

File Attachments for Item:

7. CONSIDERATION OF ACKNOWLEDGEMENT, ACCEPTANCE, REJECTION, AND/OR POSTPONEMENT OF RECEIPT OF THE NORMAN FORWARD FINANCIAL OVERSIGHT BOARD ANNUAL REPORT FROM JANUARY 1, 2025, THROUGH DECEMBER 31, 2025.



CITY OF NORMAN, OK STAFF REPORT

MEETING DATE: 01/27/2026

REQUESTER: Jacob Huckabaa, Budget Analyst

PRESENTER: Jacob Huckabaa, Budget Analyst

ITEM TITLE: CONSIDERATION OF ACKNOWLEDGEMENT, ACCEPTANCE, REJECTION, AND/OR POSTPONEMENT OF RECEIPT OF THE NORMAN FORWARD FINANCIAL OVERSIGHT BOARD ANNUAL REPORT FROM JANUARY 1, 2025, THROUGH DECEMBER 31, 2025.

BACKGROUND:

On October 13, 2015, the voters of Norman approved Ordinance O-1516-5, which levied a one-half percent (1/2%) NORMAN FORWARD Sales Tax (NFST) for a 15-year period. This Ordinance directed the establishment by Council of a citizen oversight board to review expenditures of NFST moneys and submit recommendations to Council regarding the expenditures.

In response to this direction, the City Council established the NORMAN FORWARD Citizen Financial Oversight Board (CFOB) by Resolution R-1516-75, on December 22, 2015. The Board is directed by the Resolution 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 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 a 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.”

DISCUSSION:

The CFOB began meeting in January 2016. The Board has met periodically since that time and reviewed the Council actions related to the expenditure of the NFST funds. An Annual Report for the period of January 1, 2025, through December 31, 2025, was adopted for presentation to the Council at the Board's January 9, 2025, meeting. The attached Annual Report focuses on the Board's review of the progress made in implementing the NORMAN FORWARD program. The most recently updated financial reports presented to the CFOB are attached to the Report along with the most recently reviewed Pro Forma analysis for the Norman Forward period. This Pro Forma analysis shows that the projects are being managed to be completed within projected revenues.

RECOMMENDATION:

It is recommended that the Council accept the NORMAN FORWARD Citizen Financial Oversight Board's Annual Report for the period of January 1, 2025, through December 31, 2025.

**THE CITY OF NORMAN/NORMAN MUNICIPAL AUTHORITY
NORMAN FORWARD CITIZEN FINANCIAL OVERSIGHT BOARD
ANNUAL REPORT
FOR THE PERIOD JANUARY 1, 2025 – DECEMBER 31, 2025**

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:

Erik Paulson; December 22, 2027
Linda Price; December 22, 2027
Andy Rieger; December 22, 2027
Alva Brockus; December 22, 2028
Cynthia Rogers; December 22, 2028
Zachary Simpson; December 22, 2028
Shanon Buckingham; December 22, 2026
Christopher Housman; December 22, 2026
Andy Sherrer; December 22, 2026

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; \$35,010,261)
- New East Branch Library - \$5,100,000 (Completed 7/2018; \$4,794,304)
- James Garner Avenue Extension - \$6,000,000 (Completed 9/2024; \$5,856,683)
- New Indoor Aquatic Facility - \$14,000,000 (“YFAC” Completed 2/2024)
- 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 (Completed 3/2023; \$9,987,746)
- Griffin Park Land Purchase - \$10,000,000 (Now \$2,400,000; Completed 7/2025)
- Griffin Park Soccer Complex - \$11,000,000 (Completed 9/2023; \$13,140,363)
- New Football/Softball Complex - \$2,500,000 (Completed 10/2022; \$2,467,946)
- New Indoor Multi-Sport Facility - \$8,500,000 (“YFAC” Completed 2/2024; \$48,490,755 – All Sources)
- New Neighborhood Park Development - \$2,000,000
- Existing Neighborhood Park Improvements - \$6,500,000
- New Trail Development (Legacy Trail) - \$6,000,000 (Now \$4,500,000)
- 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; \$1,493,251)
- Canadian River Trails Park Development - \$2,000,000
- Road and Infrastructure Improvements - \$2,700,000
- Senior Citizen’s Center – TBD *(“AWE Center” Completed 11/2023; \$14,154,421 – All Sources)
- Public Art Installations – TBD (Near Completion \$1,122,191)

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 January 10, 2025; March 14, 2025; May 9, 2025; July 11, 2025; September 12, 2025; and November 14, 2025. Significant items discussed and reviewed over the current reporting period include the following:

- Completion and operation of the major “brick and mortar” facility construction projects included in the NORMAN FORWARD program.
- Concerns with the Norman Public Library Central building
- Saxon Park project, and coordination with Public Works for a roadway expansion project connecting the park to Technology Place utilizing Norman Forward and City Capital Funds
- Purchase of the Griffin Park property from the Oklahoma Department of Mental Health and Substance Abuse.

NORMAN FORWARD Implementation Plan

The Norman Forward Project Implementation Plan (IP) was originally prepared by City staff and the Program Management Consultant, ADG. The Board was provided 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 currently about two percent (3%) below the original projections.

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 Collections vs. Original (2015) and Fiscal Year Projections as of January, 2026

	Original (2015) Projection	Fiscal Year Projection	ACTUAL PROJECTION	VARIANCE (%) From Original	VARIANCE (%) From Fiscal Year
Sales Tax	\$ 116,775,512	\$ 105,416,919	\$ 103,831,580	-11.08%	-1.50%
Use Tax	\$ 4,748,296	\$ 11,594,702	\$ 13,632,583	187.10%	17.58%
TOTAL	\$ 121,523,808	\$ 117,011,621	\$ 117,464,163	-3.34%	0.39%

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. 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 and some re-allocation of funding between projects has been directed by the Council and approved by the Board. Overall, 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 3.34% below the original projections (see attached Sales Tax Revenue reports). This condition has actually improved substantially from previous reporting periods. 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 appointed to consider 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 – Completed
 Griffin Park Soccer Complex – Completed
 Reaves Park Baseball/Softball Complex – Completed
 Indoor Aquatic Center/Indoor Multi-Sport Center – Completed
 Ruby Grant Park – Completed
 Youth Football/Adult Softball Facility – Completed
 Saxon Community Park – Cynthia Rogers

Completion of Major NORMAN FORWARD Projects

As previously discussed, the major "brick and mortar" projects paid for by the NFST have been completed. The Board is pleased to report that these projects have for the most part been completed on time and within their budgets, supplemented in some cases by outside funding sources (CARES Act, Norman Regional Hospital, Federal Transit Administration, etc.). These project completion finances are summarized in the attached Completed Project Cost Report (as of December 2025).

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.

NORMAN FORWARD Program Management Consultant

Early in 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. As the major “brick and mortar” construction projects in the Norman Forward program have been completed or are nearing completion, the services of the Program Manager to the CFOB have terminated. The Board has had ongoing discussion of the potential contributions to the problems at the Norman Public Library Central project due to insufficient oversight by the Project Manager.

Norman Public Library Central Water Infiltration Issues

Throughout the reporting period, the Board has received reports on the status of the completed Norman Public Library, Central (NPL Central) project and water infiltration issues that have led to the temporary closure of the facility less than five years into its useful life. The Board understands that its role is limited to oversight of the NORMAN FORWARD Sales and Use Tax contributions to the construction of the facility, and that role has been served well, with the project coming in on time and well below its budgeted cost. The Board believes that it has a responsibility to continue to monitor the situation at the Central NPL, and the resulting litigation, due to the negative public reflection of the closure on the NORMAN FORWARD program as a whole. The Board appreciates receiving ongoing status reports from Program Managers on the project and will continue to include information in reports to the public.

Griffin Land Purchase

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.

On July 22, 2025, Norman City Council approved a purchase with Oklahoma Department of Mental Health and Substance Abuse Services for the Griffin property. The Final purchase price was \$3,306,811. \$2,400,000 of this purchase came from the remaining Griffin Park Land Purchase allocation of Norman Forward Sales Tax Revenue with the remaining amount coming from the City's Capital Fund. The Board received regular status updates on the negotiations leading up to the purchase of this property.

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 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.

NORMAN FORWARD is delivering on its promises to the residents of and visitors to Norman. The major Norman Forward projects have been completed and residents of and visitors to Norman will be enjoying them. As the temporary taxing period for Norman Forward enters its final third, the progress of the projects stands out as a significant success.

NFST Revenue Bonds

The major NORMAN FORWARD projects were financed through three debt issuances, secured by the Norman Forward Sales Tax, through the Norman Municipal Authority. The revenue generated from these revenue bonds has been spent on the approved project costs. Payment of the debt service on these bonds will become the major expenditure of Norman Forward funds in the coming years.

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 mix of debt financing to complete the projects in advance of the tax revenues being received has been appropriated to complete the major projects years ahead of the tax collections. The City/NMA has been extremely successful in generating funding from other sources to supplement the Norman Forward projects, and the Council has made prudent decisions in re-allocating funds between Norman Forward projects where necessary.

The Board looks forward to its continuing role in the success of the NORMAN FORWARD program.

**NORMAN FORWARD SALES TAX REVENUE, VERSUS PROJECTION
BY FISCAL YEAR**

COMPARED TO 7/2015 PROJECTION

Item 7.

MONTH	BY FISCAL YEAR			COMPARED TO 7/2015 PROJECTION		
	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%
February, 2022	\$ 837,647	\$ 1,029,877	22.95%	\$ 1,029,877	\$ 1,117,876	-7.87%
March, 2022	\$ 797,106	\$ 839,152	5.27%	\$ 839,152	\$ 1,021,865	-17.88%
April, 2022	\$ 758,802	\$ 931,510	22.76%	\$ 931,510	\$ 972,761	-4.24%
May, 2022	\$ 812,172	\$ 1,027,267	26.48%	\$ 1,027,267	\$ 1,041,180	-1.34%
June, 2022	\$ 832,602	\$ 1,061,513	27.49%	\$ 1,061,513	\$ 1,067,371	-0.55%
July, 2022	\$ 985,918	\$ 963,920	-2.23%	\$ 963,920	\$ 1,006,175	-4.20%
August, 2022	\$ 1,032,318	\$ 980,427	-5.03%	\$ 980,427	\$ 1,053,528	-6.94%
September, 2022	\$ 1,005,479	\$ 1,038,038	3.24%	\$ 1,038,038	\$ 1,026,137	1.16%
October, 2022	\$ 1,093,726	\$ 1,057,045	-3.35%	\$ 1,057,045	\$ 1,116,197	-5.30%
November, 2022	\$ 1,018,726	\$ 1,051,427	3.21%	\$ 1,051,427	\$ 1,039,657	1.13%
December, 2022	\$ 1,001,298	\$ 987,149	-1.41%	\$ 987,149	\$ 1,021,871	-3.40%
January, 2023	\$ 1,059,578	\$ 1,047,231	-1.17%	\$ 1,047,231	\$ 1,081,348	-3.16%
February, 2023	\$ 1,232,391	\$ 1,030,515	-16.38%	\$ 1,030,515	\$ 1,257,712	-18.06%
March, 2023	\$ 978,026	\$ 886,958	-9.31%	\$ 886,958	\$ 1,083,842	-18.17%
April, 2023	\$ 953,177	\$ 995,074	4.40%	\$ 995,074	\$ 1,014,103	-1.88%
May, 2023	\$ 1,020,235	\$ 1,030,076	0.96%	\$ 1,030,076	\$ 1,085,448	-5.10%
June, 2023	\$ 1,045,882	\$ 960,987	-8.12%	\$ 960,987	\$ 1,112,734	-13.64%
July, 2023	\$ 1,005,871	\$ 1,020,459	1.45%	\$ 1,020,459	\$ 1,049,174	-2.74%
August, 2023	\$ 1,052,503	\$ 957,439	-9.03%	\$ 957,439	\$ 1,097,822	-12.79%
September, 2023	\$ 1,027,175	\$ 975,085	-5.07%	\$ 975,085	\$ 1,071,403	-8.99%
October, 2023	\$ 1,115,560	\$ 1,056,267	-5.32%	\$ 1,056,267	\$ 1,163,594	-9.22%

November, 2023	\$	1,040,701	\$	1,031,132		-0.92%	\$	1,031,132	\$	1,085,512		-5.01%
December, 2023	\$	1,021,763	\$	995,608		-2.56%	\$	995,608	\$	1,065,758		-6
January, 2024	\$	1,081,299	\$	1,065,861		-1.43%	\$	1,065,861	\$	1,127,857		-5
February, 2024	\$	1,253,059	\$	1,014,214		-19.06%	\$	1,014,214	\$	1,307,013		-22
March, 2024	\$	996,122	\$	894,213		-10.23%	\$	894,213	\$	1,083,171		-17.44%
April, 2024	\$	974,015	\$	997,624		2.42%	\$	997,624	\$	1,059,133		-5.81%
May, 2024	\$	1,041,665	\$	1,006,386		-3.39%	\$	1,006,386	\$	1,132,694		-11.15%
June, 2024	\$	1,065,540	\$	985,624		-7.50%	\$	985,624	\$	1,158,655		-14.93%
July, 2024	\$	1,027,658	\$	992,679		-3.40%	\$	992,679	\$	1,095,552		-9.39%
August, 2024	\$	1,072,597	\$	944,797		-11.92%	\$	944,797	\$	1,143,460		-17.37%
September, 2024	\$	1,047,783	\$	972,648		-7.17%	\$	972,648	\$	1,117,007		-12.92%
October, 2024	\$	1,137,875	\$	1,073,182		-5.69%	\$	1,073,182	\$	1,213,050		-11.53%
November, 2024	\$	1,062,639	\$	966,913		-9.01%	\$	966,913	\$	1,132,844		-14.65%
December, 2024	\$	1,042,891	\$	1,029,554		-1.28%	\$	1,029,554	\$	1,111,791		-7.40%
January, 2025	\$	1,103,957	\$	1,098,231		-0.52%	\$	1,098,231	\$	1,128,913		-2.72%
February, 2025	\$	1,273,906	\$	955,939		-24.96%	\$	955,939	\$	1,281,482		-25.40%
March, 2025	\$	1,014,849	\$	880,095		-13.28%	\$	880,095	\$	1,127,877		-21.97%
April, 2025	\$	995,344	\$	962,464		-3.30%	\$	962,464	\$	1,106,200		-12.99%
May, 2025	\$	1,062,993	\$	968,752		-8.87%	\$	968,752	\$	1,181,384		-18.00%
June, 2025	\$	1,086,284	\$	1,002,792		-7.69%	\$	1,002,792	\$	1,207,268		-16.94%
July, 2025	\$	1,028,893	\$	945,435		-8.11%	\$	945,435	\$	1,143,485		-17.32%
August, 2025	\$	1,071,673	\$	991,745		-7.46%	\$	991,745	\$	1,191,030		-16.73%
September, 2025	\$	1,048,085	\$	987,072		-5.82%	\$	987,072	\$	1,164,815		-15.26%
October, 2025	\$	1,138,612	\$	1,061,557		-6.77%	\$	1,061,557	\$	1,159,276		-8.43%
November, 2025	\$	1,062,471	\$	1,002,326		-5.66%	\$	1,002,326	\$	1,180,804		-15.11%
December, 2025	\$	1,044,682	\$	1,021,363		-2.23%	\$	1,021,363	\$	1,161,032		-12.03%
TOTAL	\$	105,416,919	\$	103,831,580		-1.50%	\$	103,831,580	\$	116,775,512		-11.08%

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NORMAN FORWARD USE TAX REVENUE, VERSUS PROJECTION
BY FISCAL YEAR

COMPARED TO 7/2015 PROJECTION

MONTH	PROJECTED		ACTUAL		% VARIANCE	PRELIMINARY		% VARIANCE
	ACTUAL	PROJECTION*	ACTUAL	% VARIANCE		ACTUAL	PROJECTION*	
March, 2016	\$ 30,808	\$ 30,808	\$ 40,786	32.39%	\$ 40,786	\$ 30,808	32.39%	
April, 2016	\$ 29,678	\$ 29,678	\$ 34,397	15.90%	\$ 34,397	\$ 29,678	15.90%	
May, 2016	\$ 32,045	\$ 32,045	\$ 42,640	33.06%	\$ 42,640	\$ 32,045	33.06%	
June, 2016	\$ 33,014	\$ 33,014	\$ 39,837	20.67%	\$ 39,837	\$ 33,014	20.67%	
July, 2016	\$ 31,991	\$ 31,991	\$ 38,889	21.56%	\$ 38,889	\$ 30,799	26.27%	
August, 2016	\$ 36,458	\$ 36,458	\$ 42,717	17.17%	\$ 42,717	\$ 32,383	31.91%	
September, 2016	\$ 33,558	\$ 33,558	\$ 30,445	-9.28%	\$ 30,445	\$ 31,409	-3.07%	
October, 2016	\$ 40,673	\$ 40,673	\$ 33,293	-18.14%	\$ 33,293	\$ 34,275	-2.86%	
November, 2016	\$ 40,492	\$ 40,492	\$ 39,065	-3.52%	\$ 39,065	\$ 31,887	22.51%	
December, 2016	\$ 37,649	\$ 37,649	\$ 31,888	-15.30%	\$ 31,888	\$ 31,293	1.90%	
January, 2017	\$ 32,836	\$ 32,836	\$ 43,537	32.59%	\$ 43,537	\$ 33,019	31.85%	
February, 2017	\$ 40,252	\$ 40,252	\$ 41,610	3.37%	\$ 41,610	\$ 39,134	6.33%	
March, 2017	\$ 38,396	\$ 38,396	\$ 33,061	-13.89%	\$ 33,061	\$ 32,118	2.94%	
April, 2017	\$ 32,550	\$ 32,550	\$ 32,136	-1.27%	\$ 32,136	\$ 30,939	3.87%	
May, 2017	\$ 39,794	\$ 39,794	\$ 45,568	14.51%	\$ 45,568	\$ 33,406	36.41%	
June, 2017	\$ 39,921	\$ 39,921	\$ 41,863	4.87%	\$ 41,863	\$ 34,417	21.64%	
July, 2017	\$ 35,217	\$ 35,217	\$ 44,497	26.35%	\$ 44,497	\$ 32,072	38.74%	
August, 2017	\$ 43,965	\$ 43,965	\$ 47,476	7.99%	\$ 47,476	\$ 34,650	37.02%	
September, 2017	\$ 36,942	\$ 36,942	\$ 46,945	27.08%	\$ 46,945	\$ 34,217	37.20%	
October, 2017	\$ 44,773	\$ 44,773	\$ 55,550	24.07%	\$ 55,550	\$ 36,681	51.44%	
November, 2017	\$ 44,574	\$ 44,574	\$ 49,820	11.77%	\$ 49,820	\$ 34,138	45.94%	
December, 2017	\$ 41,445	\$ 41,445	\$ 45,477	9.73%	\$ 45,477	\$ 33,526	35.65%	
January, 2018	\$ 36,146	\$ 36,146	\$ 66,771	84.72%	\$ 66,771	\$ 35,417	88.53%	
February, 2018	\$ 44,310	\$ 44,310	\$ 48,593	9.67%	\$ 48,593	\$ 41,609	16.79%	
March, 2018	\$ 42,267	\$ 42,267	\$ 54,993	30.11%	\$ 54,993	\$ 37,254	47.62%	
April, 2018	\$ 35,833	\$ 35,833	\$ 50,955	42.20%	\$ 50,955	\$ 31,582	61.34%	
May, 2018	\$ 43,806	\$ 43,806	\$ 60,102	37.20%	\$ 60,102	\$ 38,610	55.66%	
June, 2018	\$ 43,946	\$ 43,946	\$ 47,518	8.13%	\$ 47,518	\$ 38,734	22.68%	
July, 2018	\$ 44,900	\$ 44,900	\$ 46,670	3.94%	\$ 46,670	\$ 31,047	50.32%	
August, 2018	\$ 55,771	\$ 55,771	\$ 58,648	5.16%	\$ 58,648	\$ 38,564	52.08%	
September, 2018	\$ 47,108	\$ 47,108	\$ 68,843	46.14%	\$ 68,843	\$ 32,574	111.34%	
October, 2018	\$ 57,049	\$ 57,049	\$ 76,256	33.67%	\$ 76,256	\$ 39,448	93.31%	
November, 2018	\$ 56,603	\$ 56,603	\$ 65,295	15.36%	\$ 65,295	\$ 39,140	66.83%	
December, 2018	\$ 52,600	\$ 52,600	\$ 71,304	35.56%	\$ 71,304	\$ 36,372	96.04%	
January, 2019	\$ 46,825	\$ 46,825	\$ 81,467	73.98%	\$ 81,467	\$ 32,379	151.61%	
February, 2019	\$ 56,235	\$ 56,235	\$ 92,097	63.77%	\$ 92,097	\$ 38,885	136.84%	
March, 2019	\$ 53,945	\$ 53,945	\$ 72,451	34.31%	\$ 72,451	\$ 38,887	86.31%	
April, 2019	\$ 45,884	\$ 45,884	\$ 62,630	36.50%	\$ 62,630	\$ 33,076	89.35%	
May, 2019	\$ 56,016	\$ 56,016	\$ 77,315	38.02%	\$ 77,315	\$ 40,380	91.47%	
June, 2019	\$ 55,749	\$ 55,749	\$ 68,615	23.08%	\$ 68,615	\$ 40,188	70.74%	
July, 2019	\$ 45,912	\$ 45,912	\$ 77,599	69.02%	\$ 77,599	\$ 32,126	141.55%	
August, 2019	\$ 57,045	\$ 57,045	\$ 72,567	27.21%	\$ 72,567	\$ 39,916	81.80%	
September, 2019	\$ 48,670	\$ 48,670	\$ 80,983	66.39%	\$ 80,983	\$ 34,063	137.75%	
October, 2019	\$ 58,757	\$ 58,757	\$ 86,518	47.25%	\$ 86,518	\$ 41,123	110.39%	
November, 2019	\$ 58,032	\$ 58,032	\$ 79,115	36.33%	\$ 79,115	\$ 40,615	94.79%	
December, 2019	\$ 54,201	\$ 54,201	\$ 83,721	54.46%	\$ 83,721	\$ 37,933	120.70%	
January, 2020	\$ 48,711	\$ 48,711	\$ 88,427	81.53%	\$ 88,427	\$ 34,092	159.38%	
February, 2020	\$ 58,353	\$ 58,353	\$ 124,509	113.37%	\$ 124,509	\$ 40,840	204.87%	
March, 2020	\$ 55,569	\$ 55,569	\$ 73,615	32.47%	\$ 73,615	\$ 40,544	81.57%	
April, 2020	\$ 47,292	\$ 47,292	\$ 78,218	65.40%	\$ 78,218	\$ 34,505	126.69%	
May, 2020	\$ 57,758	\$ 57,758	\$ 96,559	67.18%	\$ 96,559	\$ 42,141	129.13%	
June, 2020	\$ 57,267	\$ 57,267	\$ 105,049	83.44%	\$ 105,049	\$ 41,783	151.42%	
July, 2020	\$ 76,418	\$ 76,418	\$ 108,470	41.94%	\$ 108,470	\$ 33,540	223.40%	
August, 2020	\$ 80,414	\$ 80,414	\$ 111,849	39.09%	\$ 111,849	\$ 41,326	170.65%	
September, 2020	\$ 80,982	\$ 80,982	\$ 111,950	38.24%	\$ 111,950	\$ 35,544	214.97%	
October, 2020	\$ 97,394	\$ 97,394	\$ 123,541	26.85%	\$ 123,541	\$ 42,747	189.01%	
November, 2020	\$ 95,981	\$ 95,981	\$ 111,548	16.22%	\$ 111,548	\$ 42,127	164.79%	
December, 2020	\$ 89,971	\$ 89,971	\$ 133,159	48.00%	\$ 133,159	\$ 39,489	237.21%	
January, 2021	\$ 81,296	\$ 81,296	\$ 142,435	75.21%	\$ 142,435	\$ 35,681	299.19%	
February, 2021	\$ 98,004	\$ 98,004	\$ 176,811	80.41%	\$ 176,811	\$ 43,015	311.05%	
March, 2021	\$ 91,837	\$ 91,837	\$ 108,777	18.45%	\$ 108,777	\$ 42,021	158.86%	
April, 2021	\$ 78,673	\$ 78,673	\$ 98,208	24.83%	\$ 98,208	\$ 35,998	172.82%	
May, 2021	\$ 96,119	\$ 96,119	\$ 149,868	55.92%	\$ 149,868	\$ 43,980	240.76%	
June, 2021	\$ 95,612	\$ 95,612	\$ 119,455	24.94%	\$ 119,455	\$ 43,748	173.05%	
July, 2021	\$ 110,203	\$ 110,203	\$ 119,611	8.54%	\$ 119,611	\$ 34,966	242.08%	
August, 2021	\$ 135,784	\$ 135,784	\$ 146,398	7.82%	\$ 146,398	\$ 43,082	239.81%	
September, 2021	\$ 116,785	\$ 116,785	\$ 114,138	-2.27%	\$ 114,138	\$ 37,054	208.03%	
October, 2021	\$ 140,069	\$ 140,069	\$ 145,812	4.10%	\$ 145,812	\$ 44,442	228.09%	
November, 2021	\$ 137,707	\$ 137,707	\$ 153,849	11.72%	\$ 153,849	\$ 43,693	252.12%	
December, 2021	\$ 130,010	\$ 130,010	\$ 138,224	6.32%	\$ 138,224	\$ 41,251	235.08%	
January, 2022	\$ 137,707	\$ 137,707	\$ 182,045	32.20%	\$ 182,045	\$ 43,693	316.65%	
February, 2022	\$ 142,649	\$ 142,649	\$ 184,069	29.04%	\$ 184,069	\$ 47,184	290.11%	
March, 2022	\$ 131,827	\$ 131,827	\$ 131,545	-0.21%	\$ 131,545	\$ 43,605	201.68%	
April, 2022	\$ 113,094	\$ 113,094	\$ 129,422	14.44%	\$ 129,422	\$ 37,408	245.97%	
May, 2022	\$ 139,141	\$ 139,141	\$ 151,405	8.81%	\$ 151,405	\$ 46,024	228.97%	
June, 2022	\$ 137,393	\$ 137,393	\$ 152,881	11.27%	\$ 152,881	\$ 45,445	231.34%	

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July, 2022	\$	128,988	\$	145,606	12.88%	\$	145,606	\$	36,435	
August, 2022	\$	158,097	\$	144,189	-8.80%	\$	144,189	\$	44,657	222.88%
September, 2022	\$	136,184	\$	153,101	12.42%	\$	153,101	\$	38,467	298.00%
October, 2022	\$	163,644	\$	173,940	6.29%	\$	173,940	\$	46,224	276.30%
November, 2022	\$	161,215	\$	149,464	-7.29%	\$	149,464	\$	45,538	228.22%
December, 2022	\$	151,983	\$	155,275	2.17%	\$	155,275	\$	42,930	261.69%
January, 2023	\$	139,943	\$	177,437	26.79%	\$	177,437	\$	39,529	348.88%
February, 2023	\$	167,778	\$	203,330	21.19%	\$	203,330	\$	47,392	329.04%
March, 2023	\$	153,836	\$	136,599	-11.20%	\$	136,599	\$	45,300	201.54%
April, 2023	\$	132,497	\$	144,849	9.32%	\$	144,849	\$	39,016	271.25%
May, 2023	\$	162,766	\$	172,850	6.20%	\$	172,850	\$	47,930	260.63%
June, 2023	\$	160,545	\$	157,095	-2.15%	\$	157,095	\$	47,276	232.29%
July, 2023	\$	134,433	\$	154,332	14.80%	\$	154,332	\$	38,064	305.46%
August, 2023	\$	163,774	\$	150,182	-8.30%	\$	150,182	\$	46,372	223.87%
September, 2023	\$	141,914	\$	172,612	21.63%	\$	172,612	\$	40,182	329.57%
October, 2023	\$	170,238	\$	173,844	2.12%	\$	173,844	\$	48,202	260.66%
November, 2023	\$	158,320	\$	171,201	8.14%	\$	171,201	\$	44,827	281.91%
December, 2023	\$	157,925	\$	204,440	29.45%	\$	204,440	\$	44,716	357.20%
January, 2024	\$	146,416	\$	224,411	53.27%	\$	224,411	\$	41,457	441.31%
February, 2024	\$	168,769	\$	216,389	28.22%	\$	216,389	\$	49,626	336.04%
March, 2024	\$	159,253	\$	146,156	-8.22%	\$	146,156	\$	47,008	210.92%
April, 2024	\$	137,953	\$	162,914	18.09%	\$	162,914	\$	40,721	300.08%
May, 2024	\$	169,320	\$	187,092	10.50%	\$	187,092	\$	49,980	274.34%
June, 2024	\$	157,246	\$	155,152	-1.33%	\$	155,152	\$	46,416	234.27%
July, 2024	\$	139,787	\$	167,743	20.00%	\$	167,743	\$	39,675	322.79%
August, 2024	\$	169,441	\$	167,789	-0.97%	\$	167,789	\$	48,092	248.90%
September, 2024	\$	147,951	\$	178,797	20.85%	\$	178,797	\$	41,992	325.79%
October, 2024	\$	176,599	\$	172,415	-2.37%	\$	172,415	\$	50,123	243.98%
November, 2024	\$	173,332	\$	162,581	-6.20%	\$	162,581	\$	49,196	230.48%
December, 2024	\$	164,970	\$	183,523	11.25%	\$	183,523	\$	46,823	291.95%
January, 2025	\$	153,872	\$	198,899	29.26%	\$	198,899	\$	43,673	355.43%
February, 2025	\$	182,805	\$	240,592	31.61%	\$	240,592	\$	51,885	363.71%
March, 2025	\$	164,764	\$	150,817	-8.46%	\$	150,817	\$	48,752	209.36%
April, 2025	\$	143,710	\$	156,171	8.67%	\$	156,171	\$	42,522	267.27%
May, 2025	\$	176,028	\$	190,612	8.29%	\$	190,612	\$	52,084	265.97%
June, 2025	\$	172,027	\$	156,898	-8.79%	\$	156,898	\$	50,901	208.24%
July, 2025	\$	140,329	\$	149,889	6.81%	\$	149,889	\$	41,522	260.99%
August, 2025	\$	169,043	\$	157,601	-6.77%	\$	157,601	\$	50,018	215.09%
September, 2025	\$	148,432	\$	187,772	26.50%	\$	187,772	\$	43,919	327.54%
October, 2025	\$	176,120	\$	179,083	1.68%	\$	179,083	\$	52,112	243.65%
November, 2025	\$	172,692	\$	189,632	9.81%	\$	189,632	\$	51,098	271.12%
December, 2025	\$	165,100	\$	244,936	48.36%	\$	244,936	\$	48,851	401.39%
TOTAL	\$	11,594,702	\$	13,632,583	17.58%	\$	13,632,582	\$	4,748,296	187.10%

NORMAN FORWARD SALES + USE TAX REVENUE, VS. PROJECTION

BY FISCAL YEAR

COMPARED TO 7/2015 PROJECTION

MONTH	BY FISCAL YEAR			COMPARED TO 7/2015 PROJECTION			
	PROJECTED	ACTUAL	% VARIANCE	ACTUAL	PRELIMINARY PROJECTION*	% VARIANCE	
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	\$ 871,985	\$ 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%
February, 2022	\$	980,297	\$	1,213,946	23.83%	\$	1,213,946	\$	1,165,061	4.20%
March, 2022	\$	928,933	\$	970,697	4.50%	\$	970,697	\$	1,065,470	-8.89%
April, 2022	\$	871,896	\$	1,060,932	21.68%	\$	1,060,932	\$	1,010,169	5.03%
May, 2022	\$	951,313	\$	1,178,672	23.90%	\$	1,178,672	\$	1,087,204	8.41%
June, 2022	\$	969,995	\$	1,214,394	25.20%	\$	1,214,394	\$	1,112,816	9.13%
July, 2022	\$	1,114,906	\$	1,109,525	-0.48%	\$	1,109,525	\$	1,042,609	6.42%
August, 2022	\$	1,190,415	\$	1,124,616	-5.53%	\$	1,124,616	\$	1,098,185	2.41%
September, 2022	\$	1,141,663	\$	1,191,139	4.33%	\$	1,191,139	\$	1,064,605	11.89%
October, 2022	\$	1,257,369	\$	1,230,985	-2.10%	\$	1,230,985	\$	1,162,421	5.90%
November, 2022	\$	1,179,941	\$	1,200,891	1.78%	\$	1,200,891	\$	1,085,194	10.66%
December, 2022	\$	1,153,281	\$	1,142,424	-0.94%	\$	1,142,424	\$	1,064,801	7.29%
January, 2023	\$	1,199,521	\$	1,224,668	2.10%	\$	1,224,668	\$	1,120,877	9.26%
February, 2023	\$	1,400,169	\$	1,233,845	-11.88%	\$	1,233,845	\$	1,305,103	-5.46%
March, 2023	\$	1,131,862	\$	1,023,557	-9.57%	\$	1,023,557	\$	1,129,142	-9.35%
April, 2023	\$	1,085,674	\$	1,139,923	5.00%	\$	1,139,923	\$	1,053,120	8.24%
May, 2023	\$	1,183,002	\$	1,202,926	1.68%	\$	1,202,926	\$	1,133,378	6.14%
June, 2023	\$	1,206,427	\$	1,118,082	-7.32%	\$	1,118,082	\$	1,160,010	-3.61%
July, 2023	\$	1,140,303	\$	1,174,791	3.02%	\$	1,174,791	\$	1,087,237	8.05%
August, 2023	\$	1,216,277	\$	1,107,621	-8.93%	\$	1,107,621	\$	1,144,194	-3.20%
September, 2023	\$	1,169,090	\$	1,147,697	-1.83%	\$	1,147,697	\$	1,111,586	3.25%
October, 2023	\$	1,285,798	\$	1,230,111	-4.33%	\$	1,230,111	\$	1,211,796	1.51%
November, 2023	\$	1,199,021	\$	1,202,333	0.28%	\$	1,202,333	\$	1,130,339	6.37%
December, 2023	\$	1,179,688	\$	1,200,048	1.73%	\$	1,200,048	\$	1,110,474	8.07%
January, 2024	\$	1,227,714	\$	1,290,272	5.10%	\$	1,290,272	\$	1,169,314	10.34%
February, 2024	\$	1,421,828	\$	1,230,603	-13.45%	\$	1,230,603	\$	1,356,639	-9.29%
March, 2024	\$	1,155,375	\$	1,040,369	-9.95%	\$	1,040,369	\$	1,130,179	-7.95%
April, 2024	\$	1,111,968	\$	1,160,538	4.37%	\$	1,160,538	\$	1,099,854	5.52%
May, 2024	\$	1,210,985	\$	1,193,478	-1.45%	\$	1,193,478	\$	1,182,674	0.91%
June, 2024	\$	1,222,786	\$	1,140,776	-6.71%	\$	1,140,776	\$	1,205,071	-5.34%
July, 2024	\$	1,167,445	\$	1,160,422	-0.60%	\$	1,160,422	\$	1,135,227	2.22%
August, 2024	\$	1,242,038	\$	1,112,586	-10.42%	\$	1,112,586	\$	1,191,552	-6.63%
September, 2024	\$	1,195,734	\$	1,151,445	-3.70%	\$	1,151,445	\$	1,158,999	-0.65%
October, 2024	\$	1,314,473	\$	1,245,597	-5.24%	\$	1,245,597	\$	1,263,173	-1.39%
November, 2024	\$	1,235,971	\$	1,129,494	-8.61%	\$	1,129,494	\$	1,182,040	-4.45%
December, 2024	\$	1,207,861	\$	1,213,077	0.43%	\$	1,213,077	\$	1,158,614	4.70%
January, 2025	\$	1,257,829	\$	1,297,130	3.12%	\$	1,297,130	\$	1,172,586	10.62%
February, 2025	\$	1,456,711	\$	1,196,531	-17.86%	\$	1,196,531	\$	1,333,367	-10.26%
March, 2025	\$	1,179,613	\$	1,030,912	-12.61%	\$	1,030,912	\$	1,176,629	-12.38%
April, 2025	\$	1,139,054	\$	1,118,635	-1.79%	\$	1,118,635	\$	1,148,722	-2.62%
May, 2025	\$	1,239,021	\$	1,159,364	-6.43%	\$	1,159,364	\$	1,233,468	-6.01%
June, 2025	\$	1,258,311	\$	1,159,690	-7.84%	\$	1,159,690	\$	1,258,169	-7.83%
July, 2025	\$	1,169,221	\$	1,095,324	-6.32%	\$	1,095,324	\$	1,185,007	-7.57%
August, 2025	\$	1,240,716	\$	1,149,346	-7.36%	\$	1,149,346	\$	1,241,048	-7.39%
September, 2025	\$	1,196,518	\$	1,174,844	-1.81%	\$	1,174,844	\$	1,208,735	-2.80%
October, 2025	\$	1,314,733	\$	1,240,640	-5.64%	\$	1,240,640	\$	1,211,388	2.41%
November, 2025	\$	1,235,164	\$	1,191,957	-3.50%	\$	1,191,957	\$	1,231,901	-3.24%
December, 2025	\$	1,209,782	\$	1,266,299	4.67%	\$	1,266,299	\$	1,209,884	4.66%
TOTAL	\$	117,011,621	\$	117,464,163	0.39%	\$	117,464,162	\$	121,523,808	-3.34%

**NORMAN FORWARD
FINAL PROJECT COST COMPARISON**

PROJECT	Original	Revised	Actual	Variance:	Variance:
	Budget	Budget	Cost	Original Budget	Revised Budget
Westwood Tennis Center	\$ 1,000,000	\$ 1,801,278	\$ 1,801,277	\$ (801,277)	\$ 1.16
James Garner: Flood to Acres	\$ 8,700,000	\$ 6,151,282	\$ 5,856,683	\$ 2,843,317	\$ 294,598.59
Central Branch Library	\$ 39,000,000	\$ 35,014,495	\$ 35,010,261	\$ 3,989,739	\$ 4,233.62
East Branch Library	\$ 5,100,000	\$ 5,100,000	\$ 4,794,304	\$ 305,696	\$ 305,695.62
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	\$ 1,493,251	\$ 6,749	\$ 5,848.25
Griffin Park Soccer Complex (Phase 1)*	\$ 11,000,000	\$ 13,189,029	\$ 13,140,363	\$ (2,140,363)	\$ 48,666.47
Griffin Park Land Purchase	\$ 10,000,000	\$ 3,386,811	\$ 3,306,811	\$ 6,693,189	\$ 80,000.01
Ruby Grant Park (Phase 1)	\$ 6,150,000	\$ 6,150,000	\$ 6,146,426	\$ 3,574	\$ 3,573.81
Professional Services (ADG)	\$ 1,747,655	\$ 3,718,208	\$ 3,625,499	\$ (1,877,844)	\$ 92,708.75
Community Sports Park (Phase 1)	\$ 2,500,000	\$ 2,500,000	\$ 2,467,946	\$ 32,054	\$ 32,054.24
Reaves Park Complex (Phase 1)	\$ 10,000,000	\$ 10,000,000	\$ 9,987,746	\$ 12,254	\$ 12,253.68
Senior (AWE) Center		\$ 14,180,522	\$ 14,154,421	\$ (14,154,421)	\$ 26,100.28
Young Family Athletic Center (Phase 1)*	\$ 22,500,000	\$ 50,468,966	\$ 48,490,755	\$ (25,990,755)	\$ 1,978,211.36
Public Art Installations*	\$ 1,200,000	\$ 1,143,192	\$ 1,122,191	\$ 77,809	\$ 21,000.82
Flood Avenue Multi-Modal Path (Trail)		\$ 1,143,192	\$ 1,122,191	\$ (1,122,191)	\$ 21,000.71

*NEAR FINAL



Griffin Park Soccer Complex Mural



Bentley Park

NORMAN FORWARD Implementation Plan
May 2016
Revised 11/2025

NORMAN FORWARD

Implementation Plan

I. Executive Summary

NORMAN FORWARD is designed to improve the quality of life in Norman through renovating, expanding, constructing, and funding projects including multiple recreational facilities, libraries, parks, athletic venues, public art, trails, and swim complexes. NORMAN FORWARD also includes traffic improvements and an extension of the existing James Garner Avenue. A citizen-initiated proposal, NORMAN FORWARD will enhance the Norman community for generations to come.

Funded through a 15-year earmarked sales tax, NORMAN FORWARD includes 12 projects spanning the entire city at an estimated cost of \$148 million. It also includes other program expenses at an estimated cost of \$55.4 million. Sales tax collections began on January 1, 2016 and will continue for 15 years.

The NORMAN FORWARD program includes:

- Canadian River Park
- Central Branch Library
- East Branch Library
- Griffin Land Acquisition
- Indoor Aquatic Center
- Indoor Multi-Sport Facility
- James Garner Avenue Extension
- Parks Projects
 - Westwood Tennis Center
 - Saxon Park
 - Ruby Grant Park
 - Andrews Park
 - Existing Neighborhood Park Renovations
 - New Neighborhood Park Development
 - New Trail Development
- Senior Citizens Center
- Sports Complex Projects
 - Reaves Park
 - Softball & Football Complex
 - Griffin Park Soccer Complex
- Traffic Improvements
- Westwood Family Aquatic Center

The City is moving forward with the projects and the Implementation Plan is guiding the process. The Implementation Plan is a document to be reviewed and recommended by the NORMAN FORWARD Citizen Financial Oversight Board and adopted by the City Council, which outlines the scopes of work, conceptual budgets, and the order in which the projects or phases of projects will commence. The Implementation Plan is a living document which will be reviewed, re-evaluated, and re-adopted from time to time as projects progress and plans become realities.

As of this writing, ten of the major NORMAN FORWARD projects have been completed, or are nearing completion:

- The East Branch Library
- The Central Branch Library
- The Westwood Family Aquatic Center
- The Westwood Tennis Center
- The Ruby Grant Park (Phase I)
- The Andrews Park Redevelopment
- Reaves Park
- Adult Wellness and Education Center (Senior Citizens Center)
- Young Family Athletic Center (Indoor Sports & Aquatic Facility)
- Griffin Park
- James Garner Phases I & II

Several other NORMAN FORWARD projects are partially completed (progressing in stages) or nearing construction phases. Neighborhood Park renovation projects have been completed at Oakhurst, Sonoma, Prairie Creek, Rotary, Sequoyah Trail, Vineyard, Cherry Creek, Tull's, Sunrise, and Falls-Lakeview Parks. Upcoming Park renovation locations include NE Lions, Eagle Cliff, Sutton Place, Oaktree, Kiwanis, Springbrook, and Chisolm's Cattle Trail Parks. New Park construction at Songbird Park has been completed as well as construction at the new Bentley Park. Construction will begin on the park formally named Links Park, now called Bluestem Park, located south of Cedar Lane Road on 24th Avenue SE. The NORMAN FORWARD program is already transforming the quality of life in Norman.

In February 2016, ADG, P.C. was hired as the program manager for the NORMAN FORWARD program. Since that time, ADG has attended meetings, conducted research, and analyzed data to prepare the Implementation Plan. The information in the Implementation Plan is based on currently available information as well as certain assumptions made based on anticipated requirements.

II. Background

The History of NORMAN FORWARD

The NORMAN FORWARD initiative came to City Council from community groups, stakeholders, and residents, who prepared an initial program scope using analysis and information from master plans for the libraries and parks, recreational planning professionals, traffic professionals, and research firms.

Beginning in the spring of 2015, Norman City Council began a series of Council conferences and additional public meetings to refine the program scope, financing, and funding opportunities for NORMAN FORWARD. Priority projects are included from the 2014 *Library Master Plan Update*, the 2009 *Norman Parks & Recreation Master Plan*, and additional projects designed to provide recreational and educational opportunities for Norman residents.

The program is intended to improve the quality of life for all Norman residents and visitors by providing public projects and programming that contribute to better health, more active lifestyles, intellectual and arts pursuits, and improved traffic safety. The program is funded by a 15-year, one-half percent earmarked sales tax.

On August 11, 2015, City Council voted unanimously to approve NORMAN FORWARD Ordinance O-1516-5 and Resolution R-1516-14 that called for an election to take place on October 13, 2015, to ask Norman voters to consider a temporary sales tax increase to provide funding for the projects.

The temporary one-half percent (1/2%) sales tax was approved by 72% of Norman voters. The authorized sales tax increase began on January 1, 2016.

Public Involvement

The NORMAN FORWARD Citizen Financial Oversight Board (CFOB) was created by Council resolution (R-1516-75) on December 22, 2015 to review the finances of the NORMAN FORWARD program. Their tasks include:

- Review actual and projected NORMAN FORWARD Sales Tax (NFST) revenues;
- Recommend mix of project financing including pay as you go ("paygo") and debt financing;
- Review pace and sequencing of construction of projects;
- Review Council actions related to expenditures of NFST monies;

- 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 City Council;
- Perform such other duties related to NORMAN FORWARD as the City Council directs by motion or resolution;
- Assign one 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.

The Oversight Board consists of nine members, appointed by the Mayor and confirmed by City Council. Members are from various wards and have backgrounds and experience in accounting, banking, construction, auditing, advertising, operations, and law. Two ex-officio members are part of the Board, including the Mayor (or designee) and City Manager (or designee).

Ad hoc advisory groups were appointed by the Mayor to provide additional citizen input specific to each major NORMAN FORWARD project and to City Council. One member of the Oversight Board serves on each ad hoc advisory group. Ad hoc groups have five to eleven members each. Ex-officio members include the City Manager (or designee), a CFOB member, a Park Board Member, and may include a member, or members, of specific stakeholder groups.

All Oversight Board and ad hoc advisory group meetings are open to the public and shall comply with the Oklahoma Open Meetings Act. The public is invited to attend meetings and provide input and comments to the ad hoc advisory groups and Oversight Board.

Process

The NORMAN FORWARD Implementation Plan sets the overall guidelines for program scope, project scheduling, and individual construction budgets. Site selection and land acquisition, if applicable, will be required prior to the start of design for most projects.

Certain sites may require demolition, site clearing, or other preparatory steps. Environmental testing will also be performed, as needed, prior to building design, and if necessary, environmental remediation will be completed.

The City will solicit Requests for Qualifications (RFQ) from consultants, such as architects and engineers. Responses to RFQs will be reviewed using the City's consultant selection process.

Documents produced by each consultant will undergo peer reviews conducted by the City staff and Program Manager. The purpose of these reviews is to monitor

consultant plans and specifications for conformance with the design intent and the allocated budget. At selected phases of the design process, the ad hoc advisory groups and the Citizens Financial Oversight Board may receive presentations from consultants in order to review the designs.

Once the final design of a project has been approved, the City will utilize its standard competitive bidding process to solicit and award construction contracts. "Construction Manager at Risk" processes may be used, combining several of the design, bidding and construction phases, for certain projects. The architects and/or engineers will review construction progress, and the Program Manager will provide additional field observation for conformance with construction documents. Throughout the process, the City staff and Program Manager will provide outreach to citizens through communication on the status of each project.

Communication

As with any large, capital improvement program, communication with the public is critical for the success of NORMAN FORWARD. In addition to the high level of citizen participation through the Citizens Financial Oversight Board and the ad hoc advisory groups, ongoing communication and information will be made available to the public through various avenues and outlets.

Communication methods include but are not limited to:

- Promotion and updates via print media, television, social media outlets including Facebook and Twitter
- Updates and promotion in partnership with the Norman Chamber of Commerce via the Chamber's newsletter and website
- Routine press releases about public meetings, surveys, and other updates sent to various outlets including the *Norman Transcript* and Norman News
- Updates in the City Manager's weekly report to City Council, which is also sent to the *Norman Transcript*, posted to the City Manager's webpage, and promoted on Facebook
- Updates in the City Manager's report at City Council meetings; videos from these updates are posted to the City Manager's webpage, promoted on Facebook, and uploaded to YouTube
- Routine updates to the NORMAN FORWARD website
- Branded NORMAN FORWARD construction signs
- Public construction groundbreaking and ribbon-cuttings
- Open houses, videos, and tours of projects in-progress
- Meetings posted on government access television
- Inclusion in the City of Norman Annual Report

Implementation Plan Development

The information in the Implementation Plan and Project Timeline is based on currently available information as well as certain assumptions made based on anticipated requirements. The Project Timeline, scope of work, and budgets are subject to change, as directed by Council, as the planning process progresses and more information becomes available.

Project budgets may include: conceptual estimates of consulting, architectural, and engineering services; other pre-construction costs such as environmental investigation, remediation, and geotechnical and construction testing, where required; infrastructure; land acquisition; and construction and project contingency.

The construction budgets are based on information from a number of sources including local and national cost estimating firms, industry consultants, and data from the City of Norman. Construction budgets are conceptual and are derived from anticipated scopes of work needed for complete projects. Actual project costs vary from initial cost estimates depending on final work scopes, the bidding climate at the time of bid, inflation and other factors impacting the economy.

Debt vs. Pay-As-You-Go Financing

The Council and the citizen's Financial Oversight Board have adopted an anticipated mix of projects to be financed on a pay-as-you-go basis, versus projects to be financed through the issuance of debt to enable the projects to proceed in advance of the actual revenues being collected to pay for the projects. Generally speaking, the following major projects were paid for through up-front debt financing:

- Central and East Branch Libraries
- Westwood Family Aquatic Center and Tennis Center Improvements
- Griffin Park Soccer Complex
- Reaves Park Baseball/Softball Complex
- Indoor Aquatic Facilities (Young Family Athletic Center)
- Indoor Multi-Sport Facility (Young Family Athletic Center)
- Adult Football/Softball Complex

In order to coincide with the construction schedules of the projects, it is anticipated that there will be three separate NORMAN FORWARD debt issuances. These issuances have been made:

- Norman Municipal Authority Sales Tax Revenue Note, Series 2015B (dated December, 17, 2015) - \$43,600,000
- Norman Municipal Authority Sales Tax Revenue Note, Series 2017 (dated June 27, 2017) - \$30,950,000
- Norman Municipal Authority Sales Tax Revenue Note, Series 2020 (dated December 17, 2020) - \$22,250,000

The bonds (notes) will be repaid from Norman Forward Sales and Use Tax revenue. An additional pledge of the City's Capital Sales Tax was made to provide additional security for bond holders, but it is not envisioned that Capital Sales Tax will actually be used to repay the Norman Forward debt.

The amount of debt that was actually issued was significantly below the originally anticipated amount, resulting in over \$20 million in projected interest savings to the Norman Forward program:

NORMAN FORWARD Debt Issuances Projected vs. Actual

ANTICIPATED Issue Date	ACTUAL Issue Date	TITLE of ISSUANCE	ANTICIPATED Face Amount	ACTUAL Face Amount	ANTICIPATED Prin. & Interest	ACTUAL Prin. & Interest
12/2015	12/2015	NMA 2015B Tax Notes	\$ 43,160,000	\$ 43,160,000	\$ 54,753,718	\$ 53,266,208
5/2017	6/2017	NMA 2017 Tax Notes	\$ 30,950,000	\$ 30,950,000	\$ 37,619,453	\$ 36,333,458
12/2017	12/2020	NMA 2020 Tax Notes	\$ 34,200,000	\$ 22,250,000	\$ 46,157,750	\$ 25,927,517
		TOTAL	\$108,310,000	\$ 98,360,000	\$138,530,921	\$115,527,183

The other NORMAN FORWARD projects and related operational costs are anticipated to be paid for on a pay-as-you-go basis, with the projects timed to meet cash flow availability schedules over the tenure of the NORMAN FORWARD sales tax collections.

III. The Projects

The projects, their respective published budgets, and current estimates are:

Project	Original Norman Forward Budget	Revised Budget	Current Estimate
Canadian River Park	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Central Branch Library	\$ 39,000,000	\$ 39,000,000	\$ 35,010,261 *
East Branch Library	\$ 5,100,000	\$ 5,100,000	\$ 4,794,304 *
Griffin Land Acquisition	\$ 10,000,000	\$ 2,400,000	\$ 2,400,000 *
Young Family Athletic Center	\$ 22,500,000	\$ 50,468,966	\$ 50,468,966
Indoor Aquatic Center	\$ 14,000,000	\$ 15,341,218	\$ 15,341,218
Indoor Multi Sport Facility	\$ 8,500,000	\$ 12,082,670	\$ 12,082,670
James Garner Avenue Extension	\$ 6,000,000	\$ 11,472,905	\$ 11,472,905
Parks Projects	\$ 25,500,000	\$ 25,251,278	\$ 24,711,370
Westwood Tennis Center	\$ 1,000,000	\$ 1,801,278	\$ 1,801,277 *
Saxon Park	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Ruby Grant Park	\$ 6,000,000	\$ 6,150,000	\$ 6,146,426 *
Andrews Park	\$ 2,000,000	\$ 2,000,000	\$ 1,463,667 *
Existing Neighborhood Park Renovate	\$ 6,500,000	\$ 6,500,000	\$ 6,500,000
New Neighborhood Park Developme	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
New Trail Development	\$ 6,000,000	\$ 4,800,000	\$ 4,800,000
Senior Citizens Center	\$ -	\$ 14,180,521	\$ 14,180,521
Sports Complex Projects	\$ 23,500,000	\$ 25,689,029	\$ 25,689,029
Reaves Park	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000
Softball & Football Complex	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000
Griffin Park Soccer Complex	\$ 11,000,000	\$ 13,189,029	\$ 13,189,029
Traffic Improvements	\$ 2,700,000	\$ 2,700,000	\$ 2,700,000
Westwood Family Aquatic Center	\$ 12,000,000	\$ 12,000,000	\$ 11,763,800 *
Total	\$ 148,300,000	\$ 176,082,178	\$ 171,010,635

* Final Cost

Components of each project budget may include: consulting, architectural, and engineering services; other pre-construction costs such as environmental investigation, remediation, and geotechnical and construction testing, where required; infrastructure; land acquisition; and construction and project contingency. Supplemental revenue from some projects are discussed in project discussions, which follow.

Potential impacts to project budgets include, but are not limited to:

- Fluctuation in sales tax revenue
- Changes in project scopes of work
- Inflation or other uncontrollable increases in cost of construction materials
- Unforeseen circumstances
- Supplemental revenue

Canadian River Park

Description

There is potential for a park area south of Lindsey Street and west of I-35 along the Canadian River. Possibilities for development include wildlife and plant life refuges, trail facilities, and other enhancements.

Scope

If land can be reasonably acquired, a park area would be developed south of Lindsey Street, west of I-35. Other sites along the Canadian River Floodway in South and West Norman with access to existing park land are being considered.

Published Budget \$2,000,000

Preliminary Estimated Budget

Land Acquisition / Site Prep / Infrastructure	\$205,000
A&E / Design / Testing	\$175,000
Construction & FFE	\$1,480,000
Project Contingency	\$140,000
<hr/>	
Total Project Budget	\$2,000,000

Timing

Architecture, engineering, and site preparation are contingent upon resolution of land transfer legalities. The ability of the City to acquire land originally contemplated for this project involves resolution of legal complexities related to current ownership and transfer rights. This project is contemplated to move forward in the last half of the program.

Central Branch Library

Description

The November 2014 *Library Master Plan Update* recommended construction of library branches as part of the Pioneer Library System (PLS). PLS is a multi-county library system serving Cleveland, McClain, and Pottawatomie counties in central Oklahoma. Each library in PLS's service area is a partnership between the library system and the city where it is located; the city provides and maintains the facility and PLS provides library staff, collections, and programming.

The new Norman Central Branch Library includes public meeting rooms, learning space, a local history collection, free wireless internet, access to technology, and programming for all ages.

Scope

The new Norman Central Branch Library relocated the existing library to a more spacious and modern facility. This branch is the main branch of both Norman and the Pioneer Library System and is approximately 82,000 square feet. The location is north of Andrews Park on City-owned land, primarily the site of the former Rhodes granary.

<i>Published Budget</i>	\$39,000,000
<i>Final Expenditures</i>	\$35,010,261

Timing

The Central Branch Library opened in November, 2019 and is providing services.

In November of 2023, officials were made aware of mold detected within the Central Library. The facility has remained closed to allow for mold remediation and the City of Norman has filed a lawsuit for Breach of Contract against multiple parties. The litigation is ongoing as of 11/2025.



East Branch Library

Description

As the population in Norman has expanded east and west, so has the demand for library services on the east and west sides of the city. The Norman West branch opened in late 2013 and the East Branch Library expands library services to residents on the east side of the city.

The new East Branch Library opened in 2018 and includes public meeting space, free wireless internet, access to technology, and programming for all ages.

Scope

The Norman East Branch Library is approximately 12,500 square feet and located adjacent to Fire Station 9 at the intersection of Alameda and Ridge Lake Boulevard.

Published Budget \$5,100,000

Final Expenditures \$4,794,304

Timing

The East Branch Library opened in July, 2018 and is providing services.



Griffin Land Acquisition

Description

2014 Oklahoma legislation authorizes the Oklahoma Department of Mental Health and Substance Abuse Services (ODMHSAS) to sell or dispose of the Griffin property, including the current Sutton Wilderness Park, Griffin Park and Frances Cate Park. The property was proposed to be acquired by the City using NORMAN FORWARD funds, to permanently house the Griffin Park Soccer Complex and Sutton Wilderness.

Project Activities

In negotiations with the ODMHSAS, it was determined to be mutually beneficial for the City to enter into long-term leases with the ODMHSAS for the Griffin Soccer Complex land, and to maintain an existing lease for the Sutton Wilderness land. The lease agreement (Contract K-1718-136, approved on November 27, 2018) gave the City control of the property for up to a 30-year period, at which time the City had a purchase option for the land. Rental payments of \$80,000 per year, paid with Norman Forward funds, applied to the ultimate purchase of the land. The Frances Cate Park land was not included in the negotiated lease for the Griffin Soccer Complex site.

The allocation of Norman Forward funds to the Griffin Land Acquisition project was reduced by the City Council from \$10,000,000 to \$2,400,000 (30 payments of \$80,000) by Resolution R-1819-110 (approved May 14, 2019) and the remaining \$7,600,000 budget was re-allocated to a Norman Forward Senior Citizen's project. On July 22, 2025, Norman City Council approved a purchase with the State of Oklahoma for the Griffin Soccer Complex in the area north of E Robinson and west of 12th Avenue NE. The final purchase price was \$3,306,811 with a large portion funded through the remaining Griffin Land Acquisition allocation as well as savings from other City projects not related to or funded by the Norman Forward sales tax.

Published Budget \$10,000,000

The identified properties to be acquired are:

- Griffin Park & Sutton Wilderness 322.2 acres
 - Francis Cate Park up to 14.5 acres
-
- Total Anticipated Land Acquisition 336.7 acres

Budget

Land Acquisition \$10,000,000

Updated Cost Estimate \$ 2,400,000

Timing

On 7/22/2025, Norman City Council approved the purchase of the Griffin Soccer Complex property.



Indoor Multi-Sport and Aquatic Center (Young Family Athletic Center)

Description

The combined Indoor Multi-Sport and Aquatic Center was named the “Young Family Athletic Center” after Norman native, NBA All-Star and University of Oklahoma alumnus Trae Young. The aquatic portion of the building features two pools: an 8-lane 25-meter competition pool with spectator seating and a 4-lane 25-meter pool used as a warm up pool during swim competitions. The Multi-Sport portion houses 8 basketball courts with 12 volleyball courts. Other Young Family Athletic Center amenities include concessions, a small retail space, administrative offices, tournament and team breakout rooms, lighted outdoor pickleball courts and fitness facilities, public restrooms, and other standard support areas.



Scope

The Young Family Athletic Center is adjacent to a major retail and hotel lodging district, attracting regional tournaments and meets which will draw participants and their families from throughout the state of Oklahoma and the central U.S.

Supplemental funds were allocated from: Norman Forward project savings; Norman Municipal Authority Revenue Bonds secured by Norman Room Tax revenue; University North Park Tax Increment Finance moneys; and a donation from the Trae Young Family Foundation, believed to be the largest private donation in Norman’s history. Norman Regional Health System also made a contribution for clinical operations within the facility.

YFAC Funding Sources

Norman Forward	\$29,928,492
James Garner Transfer	\$1,500,000
Room Tax Bond	\$3,801,683
Norman Forward Trails Project	\$1,200,000
NF Road Improvements	\$338,000
UNP TIF Fund	\$2,734,791
Trae Young Family Foundation	\$4,000,000
Norman Regional Health System	\$6,966,000
<i>Total Budget</i>	<i>\$50,468,966</i>

Estimated Budget

Land Acquisition / Site Prep / Infrastructure	\$163,000
A&E / Design / Testing	\$2,425,475
Construction & FFE	\$47,456,674
Project Contingency	\$423,817
<i>Total Project Budget</i>	<i>\$50,468,966</i>

Timing

The Young Family Athletic Center held its ribbon cutting ceremony in February of 2024 and is now open and is providing services. The City of Norman is operating the facility internally.

James Garner Avenue Extension

Description

The James Garner Avenue Extension is a north/south roadway to more efficiently carry motorists between downtown Norman and north Norman/south Oklahoma City metropolitan area. The extension will effectively create an updated entrance to the city from the north.

Scope

The extension project will extend James Garner Avenue from Acres Street, over the Robinson Street underpass, connecting to Flood Avenue. The project includes public art enhancements in commemoration of Norman native, multiple EMMY Award winning, Hall of Fame actor James Garner. The James Garner Avenue Extension intersects Flood Avenue with a modern roundabout north of Robinson Street that features a public art piece "Revolutions". A future safety enhancement, the construction of a second roundabout at the intersection of Acres Street and James Garner Avenue, is being considered.

<i>Published Budget</i>	\$6,000,000
<i>Railroad Quiet Zone Funds</i>	\$500,000
<i>Norman Utilities Authority</i>	\$43,617
<i>Additional Norman Forward Fund Balance</i>	\$151,281
<i>FHWA Funds</i>	\$4,825,733

<i>Budget</i>	
<i>"Phase I" Actual Cost</i>	\$1,947,283
<i>"Phase II" Land Acquisition / Site Prep / Infrastructure</i>	\$102,934
<i>"Phase II" A&E / Design / Testing</i>	\$1,402,140
<i>"Phase II" Construction & FFE</i>	\$7,820,546
<i>"Phase II" Public Art</i>	\$200,000
<hr/>	<hr/>
<i>Total Project Budget</i>	\$11,472,905

Timing

The James Garner Extension project was broken into "phases". This was done to accommodate the first phase being completed in conjunction with the opening of the Central Branch Library. The first phase, from just south of Acres Street in the City Municipal Complex to the Central Library parking lot, has been completed. The second Phase, extending north of Robinson Street and connected to Flood Avenue, is also complete. City Staff secured \$4.8 million of Federal funds for this project.



Parks Projects

Description

Parks all across Norman will be enhanced by NORMAN FORWARD. Additionally, new parks and trails will be developed. Plans from the Parks Master Plan will be reviewed to make sure they are still relevant to neighborhood needs.

Scope

The identified parks projects are:

- Westwood Tennis Center: conversion of two existing outdoor courts to indoor and construction of two new outdoor courts with lighting. This project has been completed (Budget: \$1,801,277; Final Cost: \$1,801,277).
- Saxon Park: develop Phase II of the Saxon Park Master Plan to include additional parking, fencing, furnishings, play area, restrooms, and event shelter (Budget: \$2,000,000).
- Ruby Grant Park: develop Phase I of the Ruby Grant Park Master Plan with utility infrastructure improvements, signage, parking, trails, practice fields, pavilion, and pedestrian lighting. This project has been completed. (Budget: \$6,000,000; Final Cost: \$6,146,426) (\$150,000 appropriated from Community Park Land Fund balance).
- Andrews Park: skate park expansion, amphitheater seating shade, landscaping, and splash pad enhancement. This project has been completed. (Budget: \$2,000,000; Final Cost: \$1,463,667).
- Existing Neighborhood Park Renovations: as per revisited 2009 Parks Master Plan recommendations. Renovations have been completed at seven parks, and more are planned to be undertaken throughout the Norman Forward life (Budget: \$6,500,000).
- New Neighborhood Park Development – the first new neighborhood park, “Songbird Park” is complete as well as the new “Bentley Park” in the Summit Valley/Bellatona neighborhood. Three more will be undertaken throughout the Norman Forward life at Southlake, Links, and Redlands. (Budget: \$2,000,000).
- New Trail Development: complete initial loop routing of Legacy Trail (Budget: \$4,800,000). A major trail project, along Flood Avenue between Robinson and Tecumseh Street, was completed in 2025 (Cost: \$1,611,683), Including \$386,484 in Federal matching funds.

Published Budget \$25,500,000

Preliminary Estimated Budget

Land Acquisition / Site Prep / Infrastructure	\$1,440,000
A&E / Design / Testing	\$1,240,000
Construction & FFE	\$21,831,278
Project Contingency	\$1,740,000
Total Project Budget	\$25,251,278

Timing

Further park and trail improvement projects will be undertaken on a yearly basis throughout the life of NORMAN FORWARD.

Adult Wellness and Education (Senior Citizens) Center

Description

The City Council began working on the Senior Citizens Center location issue early in 2016 and adopted Resolution R-1516-77, narrowing the Senior Citizens Center location options to the Existing Library site, a site in Andrews Park, and a site adjacent to the new Central Branch Library site.

After further consideration and considering the endorsement of the NORMAN FORWARD Senior Center Ad Hoc Committee, the Reaves Park Ad Hoc Committee, the Norman Senior Association, and representatives of the Medieval Fair, the Council adopted Resolution R-1819-110, which formally selected Reaves Park as the site for the Senior Center. Resolution R-1819-110 also re-programmed \$7,600,000 in funds from the Griffin Park Land Acquisition project to the Senior Citizens Center project.

In August 2021, Council approved a memorandum of understanding (Contract K-2122-35) with the Norman Regional Health System to move the location of the Senior Center to Norman Regional's Porter Campus. The scope of the project was also expanded from a recreational center to a wellness center. The newly renamed "Adult Wellness and Education Center" is a part of Norman Regional's planned Porter Health Village.

The now completed facility includes an indoor walking track and multiple fitness areas with locker rooms; multipurpose and art specific classrooms as well as lounge areas; a full kitchen for events and programming; outdoor pickleball courts; and a lap pool.

Published Norman Forward Budget	\$0; Amended to \$7,600,000
CARES Act Funding	\$4,800,000
Capital Fund	\$243,000
General Fund	\$1,197,277

<i>Preliminary Estimated Budget</i>	
Land Acquisition/Site Prep/Infrastructure	\$427,551
A&E / Design / Testing	\$832,000
Construction & FFE	\$12,439,974
Project Contingency	\$480,996
Total Project Budget	\$14,180,521

Timing

The Adult Wellness and Education Center opened in November of 2023 and is currently providing services. The Facility is being operated independently by Healthy Living & Fitness Inc., a non-profit organization.



Sports Complex Projects

Description

Renovations and new construction are planned for sports complexes in multiple locations. These facilities will allow expanded space for youth soccer, youth and adult softball, adult flag football and youth football.

Scope

Due to financial reasons, the adult softball and youth football facility will no longer be a standalone complex. The expanded adult softball programs will be at Reaves Park and youth football will be at Ruby Grant Park. The identified sports complex projects are:

- Reaves Park: additional youth baseball/softball fields with lighting, restrooms, concessions, and additional parking (Budget: \$10,000,000; + \$1,250,000 for adult softball).
- Ruby Grant Park: multi-field football complex with lighting, restrooms, concessions, and parking (Budget \$1,250,000).
- Griffin Park: new outdoor soccer fields with lighting and parking. (\$13,198,029).

Published Budget \$23,500,000

Preliminary Estimated Budget

Land Acquisition / Site Prep / Infrastructure	\$1,800,000
A&E / Design / Testing	\$1,880,000
Construction & FFE	\$20,599,029
Project Contingency	\$1,410,000
<hr/>	
Total Project Budget	\$25,689,029

Timing

Reconstruction of the 22 soccer fields at the Griffin Park Soccer Complex is complete. The new Parks Maintenance Facility has been completed and is relocated from Reaves Park to the City Maintenance Complex ("North Base"). Relocation of the Parks Maintenance Facility made land available for the expansion of baseball and softball fields at Reaves Park, which has been completed. Relocated youth football (Ruby Grant) and adult softball (Reaves) facilities, originally planned at a new stand-alone site, are complete.



Traffic Improvements

Description

NORMAN FORWARD includes infrastructure improvements for the city that will improve traffic flow and safety at various locations related to NORMAN FORWARD projects.

Scope

Planned projects include traffic analysis, street and storm water improvements, and traffic signals at various locations. Related NORMAN FORWARD projects are access to the Young Family Athletic Center (Trae Young Way), Griffin Park, and Reaves Park.

Published Budget \$2,700,000

<i>Preliminary Estimated Budget</i>	
Land Acquisition / Site Prep / Infrastructure	\$270,000
A&E / Design / Testing	\$216,000
Construction & FFE	\$2,025,000
Project Contingency	\$189,000
<hr/>	
Total Project Budget	\$2,700,000

Timing

Architecture, engineering, land acquisition, and site preparation are scheduled to begin throughout the program based on specified sites. This project is scheduled to be completed as needed for individual project sites during construction phases. Access improvements for the Griffin Soccer Complex on Robinson Street and 12th Avenue (\$449,578) are complete. Access improvements to the YFAC (\$304,499), including Trae Young Drive, are complete. Access roads to serve Saxon Park are under design.

Westwood Family Aquatic Center

Description

The Westwood Family Aquatic Center project has constructed an updated, modern outdoor aquatic center. Features include a lazy river, slides, water sprays, a 50-meter lap pool, shaded shallow areas, a new bathhouse, concession areas, and additional parking. The new outdoor Aquatic Center opened in the summer of 2018 and has been enjoyed by thousands of visitors.

Scope

Based on the current budget, the pool will have approximately 18,000 square feet of water surface area and include a variety of features that have been determined through public input are also part of this project.

Published Budget	\$12,000,000
Final Cost	\$11,763,800

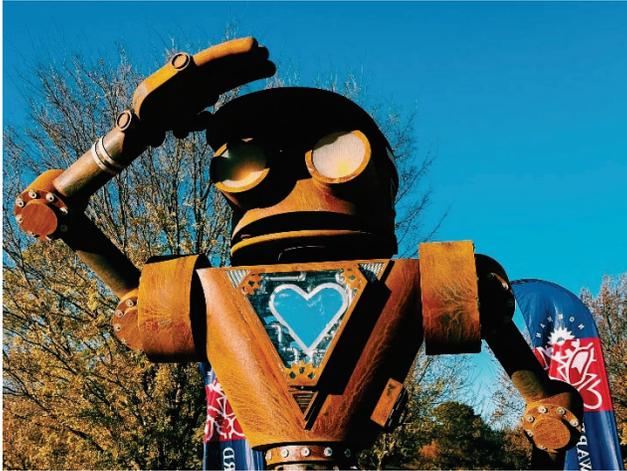


Other Projected Program Expenses

▪ Public Art	\$1,200,000
▪ Park Maintenance Staff	\$3,009,925
▪ Senior Center Staff	\$0
▪ Facility Maintenance Staff	\$1,562,753
▪ Capital Equipment	\$425,000
▪ Aquatic Center Operating Subsidy	\$0
▪ Project Oversight	\$3,312,000
▪ Westwood Pool/Tennis Replacement	\$455,000
▪ Facility Maintenance Contract	\$210,000
▪ Interest and Debt Service Cost	\$20,962,256
<hr/> Total Other Program Expenses Budget	<hr/> \$31,136,934

Projects identified for Public Art include:

- Central Branch Library (“Unbound”)
- East Branch Library (“Prairie Wind”)
- Westwood Family Aquatic Center and Westwood Tennis Center (“Splash”)
- Young Family Athletic Center (“Elevate the Game”)
- Reaves Park (“Mechan 14”)
- Saxon Park
- James Garner Avenue Extension (“Revolutions”)
- Adult Wellness and Education Center (“Onwards”)
- Griffin Park (“Scissortail”)



IV. Project Timeline

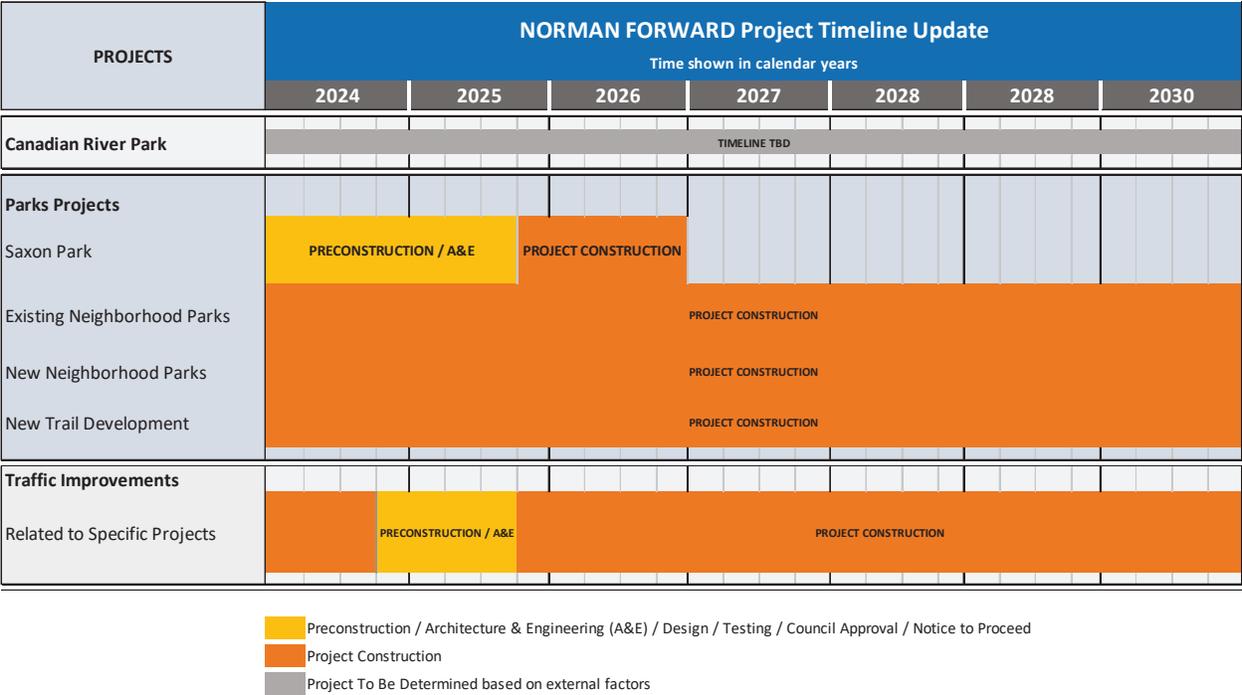
As part of the Implementation Plan, steps were taken to determine the order in which the projects, or phases of projects, would take place in the program. To complete this task, the Program Manager attended Citizens Financial Oversight Board meetings, ad hoc advisory group meetings, and worked with City Staff. City Staff provided budget information critical to project sequencing. The goal is to create a logical project progress schedule within the constraints of the funding structure. Individual project's schedules are updated in their discussions above.

Potential impacts to the overall NORMAN FORWARD project timeline include, but are not limited to:

- Fluctuation in sales tax revenue
- Changes in project scopes of work
- Inflation or other increases in cost of project construction
- Other unforeseen circumstances

The chart below is updated to reflect changing time schedules for the various projects as the overall Norman Forward program moves forward.

Project Timeline



V. Conclusion

This Implementation Plan includes an introduction and history of the NORMAN FORWARD program, project descriptions, scopes of work, budgets, project phasing, and the Project Timeline. The original Implementation Plan was adopted by the City Council on June 28, 2016 (Resolution R-1516-130) and minor updates have been approved periodically by the Citizen's Financial Oversight Board (CFOB). At various points in time as significant projects are completed or changes are made, amended Implementation Plan documents will be re-submitted for Council consideration. On the recommendation of the CFOB, the Implementation Plan was formally amended on October 8, 2019 by Resolution R-1920-44 and again on April 12, 2022 by Resolution R-2122-110. The last update to the Implementation plan was in June of 2024.

Upon the recommendation of the Citizens Financial Oversight Board and final approval by City Council, City Staff will implement and administer the 15-year plan. The Program Manager assisted City staff with programming, cost estimating, design review, and construction observation on projects outlined by their contract with the City.

This document is based on currently available information as well as certain assumptions made based on anticipated requirements. It may be further amended by City Council as new information arises or other changes occur over the 15-year life of the quality-of-life program.

Additional Information

NORMAN FORWARD, City of Norman

<https://www.normanok.gov/your-government/projects-initiatives/norman-forward>

“Norman Voters Approve Sales Tax Increase”

<http://journalrecord.com/2015/10/14/voters-approve-sales-tax-increase/>

2009 Parks and Recreation Master Plan, City of Norman

<https://www.normanok.gov/sites/default/files/documents/2020-05/ParksMasterPlan1.pdf>

Young Family Athletic Center

<https://www.normanok.gov/residents-visitors/parks-recreation/young-family-athletic-center>

Senior Wellness Center

<https://www.normanok.gov/residents-visitors/parks-recreation/senior-wellness-center>

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	I	K	L	M	N	O	P	Q	R	S	TOTAL				
	FYE 16 ACTUAL	FYE 17 ACTUAL	FYE 18 ACTUAL	FYE 19 ACTUAL	FYE 20 ACTUAL	FYE 21 ACTUAL	FYE 22 ACTUAL	FYE 23 ACTUAL	FYE 24 ACTUAL	FYE 25 PROJECTED	FYE 26 PROJECTED	FYE 27 PROJECTED	FYE 28 PROJECTED	FYE 29 PROJECTED	FYE 30 PROJECTED	FYE 31 PROJECTED					
1 Beginning Fund Balance	\$0	\$42,568,850	\$68,812,898	\$54,059,451	\$44,634,680	\$38,479,004	\$65,775,649	\$62,575,441	\$18,323,563	\$8,125,188	\$10,248,636	\$10,476,829	\$12,924,637	\$13,756,647	\$16,411,311	\$16,856,969					
2																					
3 Revenues:																					
4 Sales Tax	\$3,036,583	\$9,101,963	\$9,101,396	\$9,249,871	\$9,280,292	\$9,951,030	\$11,945,244	\$12,028,846	\$11,999,913	\$11,848,045	\$12,085,006	\$12,326,706	\$12,573,240	\$12,824,705	\$13,081,199	\$9,046,096	\$169,480,135				
5 Use Tax	157,660	\$535,679	\$710,671	\$946,909	\$1,046,880	\$1,496,071	\$1,749,400	\$1,913,735	\$2,118,725	\$2,126,837	\$2,233,179	\$2,344,838	\$2,462,080	\$2,585,184	\$2,714,443	\$2,850,165	\$27,992,455				
6 Interest/Investment Income	3,790	114,127	595,431	883,333	570,925	177,820	151,866	768,455	494,362	294,198	25,000	25,000	25,000	25,000	25,000	25,000	\$197,472,590				
I/F Trans - Parkland, Room Tax	0	0	0	0	150,000	0	3,801,683	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
I/F Trans - Water Fd; UNP TIF Fund	0	0	0	0	54,419	4,776,381	380,559	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
I/F Trans - General Fd	0	0	0	0	0	4,800,000	0	\$ 1,197,277	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
7 Donations/Other	0	0	8,500	0	52,979	\$ -	\$ 2,188,372	\$ 2,473,314	\$ 2,391,503	\$ 600,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000				
8																					
9 Subtotal	\$3,198,033	\$9,751,769	\$10,415,998	\$11,080,113	\$11,155,495	\$21,201,302	\$20,217,124	\$18,381,627	\$17,004,503	\$14,869,080	\$14,743,185	\$15,096,544	\$15,460,320	\$15,834,889	\$16,220,642	\$12,321,261	\$226,951,884				
10 Bond Proceeds	43,160,000	30,950,000			0	22,250,000	0										\$96,360,000				
11 Total Revenue	\$46,358,033	\$40,701,769	\$10,415,998	\$11,080,113	\$11,155,495	\$43,451,302	\$20,217,124	\$18,381,627	\$17,004,503	\$14,869,080	\$14,743,185	\$15,096,544	\$15,460,320	\$15,834,889	\$16,220,642	\$12,321,261	\$323,311,884				
12 Expenditures:																					
13 Norman Public Library - Centra	2,575,149	3,125,305	11,766,247	6,041,913	19,004	5,838,504	5,562,600	61,036	31,269	3,276	4,963						\$35,029,266				
14 Norman Public Library - Centra			0	5,838,504	0																
15 Norman Public Library - East	157,969	647,440	3,555,919	343,261													\$4,790,972				
16 Norman Public Library - East				81,895	4,488																
17 Westwood Pool Complex	268,889	7,308,839	3,980,989	77,159					3,333								\$11,763,799.69				
18 Westwood Pool Complex				119,782	\$8,141																
19 Park Development - Ruby Grant				360,669	3,347,014												\$ 6,243,471				
Park Development - Ruby Grant																					
20 Park Development - Saxon																					
21 Park Renovation - Existing Park:																					
22 Park Renovation-New Neighborhood Park:																					
23 Park Renovation - Andrews		7,314		225,658	491,041	352,363	193,210	331,803	546,795	384,324	650,000	650,000	1,000,000	1,156,000			\$571,471				
Park Renovation - Andrews		0		16,470	337,044	95,620	34,000	62,079	568,396	20,282	300,000	500,000	350,000	360,000			\$2,651,205				
Park Renovation - Andrews				1,900	323,382	1,011,482	22,289	5,515	2,728	21,395							\$1,499,790				
Park Renovation - Andrews							12,000	5,460													
24 Park Renovation - Tennis Centre		248,742	42,608	319,012													\$1,801,277				
25 Park Renovation - Tennis Centre				1,190,915																	
26 Park Development - Trails					14,000	20,000	395,459										\$4,895,459				
27 Sports Complex - Reaves		88,720	180,419	111,659	377,300	2,451,666	4,602,616	451,118	65,196	3,835		1,000,000	2,400,000	1,066,000			8,516,242				
28 Sports Complex - Reaves				183,714				3,772,403													
29 Sports Complex - Football/Softbal				0				42,853									\$12,075				
30 Sports Complex - Griffir	171,280	105,855	636,406	0	12,075												12,091,319				
31 Sports Complex - Griffir		46,136		358,699	1,243,675	707,270	1,373,859	551,884	2,541,573	306,690											
Sports Complex - Griffir				123,503	0			3,559,658	364,831												
32 Indoor Multi Sports Facility		0	0					1,142,078													
Indoor Multi Sports Facility								10,857,113	8,636,482	524,565							\$21,126,480				
Indoor Multi Sports Facility								753,095													
33 Griffin Land Acquisition								9,155,422									\$11,797,709				
34 James Garner Avenue					80,000	1,038,190	1,604,097	1,604,097									\$2,400,000				
35 James Garner Avenue	8,930	38,800	804,331	62,792	22,918	73,674	323,858	80,000	80,000	80,000	1,900,000						4,487,280				
Indoor Aquatic Center		34,534		609,587				2,008,489	430,650												
36 Indoor Aquatic Center		0	0			1,038,190	3,447,032	1,500,000													
Indoor Aquatic Center						297,849	291,648	2,762,300									\$4,822,711				
Indoor Aquatic Center								4,027,748													
37 Canadian River Park								2,776,863													
38 Senior Center															1,995,000		\$1,995,000				
39 Traffic Improvements	0		0	0	127,648	227,723	961,570	9,851,279	2,363,882	749,450							\$14,281,552				
40 Debt Issuance Costs	457,432	423,815	0	0	0	314,825		193,054	1,838,153		500,000		500,000				\$3,031,207				
41 Subtotal	\$3,639,649	\$12,075,501	\$21,547,990	\$16,067,091	\$12,367,513	\$10,657,280	\$14,751,069	\$53,145,358	\$17,111,287	\$2,605,927	\$3,800,000	\$1,150,000	\$2,850,000	\$3,916,000	\$3,061,000	\$0	\$161,467,524				
42 2015 Note (Proceeds Spend Down)	Par Amount	Issue Date	Maturity Date																		
43 2017 Note (Proceeds Spend Down)	\$43,160,000	12/1/2015	1/1/2029	\$3,459,439	\$11,598,235	\$21,066,019	\$7,316,395														
44 2019 Note (Proceeds Spend Down)	\$30,950,000	5/1/2017	7/1/2030		\$423,815	\$0	\$8,147,900	\$7,928,844	\$4,773,616	\$6,936,268	\$2,772,778										
	\$22,250,000	12/1/2017	7/1/2031				\$0	\$0	\$314,825	\$0	\$22,023,967	364,831									
45 I/F Transf - GF				15,000	139,328	187,695	349,828	363,569	377,998	393,147	520,500	545,775	572,314	600,180	629,439	660,161	\$5,354,934				
46 I/F Transf - Public Art Fund		95,000	151,533	66,237							200,000	150,000	122,500				\$785,270				
47 Operating Expense - Indoor Aquatic Ctr											175,000	175,000	175,000	175,000	175,000	175,000	\$1,050,000				
48 Project Oversight Services	146,836	444,592	408,421	548,483	645,556	419,213	689,524	246,243	76,629								\$3,625,497				
49 I/F Trans - Westwood Fund				35,004	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	\$455,004				
50 Capital Equipment															125,000		\$125,000				
51 Debt Service - 2015 Note (Bank Loan)	Interest Rate	Par Amount	Maturity	2,698	1,842,628	2,270,117	2,240,167	2,609,396	3,160,757	3,103,076	4,005,473	5,252,540	5,987,485	5,954,131	6,388,741	5,907,251	2,892,465	0	0	\$51,616,924	
52 Debt Service - 2017A Note (Bank Loan)	2.40%	\$30,950,000	7/1/2030			791,384	1,532,903	1,514,378	1,694,712	2,167,300	2,626,262	2,578,268	2,529,968	2,854,800	3,192,400	3,721,600	4,236,400	6,973,600	0	0	\$36,413,975
53 Debt Service - 2020 Note (Bank Loan)	2.40%	\$22,250,000	7/1/2031			0	0	0	0	2,321,535	2,211,600	1,771,156	1,194,105	1,011,820	1,244,645	1,325,180	4,775,945	9,107,245	9,107,245	\$25,938,791	
	Total	96,360,000																			
54 Total Expenditures	\$3,789,183	\$14,457,721	\$25,169,445	\$20,504,885	\$17,311,171	\$16,154,657	\$23,417,332	\$62,633,505	\$27,202,878	\$12,745,632	\$14,514,991	\$12,648,736	\$14,628,310	\$13,180,225	\$15,774,984	\$9,977,406	\$304,111,060				
55 Net Difference	\$42,568,850	\$26,244,048	(\$14,753,447)	(\$9,424,772)	(\$6,155,676)	\$27,296,645	(\$3,200,208)	(\$44,251,878)	(\$10,198,375)	\$2,123,448	\$228,193	\$2,447,807	\$832,010	\$							