208	24.83%	\$ 98,208	\$ 35,998	172.82%	
May, 2021	\$ 96,119	\$ 149,868	55.92%	\$ 149,868	\$ 43,980	240.76%	
June, 2021	\$ 95,612	\$ 119,455	24.94%	\$ 119,455	\$ 43,748	173.05%	
July, 2021	\$ 110,203	\$ 119,611	8.54%	\$ 119,611	\$ 34,966	242.08%	
August, 2021	\$ 135,784	\$ 146,398	7.82%	\$ 146,398	\$ 43,082	239.81%	
September, 2021	\$ 116,785	\$ 114,138	-2.27%	\$ 114,138	\$ 37,054	208.03%	
October, 2021	\$ 140,069	\$ 145,812	4.10%	\$ 145,812	\$ 44,442	228.09%	
November, 2021	\$ 137,707	\$ 153,849	11.72%	\$ 153,849	\$ 43,693	252.12%	
December, 2021	\$ 130,010	\$ 138,224	6.32%	\$ 138,224	\$ 41,251	235.08%	
January, 2022	\$ 137,707	\$ 182,045	32.20%	\$ 182,045	\$ 43,693	316.65%	
TOTAL	\$ 4,310,557	\$ 5,615,051	30.26%	\$ 5,615,051	\$ 2,617,131	114.55%	

CITY OF NORMAN  
NORMAN FORWARD SALES + USE TAX REVENUE, VS. PROJECTION

BY FISCAL YEAR				COMPARED TO 7/2015 PROJECTION		
MONTH	PROJECTED	ACTUAL	% VARIANCE	ACTUAL	PRELIMINARY	% VARIANCE
					PROJECTION*	
March, 2016	\$ 796,621	\$ 769,029	-3.46%	\$ 769,029	\$ 791,736	-2.87%
April, 2016	\$ 767,387	\$ 811,144	5.70%	\$ 811,144	\$ 762,681	6.35%
May, 2016	\$ 828,584	\$ 845,058	1.99%	\$ 845,058	\$ 823,502	2.62%
June, 2016	\$ 853,652	\$ 769,012	-9.92%	\$ 769,012	\$ 848,417	-9.36%
July, 2016	\$ 803,620	\$ 797,042	-0.82%	\$ 797,042	\$ 791,491	0.70%
August, 2016	\$ 847,769	\$ 795,935	-6.11%	\$ 795,935	\$ 832,196	-4.36%
September, 2016	\$ 820,478	\$ 802,028	-2.25%	\$ 802,028	\$ 807,176	-0.64%
October, 2016	\$ 899,388	\$ 849,859	-5.51%	\$ 849,859	\$ 880,818	-3.51%
November, 2016	\$ 839,374	\$ 808,586	-3.67%	\$ 808,586	\$ 819,446	-1.33%
December, 2016	\$ 821,652	\$ 777,356	-5.39%	\$ 777,356	\$ 804,184	-3.34%
January, 2017	\$ 860,080	\$ 840,214	-2.31%	\$ 840,214	\$ 848,538	-0.98%
February, 2017	\$ 1,020,715	\$ 855,845	-16.15%	\$ 855,845	\$ 1,005,704	-14.90%
March, 2017	\$ 810,262	\$ 716,716	-11.55%	\$ 716,716	\$ 825,384	-13.17%
April, 2017	\$ 776,091	\$ 800,729	3.17%	\$ 800,729	\$ 795,095	0.71%
May, 2017	\$ 842,626	\$ 803,651	-4.63%	\$ 803,651	\$ 858,501	-6.39%
June, 2017	\$ 867,045	\$ 789,680	-8.92%	\$ 789,680	\$ 884,474	-10.72%
July, 2017	\$ 795,809	\$ 814,337	2.33%	\$ 814,337	\$ 824,212	-1.20%
August, 2017	\$ 842,790	\$ 783,821	-7.00%	\$ 783,821	\$ 890,467	-11.98%
September, 2017	\$ 825,785	\$ 802,051	-2.87%	\$ 802,051	\$ 879,340	-8.79%
October, 2017	\$ 890,418	\$ 855,719	-3.90%	\$ 855,719	\$ 942,658	-9.22%
November, 2017	\$ 831,588	\$ 807,462	-2.90%	\$ 807,462	\$ 877,300	-7.96%
December, 2017	\$ 814,349	\$ 751,136	-7.76%	\$ 751,136	\$ 861,572	-12.82%
January, 2018	\$ 852,650	\$ 896,192	5.11%	\$ 896,192	\$ 910,173	-1.54%
February, 2018	\$ 1,003,553	\$ 852,494	-15.05%	\$ 852,494	\$ 1,069,288	-20.27%
March, 2018	\$ 800,433	\$ 778,199	-2.78%	\$ 778,199	\$ 884,031	-11.97%
April, 2018	\$ 770,950	\$ 783,995	1.69%	\$ 783,995	\$ 852,618	-8.05%
May, 2018	\$ 834,754	\$ 861,452	3.20%	\$ 861,452	\$ 922,001	-6.57%
June, 2018	\$ 855,498	\$ 825,212	-3.54%	\$ 825,212	\$ 945,137	-12.69%
July, 2018	\$ 777,871	\$ 838,838	7.84%	\$ 838,838	\$ 880,534	-4.74%
August, 2018	\$ 825,587	\$ 836,755	1.35%	\$ 836,755	\$ 930,753	-10.10%
September, 2018	\$ 795,860	\$ 822,718	3.37%	\$ 822,718	\$ 900,350	-8.62%
October, 2018	\$ 871,585	\$ 890,548	2.13%	\$ 890,548	\$ 983,929	-9.49%
November, 2018	\$ 815,036	\$ 835,101	2.46%	\$ 835,101	\$ 918,136	-9.04%
December, 2018	\$ 797,437	\$ 826,921	3.70%	\$ 826,921	\$ 899,610	-8.08%
January, 2019	\$ 833,678	\$ 943,483	13.17%	\$ 943,483	\$ 944,312	-0.09%
February, 2019	\$ 980,644	\$ 893,570	-8.88%	\$ 893,570	\$ 1,110,241	-19.52%
March, 2019	\$ 784,579	\$ 758,532	-3.32%	\$ 758,532	\$ 921,652	-17.70%
April, 2019	\$ 754,306	\$ 832,663	10.39%	\$ 832,663	\$ 889,005	-6.34%
May, 2019	\$ 818,242	\$ 839,510	2.60%	\$ 839,510	\$ 961,316	-12.67%
June, 2019	\$ 837,830	\$ 878,142	4.81%	\$ 878,142	\$ 985,113	-10.86%
July, 2019	\$ 809,510	\$ 846,446	4.56%	\$ 846,446	\$ 919,234	-7.92%
August, 2019	\$ 857,673	\$ 834,413	-2.71%	\$ 834,413	\$ 970,045	-13.98%
September, 2019	\$ 827,316	\$ 869,078	5.05%	\$ 869,078	\$ 938,654	-7.41%
October, 2019	\$ 906,074	\$ 930,673	2.71%	\$ 930,673	\$ 1,025,491	-9.25%
November, 2019	\$ 846,902	\$ 878,957	3.78%	\$ 878,957	\$ 957,084	-8.16%
December, 2019	\$ 828,918	\$ 895,825	8.07%	\$ 895,825	\$ 937,927	-4.49%
January, 2020	\$ 868,733	\$ 939,447	8.14%	\$ 939,447	\$ 986,751	-4.79%
February, 2020	\$ 1,016,423	\$ 944,260	-7.10%	\$ 944,260	\$ 1,153,876	-18.17%
March, 2020	\$ 814,129	\$ 793,842	-2.49%	\$ 793,842	\$ 959,253	-17.24%
April, 2020	\$ 785,425	\$ 825,749	5.13%	\$ 825,749	\$ 928,475	-11.06%
May, 2020	\$ 850,284	\$ 798,842	-6.05%	\$ 798,842	\$ 1,001,987	-20.27%
June, 2020	\$ 871,128	\$ 769,641	-11.65%	\$ 769,641	\$ 1,027,469	-25.09%
July, 2020	\$ 854,217	\$ 916,834	7.33%	\$ 916,834	\$ 959,349	-4.43%
August, 2020	\$ 894,819	\$ 962,190	7.53%	\$ 962,190	\$ 1,010,706	-4.80%
September, 2020	\$ 874,213	\$ 891,932	2.03%	\$ 891,932	\$ 979,720	-8.96%
October, 2020	\$ 960,243	\$ 941,516	-1.95%	\$ 941,516	\$ 1,069,791	-11.99%
November, 2020	\$ 899,663	\$ 891,495	-0.91%	\$ 891,495	\$ 998,743	-10.74%
December, 2020	\$ 879,903	\$ 928,333	5.50%	\$ 928,333	\$ 979,740	-5.25%
January, 2021	\$ 917,206	\$ 1,008,139	9.91%	\$ 1,008,139	\$ 1,030,659	-2.19%
February, 2021	\$ 1,070,248	\$ 1,019,403	-4.75%	\$ 1,019,403	\$ 1,200,270	-15.07%
March, 2021	\$ 863,410	\$ 910,587	5.46%	\$ 910,587	\$ 999,451	-8.89%
April, 2021	\$ 830,642	\$ 831,967	0.16%	\$ 831,967	\$ 969,102	-14.15%
May, 2021	\$ 900,977	\$ 1,079,167	19.78%	\$ 1,079,167	\$ 1,042,714	3.50%
June, 2021	\$ 920,717	\$ 1,065,538	15.73%	\$ 1,065,538	\$ 1,067,605	-0.19%
July, 2021	\$ 895,069	\$ 1,095,689	22.41%	\$ 1,095,689	\$ 1,000,121	9.56%
August, 2021	\$ 957,588	\$ 1,132,798	18.30%	\$ 1,132,798	\$ 1,053,661	7.51%
September, 2021	\$ 917,223	\$ 1,136,893	23.95%	\$ 1,136,893	\$ 1,021,359	11.31%
October, 2021	\$ 1,010,759	\$ 1,210,135	19.73%	\$ 1,210,135	\$ 1,115,135	8.52%
November, 2021	\$ 948,691	\$ 1,119,456	18.00%	\$ 1,119,456	\$ 1,040,965	7.54%
December, 2021	\$ 920,518	\$ 1,130,760	22.84%	\$ 1,130,760	\$ 1,013,343	11.59%
January, 2022	\$ 998,331	\$ 1,230,271	23.23%	\$ 1,230,271	\$ 1,102,008	11.64%
TOTAL	\$ 61,263,928	\$ 62,671,010	2.30%	\$ 62,671,010	\$ 67,023,779	-6.49%



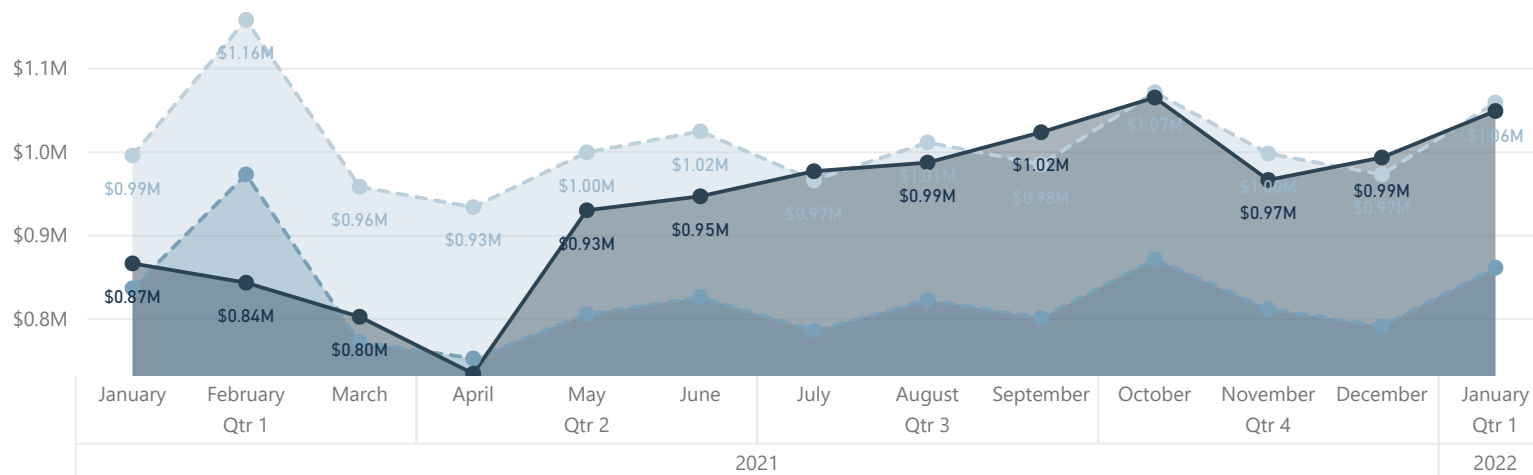


# REVENUE ANALYSIS

# ADG

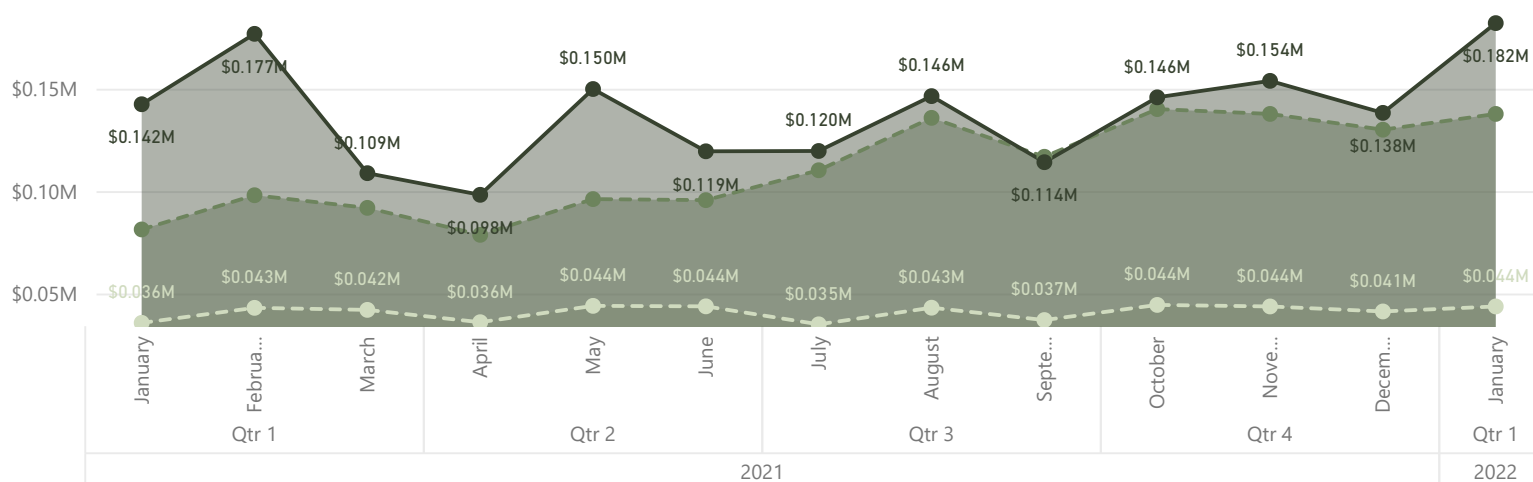
## Sales Tax Revenue: Actual vs. Projected

● Sales Tax: 7/2015 Projection ● Sales Tax: Current Projection ● Sales Tax: Actual



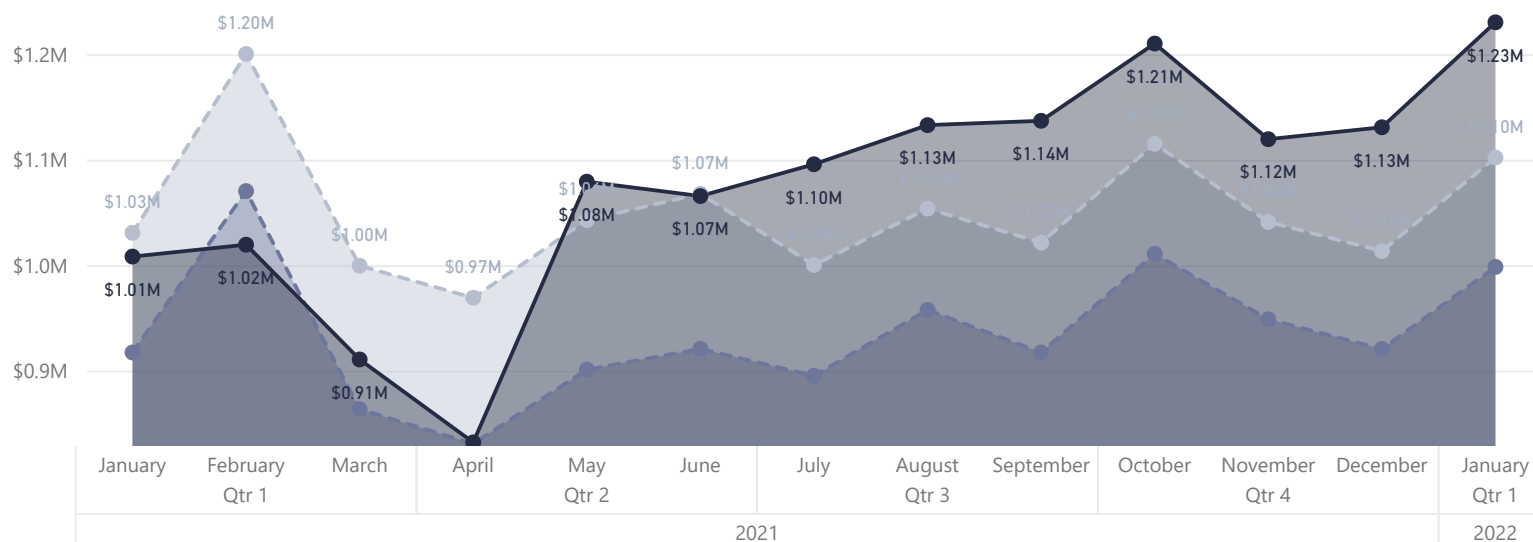
## Use Tax Revenue: Actual vs. Projected

● Use Tax: 7/2015 Projection ● Use Tax: Current Projection ● Use Tax: Actual



## Sales + Use Tax Revenue: Actual vs. Projected

● Total Revenue: 7/2015 Projection ● Total Revenue: Current Projection ● Total Revenue: Actual



Note: "Current Projections" are current as of Fiscal Year 2021. These projections update with each fiscal year.



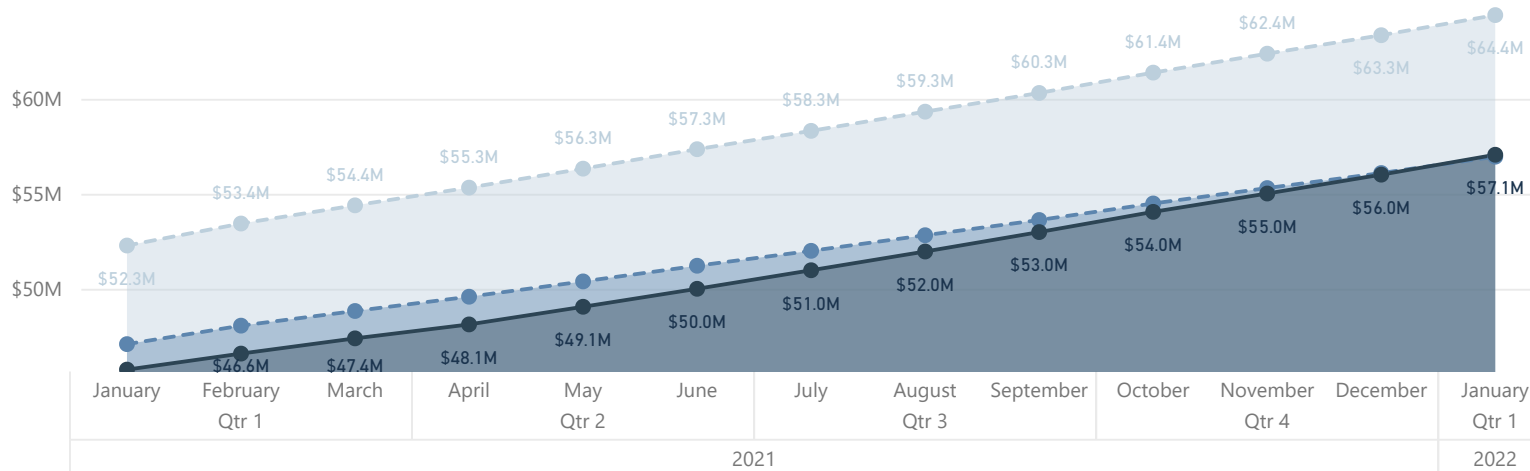


# REVENUE ANALYSIS: CUMULATIVE

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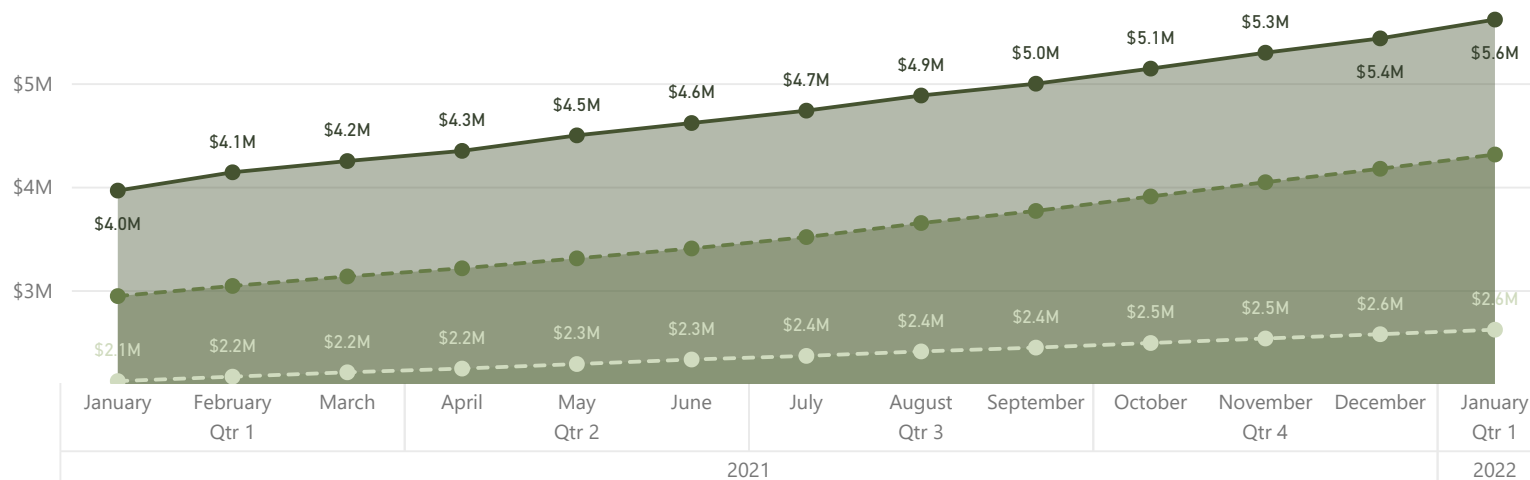
## Cumulative Sales Tax Revenue: Actual vs. Projected

● Sales Tax Cumulative Revenue: 7/2015 Projected ● Sales Tax Cumulative Revenue: Current Projection ● Sales Tax Cumulative Revenue: Actual



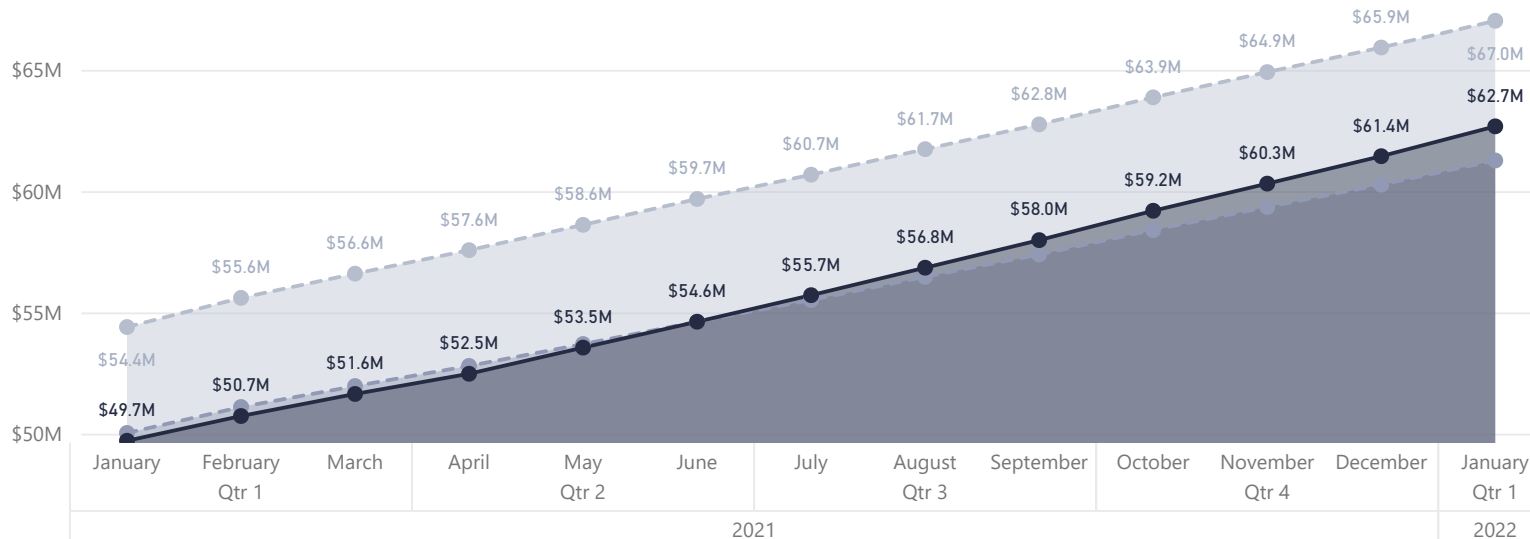
## Cumulative Use Tax Revenue: Actual vs. Projected

● Use Tax Cumulative Revenue 7/2015 Projection ● Use Tax Cumulative Revenue: Current Projected ● Use Tax Cumulative Revenue: Actual



## Cumulative Sales + Use Tax Revenue: Actual vs. Projected

● Total Cumulative Revenue: 7/2015 Projected ● Total Cumulative Revenue: Projected ● Total Cumulative Revenue: Actual



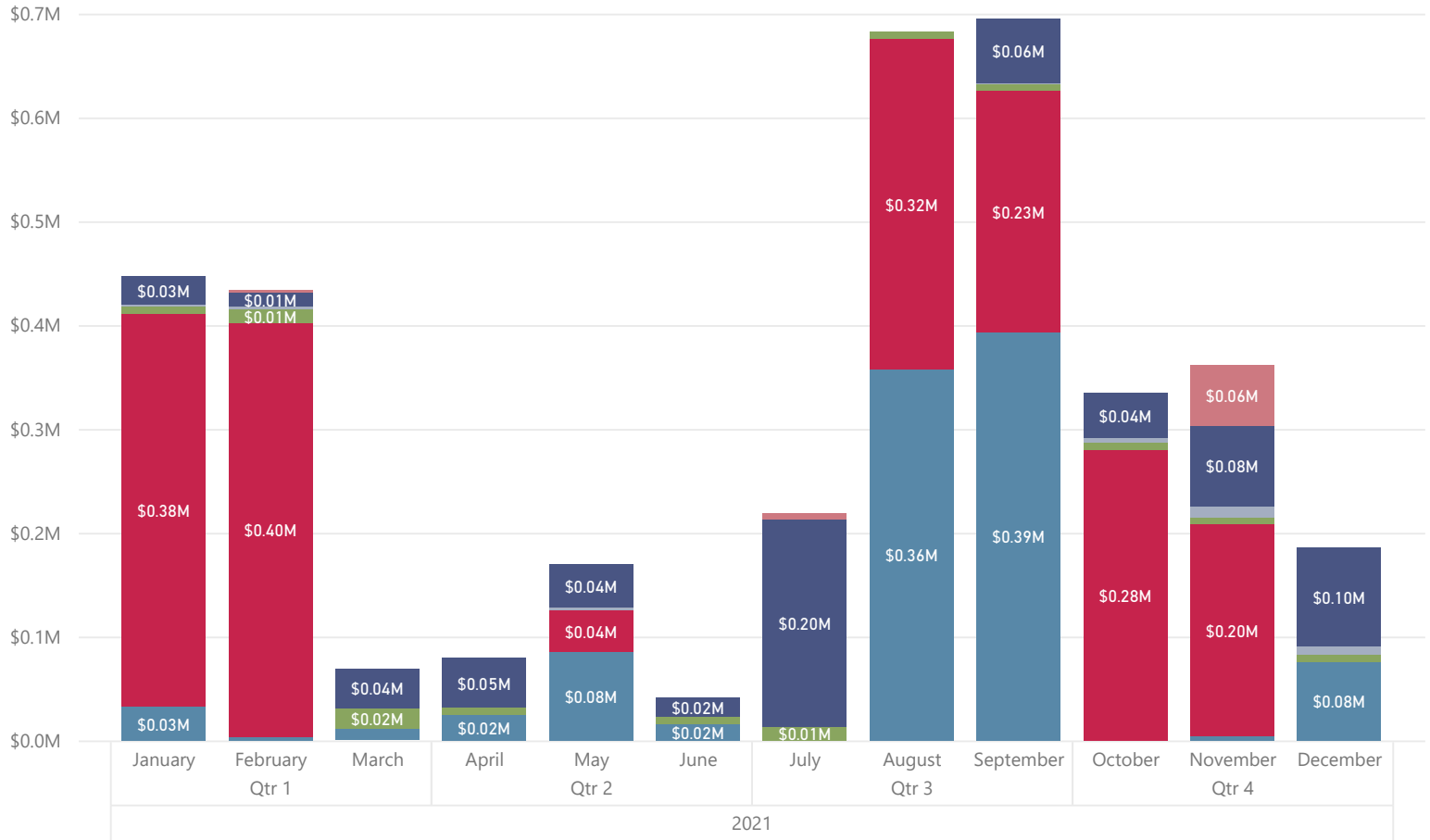
Note: "Current Projections" are current as of Fiscal Year 2021. These projections update with each fiscal year.



# EXPENDITURE ANALYSIS

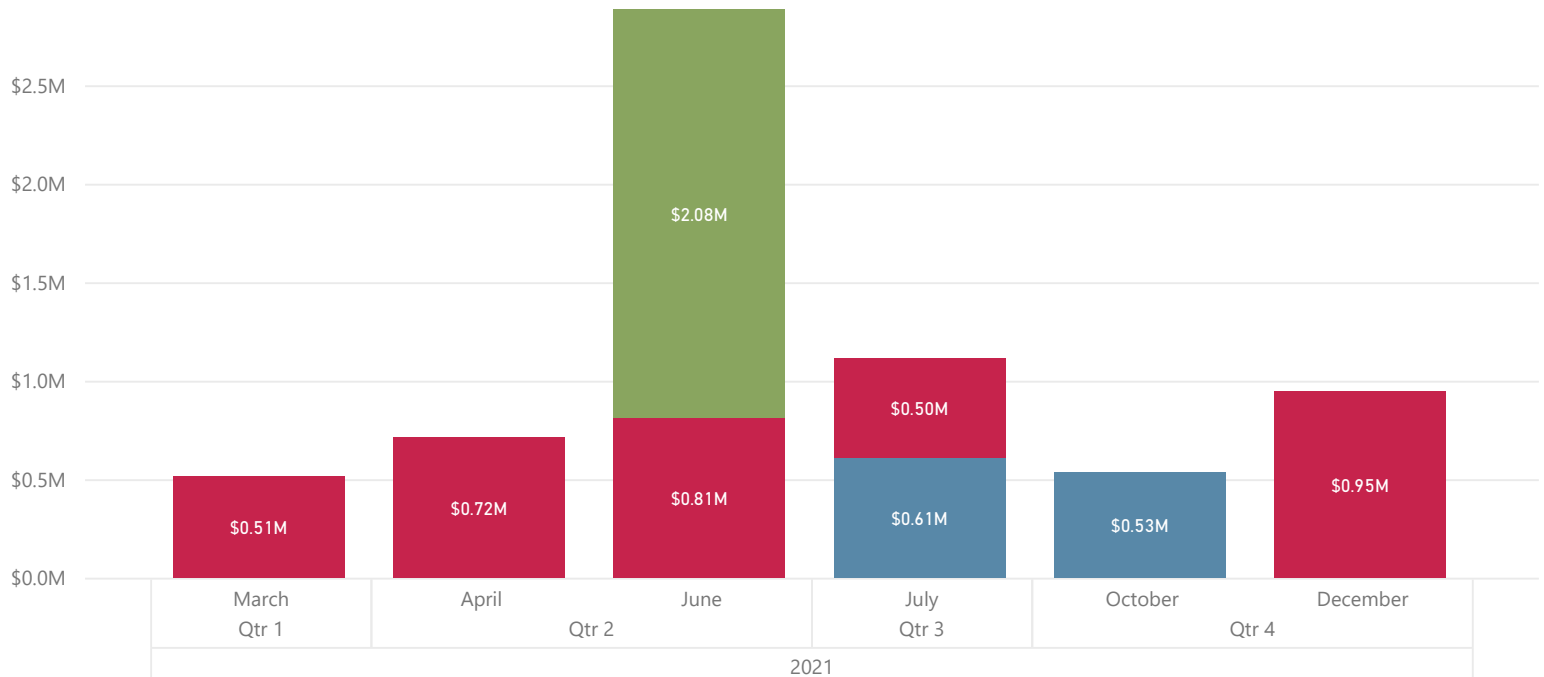
## Expenditures Over Time (By Budget Category): Less than \$500-K

Budget Category ● A&E / Design / Testing ● Construction / FF&E ● Griffin Land Acquisition ● Project Contingency ● Project Oversight ● Public Art



## Expenditures Over Time (By Budget Category): Greater Than \$500-K

Budget Category ● A&E / Design / Testing ● Construction / FF&E ● Land Acquisition / Site Prep / Infrastructure



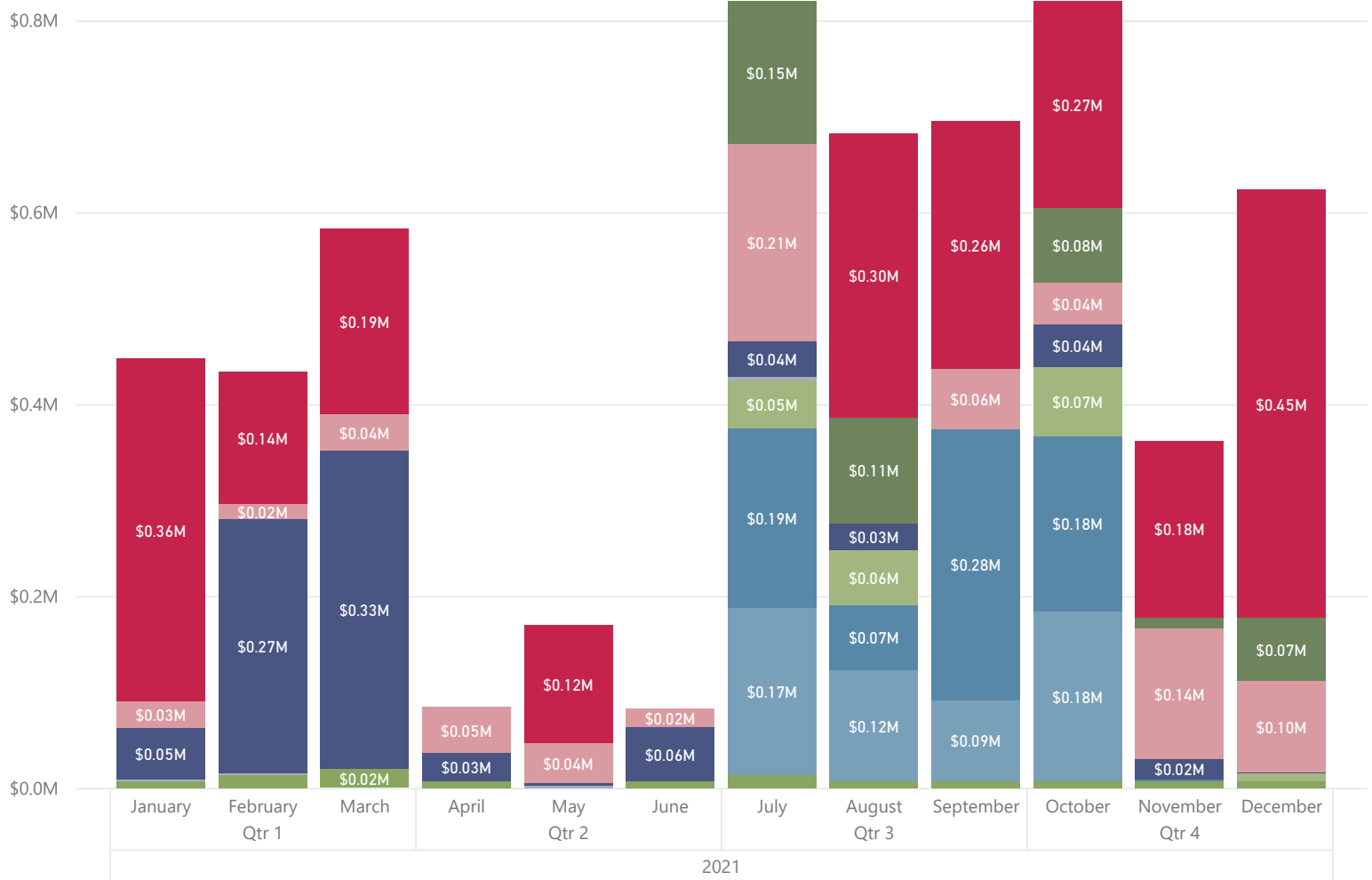
Note: "Current Projections" are current as of Fiscal Year 2021. These projections update with each fiscal year.



# EXPENDITURE ANALYSIS

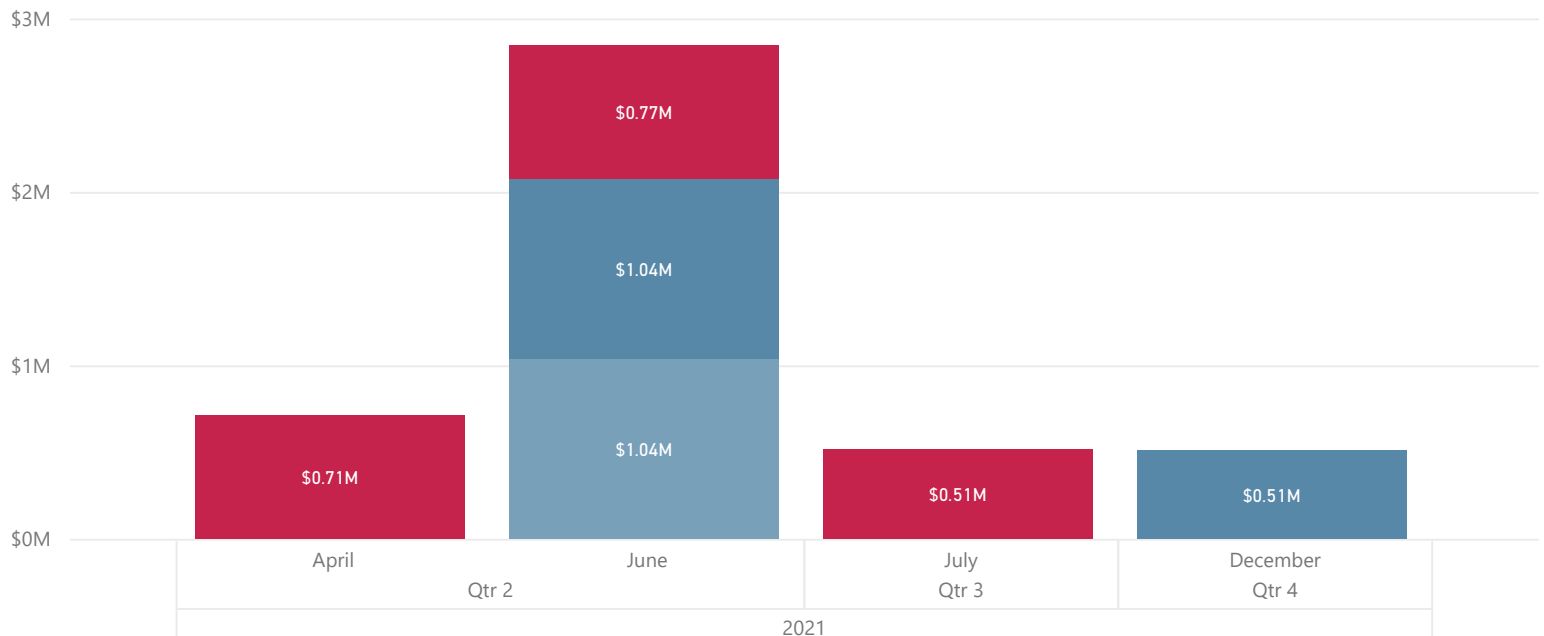
## Expenditures Over Time (By Project): Less Than \$500-K

Project Name ● Griffin Land A... ● Indoor Aquati... ● Indoor Multi-... ● James Garn... ● Libraries ● Parks Projects ● Program Ex... ● Senior Citiz... ● Sports Co...



## Expenditures Over Time (By Project): Greater Than \$500-K

Project Name ● Indoor Aquatic Center ● Indoor Multi-Sport Facility ● Sports Complex Projects

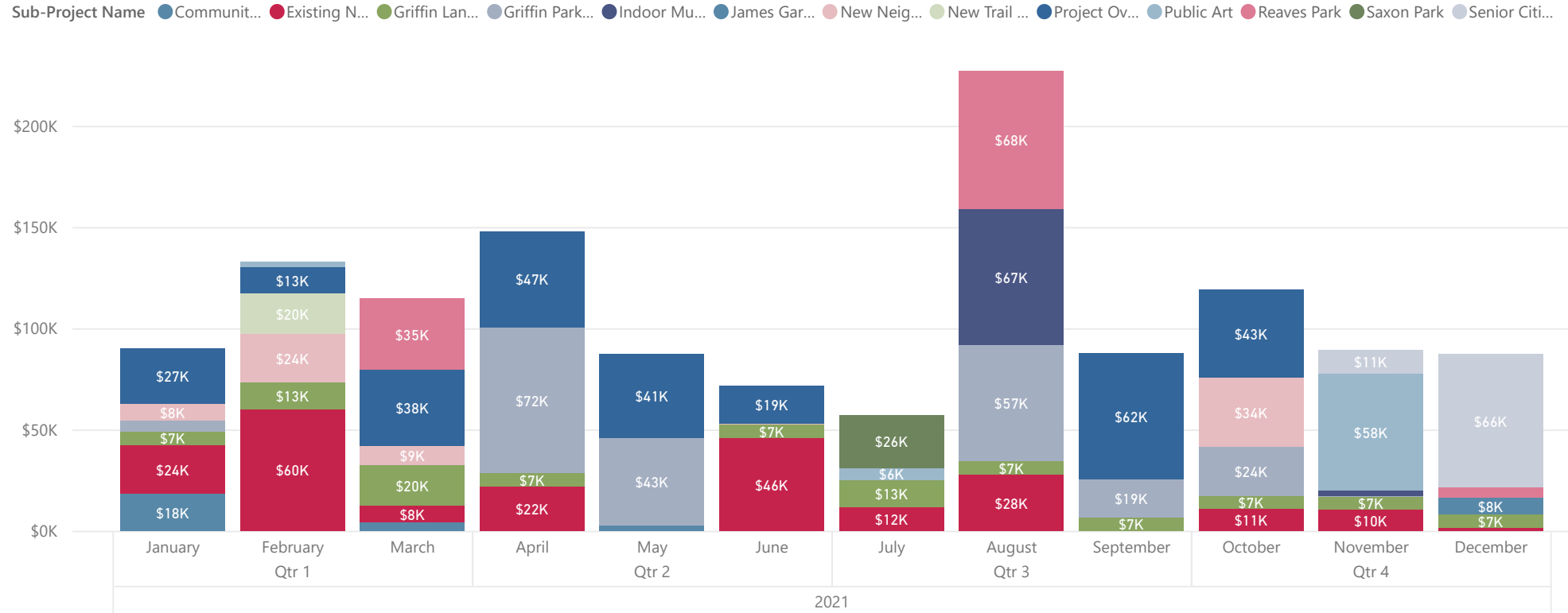




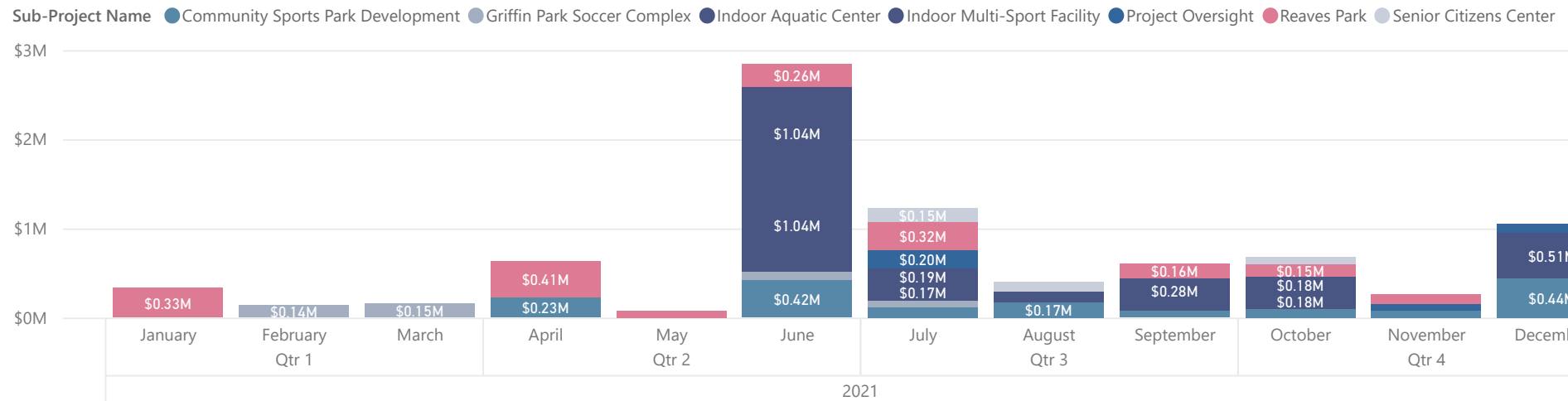
# EXPENDITURE ANALYSIS: ONGOING PROJECTS

ADG

## Expenditures Over Time (By Sub-Project): Less Than \$100-K



## Expenditures Over Time (By Sub-Project): Greater Than \$100-K



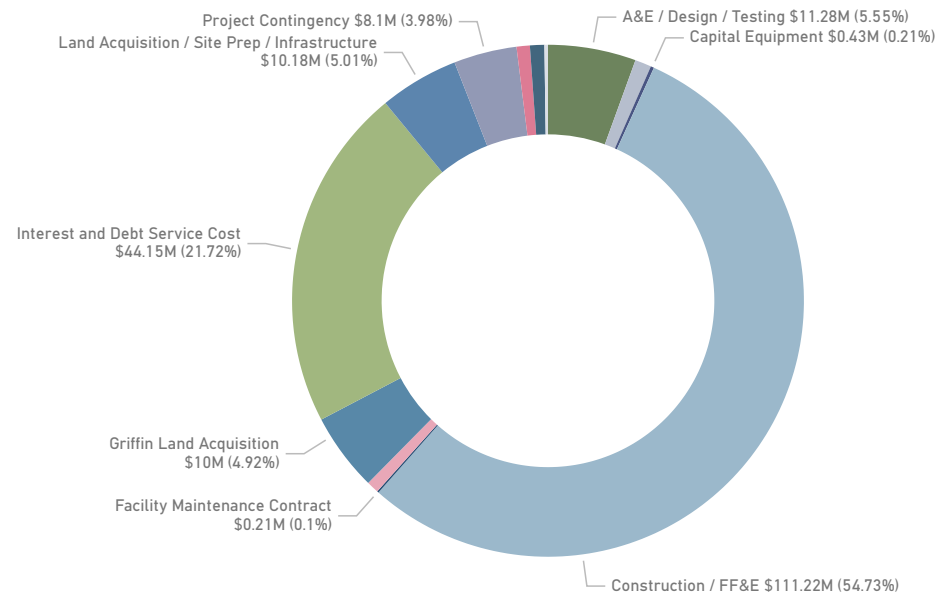
Note: "Current Projections" are current as of Fiscal Year 2021. These projections update with each fiscal year.



# BUDGET ANALYSIS

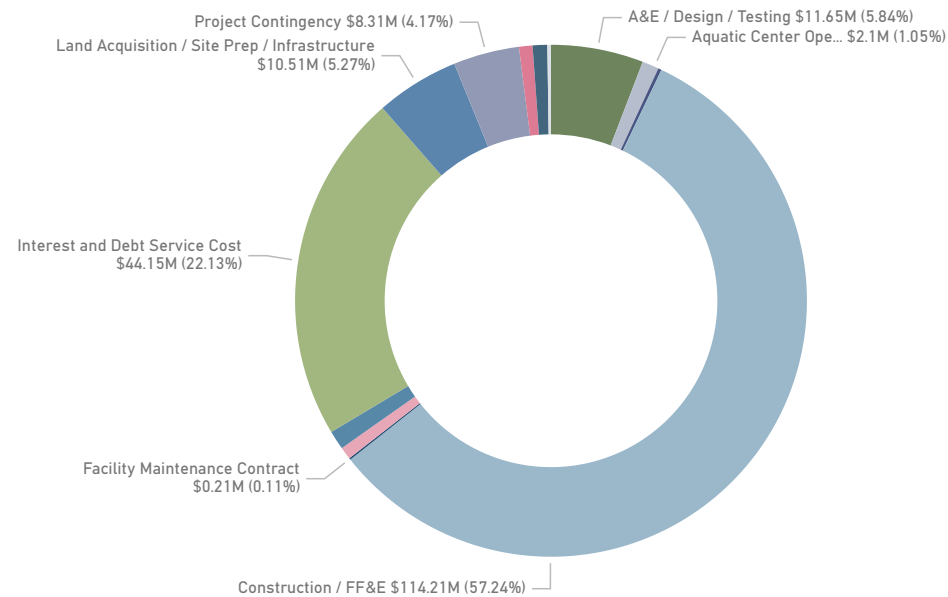


Original iPlan Budget (by Budget Category)



- Budget Category**
- A&E / Design / Testing
  - Aquatic Center Operating Subsidy
  - Capital Equipment
  - Construction / FF&E
  - Facility Maintenance Contract
  - Facility Maintenance Staff
  - Griffin Land Acquisition
  - Interest and Debt Service Cost
  - Land Acquisition / Site Prep / Infrastructure
  - Project Contingency
  - Project Oversight
  - Public Art
  - Westwood Pool / Tennis Replacement

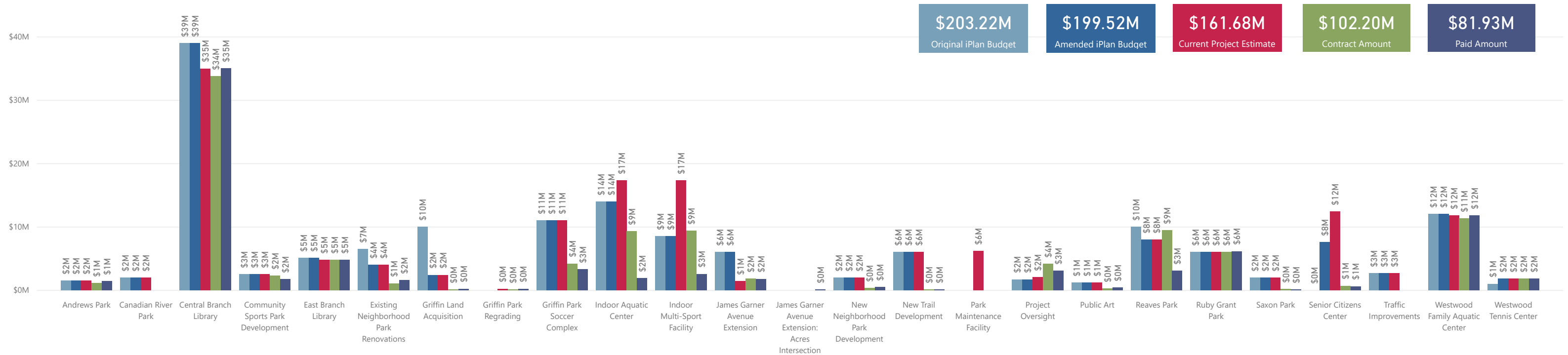
Amended iPlan Budget (by Budget Category)



- Budget Category**
- A&E / Design / Testing
  - Aquatic Center Operating Subsidy
  - Capital Equipment
  - Construction / FF&E
  - Facility Maintenance Contract
  - Facility Maintenance Staff
  - Griffin Land Acquisition
  - Interest and Debt Service Cost
  - Land Acquisition / Site Prep / Infrastructure
  - Project Contingency
  - Project Oversight
  - Public Art
  - Westwood Pool / Tennis Replacement

iPlan Budget, Curent Project Estimate, Contract Amount, and Paid Amount (By Budget Category)

- Original iPlan Budget Amended iPlan Budget Current Project Estimate Contract Amount Paid Amount



Note: "Current Projections" are current as of Fiscal Year 2021. These projections update with each fiscal year.

NORMAN FORWARD SALES TAX FUND

Use Tax Growth Factor (FYE 2021 - FYE 2-31)  
Sales Tax Growth Factor (FYE 2020-FYE 2031)

5.000%
2.000%

	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	
	FYE 16 ACTUAL	FYE 17 ACTUAL	FYE 18 ACTUAL	FYE 19 ACTUAL	FYE 20 ACTUAL	FYE 21 ACTUAL	FYE 22 PROJECTED	FYE 23 PROJECTED	FYE 24 PROJECTED	FYE 25 PROJECTED	FYE 26 PROJECTED	FYE 27 PROJECTED	FYE 28 PROJECTED	FYE 29 PROJECTED	FYE 30 PROJECTED	FYE 31 PROJECTED	TOTAL
	\$0	\$42,568,850	\$68,812,899	\$54,059,452	\$44,634,680	\$38,479,004	\$65,775,649	\$38,734,718	\$14,940,590	\$10,122,012	\$6,728,926	\$7,172,265	\$6,633,324	\$4,650,956	\$4,618,129	\$5,520,010	
	\$3,036,583	\$9,101,963	\$9,101,396	\$9,249,871	\$9,280,292	\$9,951,030	\$10,150,051	\$10,353,052	\$10,560,113	\$10,771,315	\$10,986,741	\$11,206,476	\$11,430,606	\$11,659,218	\$11,892,402	\$8,224,002	\$156,955,109
	157,660	\$535,679	\$710,671	\$946,909	\$1,046,880	\$1,496,071	\$1,570,875	\$1,649,418	\$1,731,889	\$1,818,484	\$1,909,408	\$2,004,878	\$2,105,122	\$2,210,378	\$2,320,897	\$2,436,942	\$24,652,162
	3,790	114,127	\$95,431	883,333	\$70,925	177,820	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	\$181,607,271
	0	0	0	0	150,000			\$ 3,900,000									
	0	0	0	0	54,419	4,776,381	\$ -	\$ -									
	0	0	8,500	0	\$2,979	\$ -	\$ -400,000	\$ -400,000	\$ -400,000	\$ -400,000	\$ -400,000	\$ -400,000	\$ -400,000	\$ -400,000	\$ -400,000	\$ -400,000	
	\$3,198,033	\$9,751,769	\$10,415,998	\$11,080,113	\$11,155,495	\$21,201,302	\$12,145,925	\$16,327,470	\$12,717,002	\$13,014,799	\$13,321,149	\$13,636,354	\$13,960,728	\$14,294,596	\$14,638,299	\$11,085,944	\$201,944,975
	431,600,000	30,950,000			0	22,250,000											\$96,360,000
	\$46,358,033	\$40,701,769	\$10,415,998	\$11,080,113	\$11,155,495	\$43,451,302	\$12,145,925	\$16,327,470	\$12,717,002	\$13,014,799	\$13,321,149	\$13,636,354	\$13,960,728	\$14,294,596	\$14,638,299	\$11,085,944	\$298,304,975
	2,575,149	3,125,305	11,766,247	5,802,804	19,004												\$34,989,758
			0	6,077,613	5,562,600	61,036											\$4,790,972
	157,969	647,440	3,555,919	418,261													
				6,895	4,488												\$11,763,799.84
	268,889	7,308,839	3,980,989	78,574													
				118,367	\$8,141												
				360,669	3,347,014		45,883										\$ 6,289,354
							2,535,788										
							26,255	450,000			750,000	773,745					\$2,000,000
			481,971	225,658	491,041	352,363			650,000	650,000	650,000	650,000	1,000,000	1,300,000	49,000		\$6,500,033
		7,314		16,470	337,044	95,620	700,000					500,000	343,552				\$2,000,000
		0	99,099	1,900	323,382	1,011,482	10,711										\$1,446,574
		248,742	42,608	471,378													\$1,801,277
				1,038,549													
					14,000	20,000	500,000						1,000,000	2,400,000	1,066,000		\$5,000,000
		88,720	180,419	111,659	377,310	2,451,666	795,863	2,477,908	1,652,752	1,680,000							10,000,000
				183,714													
			0	0	12,075			1,250,000	1,237,925								\$2,500,000
	171,280	105,855	636,406	91,939	1,243,675	707,270	4,000,000	3,607,176									11,000,000
		46,136		390,262													
		0	0		191,717	1,343,539	6,964,744	7,434,791	1,500,000								\$17,434,791
					80,000	100,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	1,520,000	\$2,420,000
	8,930	73,334	804,031	59,793	22,918	73,674		3,768,108	576,326							0	6,000,000
				612,586													
		0	0	0	205,466	1,336,039	7,258,323	5,200,172									\$14,000,000
															1,995,000		\$1,995,000
	0		0	0	127,648	227,723	7,244,629	4,800,000									\$12,400,000
	457,432	423,815	0	0	0		500,000	500,000	500,000	700,000			500,000				\$2,700,000
	\$3,639,649	\$12,075,501	\$21,547,990	\$16,067,091	\$12,367,513	\$10,657,280	\$29,800,153	\$29,106,080	\$5,709,078	\$3,883,745	\$730,000	\$1,230,000	\$2,923,552	\$3,780,000	\$3,190,000	\$1,520,000	\$158,227,631
	\$3,459,839	\$11,508,235	\$21,066,019	\$7,036,307													
		\$423,815	\$0	\$8,427,987	\$7,928,844	\$6,911,031	7,258,323										
				\$0	\$0	\$0	\$ 10,964,744	\$11,285,256									
				15,000	139,328	187,695	430,876	451,670	473,504	496,429	520,500	545,775	572,314	600,180	629,439	660,161	\$5,722,871
		95,000	151,533	66,237			300,000	100,000	115,000								\$827,770
									175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	\$1,400,000
	146,836	444,592	408,421	548,483	645,556	419,213	300,000	300,000	300,000	300,000							\$3,813,101
				35,004	35,000	35,000	35,000	35,000	35,000	35,000	35,000						\$455,004
															125,000		\$125,000
	2,698	1,842,628	2,270,117	2,240,167	2,609,396	3,160,757	3,065,648	4,921,670	5,568,819	6,406,533	5,954,131	6,388,741	5,907,251	2,892,465	0	0	\$53,231,019
			791,384	1,532,903	1,514,378	1,694,712	2,646,800	2,598,800	2,550,800	2,502,800	2,854,800	3,192,400	3,721,600	4,236,400	6,973,600	0	\$36,811,377
				0	0	0	2,608,379	2,608,379	2,608,379	2,608,379	2,608,379	2,608,379	2,608,379	2,608,379	2,608,379	2,608,379	\$26,083,788
	\$3,789,183	\$14,457,721	\$25,169,445	\$20,504,884	\$17,311,171	\$16,154,657	\$19,186,856	\$40,121,598	\$17,535,579	\$16,407,885	\$12,877,810	\$14,175,295	\$15,943,095	\$14,327,424	\$13,736,418	\$4,998,539	\$286,697,561
	\$42,568,850	\$26,244,048	(\$14,753,447)	(\$9,424,771)	(\$6,155,676)	\$27,296,645	(\$27,040,931)	(\$23,794,129)	(\$4,818,578)	(\$3,393,087)	\$443,339	(\$538,941)	(\$1,982,368)	(\$32,828)	\$901,882	\$6,087,404	\$11,607,415
	\$42,568,850	\$68,812,899	\$54,059,452	\$44,634,680	\$38,479,004	\$65,775,649	\$38,734,718	\$14,940,590	\$10,122,012	\$6,728,926	\$7,172,265	\$6,633,324	\$4,650,956	\$4,618,129	\$5,520,010	\$11,607,415	
	39,700,561	58,628,511	37,562,492	22,098,198	14,169,354	29,508,323	11,285,256	0	0	0	0	0	0	0	0	0	0
	2,868,289	10,184,388	16,496,960	22,536,482	24,309,650	36,267,326	27,449,462	14,940,590	10,122,012	6,728,925	7,172,264	6,633,324	4,650,956	4,618,128	5,520,010	11,607,414	
	\$42,568,850	\$68,812,899	\$54,059,452	\$44,634,680	\$38,479,004	\$65,775,649	\$38,734,718	\$14,940,590	\$10,122,012	\$6,728,926	\$7,172,265	\$6,633,324	\$4,650,956	\$4,618,129	\$5,520,010	\$11,607,415	