



CITY OF NORMAN, OK
NORMAN FORWARD SALES TAX CITIZEN FINANCIAL
OVERSIGHT BOARD MEETING
Municipal Building, Executive Conference Room, 201 West Gray, Norman,
OK 73069
Friday, January 09, 2026 at 3:30 PM

AGENDA

It is the policy of the City of Norman that no person or groups of persons shall on the grounds of race, color, religion, ancestry, national origin, age, place of birth, sex, sexual orientation, gender identity or expression, familial status, marital status, including marriage to a person of the same sex, disability, relation, or genetic information, be excluded from participation in, be denied the benefits of, or otherwise subjected to discrimination in employment activities or in all programs, services, or activities administered by the City, its recipients, sub-recipients, and contractors. In the event of any comments, complaints, modifications, accommodations, alternative formats, and auxiliary aids and services regarding accessibility or inclusion, please call 405-366-5424, Relay Service: 711. To better serve you, five (5) business days' advance notice is preferred.

ROLL CALL

MINUTES

1. CONSIDERATION OF APPROVAL, REJECTION, AMENDMENT, POSTPONEMENT, AND/OR DISCUSSION OF MINUTES FROM NOVEMBER 14, 2025

REPORTS

2. CONSIDERATION OF APPROVAL, REJECTION, AMENDMENT, POSTPONEMENT, AND/OR DISCUSSION OF FINANCIAL REPORTS

DISCUSSION & ACTION ITEMS

3. CONSIDERATION OF APPROVAL, REJECTION, AMENDMENT, POSTPONEMENT, AND/OR DISCUSSION OF PREVIOUSLY APPROVED COUNCIL ACTIONS
4. AD HOC COMMITTEE LIAISON REPORTS
5. PROJECT MANAGER REPORTS
6. CONSIDERATION OF APPROVAL, REJECTION, AMENDMENT, POSTPONEMENT, AND/OR DISCUSSION OF ANNUAL REPORT

MISCELLANEOUS COMMENTS

ADJOURNMENT



CITY OF NORMAN, OK NORMAN FORWARD SALES TAX CITIZEN FINANCIAL OVERSIGHT BOARD MEETING

Municipal Building, Executive Conference Room, 201 West Gray, Norman,
OK 73069

Friday, November 14, 2025 at 3:30 PM

MINUTES

The Norman Forward Sales Tax Citizen Financial Oversight Board of the City of Norman, Cleveland County, State of Oklahoma, met in Regular Session at 2201 Trae Young Drive, Norman, on Friday, November 14, 2025 at 3:30 PM and notice of the agenda of the meeting was posted at the Norman Municipal Building at 201 West Gray, and on the City website at least 24 hours prior to the beginning of the meeting.

ROLL CALL

PRESENT

Chairman Andy Rieger
Board member Alva Brockus
Board member Cindy Rogers
Board member Linda Price
Board member Shanon Buckingham
Board member Christopher Housman

ABSENT

Board member Andy Sherrer
Board member Erik Paulson
Board member Zachary Simpson

OTHERS

Anthony Francisco, Director of Finance
Jacob Huckabaa, Finance Technician
Dannielle Risenhoover, Admin. Tech. IV
Clint Mercer, Chief Accountant
Kim Coffman, Budget Manager
Jason Olsen, Director of Parks & Recreation

MINUTES

1. CONSIDERATION OF APPROVAL, REJECTION, AMENDMENT, POSTPONEMENT, AND/OR DISCUSSION OF MINUTES FROM SEPTEMBER 12, 2025

Member Price made a motion to approve the minutes from the September 12, 2025 meeting. Member Brockus duly seconded the motion. Hearing no objections to the approval of the minutes from September 12, 2025, the motion passed unanimously.

Items submitted for the record:

Forward Citizen Financial Oversight Board Minutes from September 12, 2025

REPORTS & ACTION ITEMS

2. CONSIDERATION OF APPROVAL, REJECTION, AMENDMENT, POSTPONEMENT, AND/OR DISCUSSION OF FINANCIAL REPORTS

Anthony Francisco gave the report. Francisco highlighted the Griffin Land Acquisition Project. "That \$80,000 that you see is remaining, that amount was appropriated this fiscal year. We will return that to fund balance this fiscal year," Francisco said. Outside of the Griffin Land purchase, there were no major expenditures since the Board last met. Francisco stated that most of the Norman Forward projects are completed or near completion.

The revenue for September and October was not considered good. The City is approximately 2.2% below the adjusted revenue target and .34% above the fiscal year target.

Member Price made a motion to approve the Financial Reports and Member Brockus duly seconded the motion. The motion passed unanimously.

Items submitted for the record:

Norman Forward Citizen Financial Oversight Board Financial Reports

3. CONSIDERATION OF APPROVAL, REJECTION, AMENDMENT, POSTPONEMENT, AND/OR DISCUSSION OF THE 2026 SCHEDULE OF MEETINGS

Member Price made a motion to approve the 2026 Norman Forward Citizen Financial Oversight Board Schedule of Meetings. The motion was duly seconded by Member Brockus. The motion passed unanimously. This schedule is open for adjustments on an as-needed basis.

Items submitted for the record:

Norman Forward Citizen Financial Oversight Board 2026 Schedule of Meetings

4. DISCUSSION OF NOMINATIONS FOR CFOB CHAIR AND VICE CHAIR FOR 2026. POSITIONS TO BE VOTED ON & FILLED AT THE NEXT CFOB MEETING.

Member Price nominated Andy Rieger for Chair and Cynthia Rogers for Vice-chair of the Norman Forward Sales Tax Citizen Financial Oversight Board (CFOB). No other nominations were made. Chair Rieger and Member Rogers accepted the nominations and were voted into the positions by unanimous vote.

5. CONSIDERATION OF APPROVAL, REJECTION, AMENDMENT, POSTPONEMENT, AND/OR DISCUSSION OF PREVIOUSLY APPROVED COUNCIL ACTIONS

The Board reviewed Council's approval of Resolution R-2526-61 to transfer \$725,537.91 in funds for the construction of the Technology Place street extension in Saxon Industrial Park and Saxon community Park. They also reviewed Council's approval of Resolution R-2526-63, requesting \$815,111.20 in ACOG Air Quality Grant Funding for 80% of the estimated construction costs of a roundabout at the James Garner Avenue and Acres Street intersection.

Items submitted for the record:

October 14, 2025, City Council Agenda Item #31

October 28, 2025, City Council Agenda Item #31

6. AD HOC COMMITTEE LIAISON REPORTS

Item 1.

No Ad Hoc reports were given.

7. PROJECT MANAGER REPORTS

Jason Olsen gave the report. Approximately \$180,000 of Norman Forward funding, that was set aside for roads, will go toward the construction of a road through Saxon Park. This road will be built by the City of Norman Streets Department.

The next three parks designated to receive new playground equipment are: Northeast Lions Park, Eagle Cliff Park, and Sutton Place Park. The land exchange between the City of Norman and Norman Public Schools will make way for the new playground equipment at Northeast Lions Park. Olsen says that Bluestem Park is progressing and that it will hopefully be open to the public in the Spring of 2026.

Conversations have been underway with the Moore family regarding the river trail parks. "Hopefully we can get a land lease agreement with them rather soon," Olsen said. "Once we get that land lease agreement with them, we can hire a contractor to start working on the (park's) design."

Olsen stated that the City is closer to mediating with the parties involved with the damage to the Central Library. "We think there will be some kind of mediation before the end of the year," Olsen said. City Attorney Rick Knighton stated, "Our position has always been the City and taxpayers are the innocent party here. There is nothing that we did or didn't do that resulted in the problems that we have over there; so, we know it's not our fault; you guys argue amongst yourselves whose fault it is and we don't care how you come up with the conclusion, but our focus has been to get the building remediated, to get it back open and functioning as a library." When it rains, Cavins Construction inspects the building and mitigates any continued water damage. The cost of this service is paid for through the City's Emergency Fund.

8. CONSIDERATION OF APPROVAL, REJECTION, AMENDMENT, POSTPONEMENT, AND/OR DISCUSSION OF UPDATED IMPLEMENTATION PLAN

Member Price made a motion to approve the updated Implementation Plan which was duly seconded by Member Brockus. The motion passed unanimously.

Francisco stated that it will be the goal for the Implementation Plan to be on the Council Council's agenda for November 23, 2025.

Items submitted for the record:

Norman Forward Implementation Plan

9. CONSIDERATION OF APPROVAL, REJECTION, AMENDMENT, POSTPONEMENT, AND/OR DISCUSSION OF ANNUAL REPORT & PRO FORMA FINANCIAL PROJECTION

The Annual Report was not presented for review due to the Pro Forma portion of the report requiring more time than anticipated. Consideration of approval, rejection, amendment, postponement, and/or discussion of the Annual Report will be on the Board's next agenda.

In review of the Pro Forma, Francisco stated that the Young family is up-to-date on the payments toward their Young Family Athletic Center (YFAC), \$4 million contribution. Norman Forward has paid for its portion of the Griffin Park land purchase in full. "We do think that there will be some money, as we always did, available at the end of Norman Forward; but in the interim, between now and then, I think we'll be ok (financially)."

Items submitted for the record:

Norman Forward Sales Tax Fund Pro Forma

MISCELLANEOUS COMMENTS

Anthony Francisco was congratulated on his upcoming retirement.

ADJOURNMENT

Member Price moved to adjourn the meeting which was duly seconded by Member Brockus. The motion passed unanimously, and the meeting adjourned at approximately 4:02 PM.

Andy Rieger, Chair
Norman Forward Sales Tax Citizen Financial Oversight Board

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

COMPARED TO 7/2015 PROJECTION

Item 2.

						PRELIMINARY				
MONTH	PROJECTED		ACTUAL	% VARIANCE		ACTUAL	PROJECTION*	% VARIANCE		
March, 2016	\$	765,813	\$	728,243	-4.91%	\$	728,243	\$	760,927	
April, 2016	\$	737,709	\$	776,747	5.29%	\$	776,747	\$	733,003	
May, 2016	\$	796,539	\$	802,418	0.74%	\$	802,418	\$	791,458	
June, 2016	\$	820,638	\$	729,175	-11.15%	\$	729,175	\$	815,402	
July, 2016	\$	771,629	\$	758,153	-1.75%	\$	758,153	\$	760,692	
August, 2016	\$	811,311	\$	753,218	-7.16%	\$	753,218	\$	799,813	
September, 2016	\$	786,920	\$	771,583	-1.95%	\$	771,583	\$	775,767	
October, 2016	\$	858,715	\$	816,566	-4.91%	\$	816,566	\$	846,544	
November, 2016	\$	798,882	\$	769,521	-3.68%	\$	769,521	\$	787,559	
December, 2016	\$	784,003	\$	745,468	-4.92%	\$	745,468	\$	772,891	
January, 2017	\$	827,244	\$	796,677	-3.70%	\$	796,677	\$	815,519	
February, 2017	\$	980,463	\$	814,235	-16.95%	\$	814,235	\$	966,569	
March, 2017	\$	771,866	\$	683,655	-11.43%	\$	683,655	\$	793,266	
April, 2017	\$	743,541	\$	768,593	3.37%	\$	768,593	\$	764,155	
May, 2017	\$	802,832	\$	758,083	-5.57%	\$	758,083	\$	825,095	
June, 2017	\$	827,125	\$	747,817	-9.59%	\$	747,817	\$	850,057	
July, 2017	\$	760,592	\$	769,840	1.22%	\$	769,840	\$	792,140	
August, 2017	\$	798,825	\$	736,344	-7.82%	\$	736,344	\$	855,817	
September, 2017	\$	788,843	\$	755,105	-4.28%	\$	755,105	\$	845,123	
October, 2017	\$	845,645	\$	800,169	-5.38%	\$	800,169	\$	905,977	
November, 2017	\$	787,013	\$	757,642	-3.73%	\$	757,642	\$	843,162	
December, 2017	\$	772,904	\$	705,659	-8.70%	\$	705,659	\$	828,046	
January, 2018	\$	816,503	\$	829,421	1.58%	\$	829,421	\$	874,756	
February, 2018	\$	959,243	\$	803,901	-16.19%	\$	803,901	\$	1,027,679	
March, 2018	\$	758,166	\$	723,206	-4.61%	\$	723,206	\$	846,777	
April, 2018	\$	735,117	\$	733,040	-0.28%	\$	733,040	\$	821,035	
May, 2018	\$	790,948	\$	801,350	1.32%	\$	801,350	\$	883,391	
June, 2018	\$	811,552	\$	777,694	-4.17%	\$	777,694	\$	906,403	
July, 2018	\$	732,971	\$	792,168	8.08%	\$	792,168	\$	849,487	
August, 2018	\$	769,817	\$	778,107	1.08%	\$	778,107	\$	892,189	
September, 2018	\$	748,752	\$	753,875	0.68%	\$	753,875	\$	867,775	
October, 2018	\$	814,936	\$	814,292	-0.08%	\$	814,292	\$	944,481	
November, 2018	\$	758,434	\$	769,806	1.50%	\$	769,806	\$	878,997	
December, 2018	\$	744,837	\$	755,617	1.45%	\$	755,617	\$	863,238	
January, 2019	\$	786,853	\$	862,016	9.55%	\$	862,016	\$	911,933	
February, 2019	\$	924,409	\$	801,472	-13.30%	\$	801,472	\$	1,071,356	
March, 2019	\$	730,634	\$	686,081	-6.10%	\$	686,081	\$	882,765	
April, 2019	\$	708,422	\$	770,033	8.70%	\$	770,033	\$	855,929	
May, 2019	\$	762,226	\$	762,196	0.00%	\$	762,196	\$	920,936	
June, 2019	\$	782,081	\$	809,526	3.51%	\$	809,526	\$	944,925	
July, 2019	\$	763,597	\$	768,847	0.69%	\$	768,847	\$	887,108	
August, 2019	\$	800,628	\$	761,846	-4.84%	\$	761,846	\$	930,129	
September, 2019	\$	778,646	\$	788,095	1.21%	\$	788,095	\$	904,591	
October, 2019	\$	847,316	\$	844,155	-0.37%	\$	844,155	\$	984,369	
November, 2019	\$	788,870	\$	799,842	1.39%	\$	799,842	\$	916,469	
December, 2019	\$	774,718	\$	812,104	4.83%	\$	812,104	\$	899,994	
January, 2020	\$	820,021	\$	851,020	3.78%	\$	851,020	\$	952,659	
February, 2020	\$	958,070	\$	819,751	-14.44%	\$	819,751	\$	1,113,036	
March, 2020	\$	758,559	\$	720,227	-5.05%	\$	720,227	\$	918,709	
April, 2020	\$	738,133	\$	747,531	1.27%	\$	747,531	\$	893,970	
May, 2020	\$	792,526	\$	702,283	-11.39%	\$	702,283	\$	959,846	
June, 2020	\$	813,861	\$	664,592	-18.34%	\$	664,592	\$	985,686	
July, 2020	\$	777,799	\$	808,364	3.93%	\$	808,364	\$	925,809	
August, 2020	\$	814,405	\$	850,341	4.41%	\$	850,341	\$	969,380	
September, 2020	\$	793,231	\$	779,982	-1.67%	\$	779,982	\$	944,177	
October, 2020	\$	862,850	\$	817,975	-5.20%	\$	817,975	\$	1,027,044	
November, 2020	\$	803,681	\$	779,947	-2.95%	\$	779,947	\$	956,616	
December, 2020	\$	789,933	\$	795,174	0.66%	\$	795,174	\$	940,251	
January, 2021	\$	835,910	\$	865,704	3.56%	\$	865,704	\$	994,978	
February, 2021	\$	972,244	\$	842,592	-13.34%	\$	842,592	\$	1,157,255	
March, 2021	\$	771,573	\$	801,811	3.92%	\$	801,811	\$	957,430	
April, 2021	\$	751,969	\$	733,759	-2.42%	\$	733,759	\$	933,104	
May, 2021	\$	804,859	\$	929,299	15.46%	\$	929,299	\$	998,734	
June, 2021	\$	825,105	\$	946,083	14.66%	\$	946,083	\$	1,023,857	
July, 2021	\$	784,866	\$	976,078	24.36%	\$	976,078	\$	965,155	
August, 2021	\$	821,805	\$	986,400	20.03%	\$	986,400	\$	1,010,579	
September, 2021	\$	800,438	\$	1,022,755	27.77%	\$	1,022,755	\$	984,304	
October, 2021	\$	870,690	\$	1,064,323	22.24%	\$	1,064,323	\$	1,070,693	
November, 2021	\$	810,984	\$	965,607	19.07%	\$	965,607	\$	997,273	
December, 2021	\$	790,508	\$	992,536	25.56%	\$	992,536	\$	972,093	
January, 2022	\$	860,624	\$	1,048,226	21.80%	\$	1,048,226	\$	1,058,316	
February, 2022	\$	837,647	\$	1,029,877	22.95%	\$	1,029,877	\$	1,117,876	
March, 2022	\$	797,106	\$	839,152	5.27%	\$	839,152	\$	1,021,865	
April, 2022	\$	758,802	\$	931,510	22.76%	\$	931,510	\$	972,761	
May, 2022	\$	812,172	\$	1,027,267	26.48%	\$	1,027,267	\$	1,041,180	
June, 2022	\$	832,602	\$	1,061,513	27.49%	\$	1,061,513	\$	1,067,371	
July, 2022	\$	985,918	\$	963,920	-2.23%	\$	963,920	\$	1,006,175	
August, 2022	\$	1,032,318	\$	980,427	-5.03%	\$	980,427	\$	1,053,528	
September, 2022	\$	1,005,479	\$	1,038,038	3.24%	\$	1,038,038	\$	1,026,137	
October, 2022	\$	1,093,726	\$	1,057,045	-3.35%	\$	1,057,045	\$	1,116,197	
November, 2022	\$	1,018,726	\$	1,051,427	3.21%	\$	1,051,427	\$	1,039,657	
December, 2022	\$	1,001,298	\$	987,149	-1.41%	\$	987,149	\$	1,021,871	
January, 2023	\$	1,059,578	\$	1,047,231	-1.17%	\$	1,047,231	\$	1,081,348	
February, 2023	\$	1,232,391	\$	1,030,515	-16.38%	\$	1,030,515	\$	1,257,712	
March, 2023	\$	978,026	\$	886,958	-9.31%	\$	886,958	\$	1,083,842	
April, 2023	\$	953,177	\$	995,074	4.40%	\$	995,074	\$	1,014,103	
May, 2023	\$	1,020,235	\$	1,030,076	0.96%	\$	1,030,076	\$	1,085,448	
June, 2023	\$	1,045,882	\$	960,987	-8.12%	\$	960,987	\$	1,112,734	
July, 2023	\$	1,005,871	\$	1,020,459	1.45%	\$	1,020,459	\$	1,049,174	
August, 2023	\$	1,052,503	\$	957,439	-9.03%	\$	957,439	\$	1,097,822	
September, 2023	\$	1,027,175	\$	975,085	-5.07%	\$	975,085	\$	1,071,403	
October, 2023	\$	1,115,560	\$	1,056,267	-5.32%	\$	1,056,267	\$	1,163,594	

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	-6.81%
January, 2024	\$	1,081,299	\$	1,065,861	-1.43%	\$	1,065,861	\$	1,127,857	-5.51%
February, 2024	\$	1,253,059	\$	1,014,214	-19.06%	\$	1,014,214	\$	1,307,013	-22.05%
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%

Item 2.

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

COMPARED TO 7/2015 PROJECTION

MONTH	PROJECTED		ACTUAL		% VARIANCE	PRELIMINARY		% VARIANCE
						ACTUAL	PROJECTION*	
March, 2016	\$	30,808	\$	40,786	32.39%	\$ 40,786	\$ 30,808	32.39%
April, 2016	\$	29,678	\$	34,397	15.90%	\$ 34,397	\$ 29,678	15.90%
May, 2016	\$	32,045	\$	42,640	33.06%	\$ 42,640	\$ 32,045	33.06%
June, 2016	\$	33,014	\$	39,837	20.67%	\$ 39,837	\$ 33,014	20.67%
July, 2016	\$	31,991	\$	38,889	21.56%	\$ 38,889	\$ 30,799	26.27%
August, 2016	\$	36,458	\$	42,717	17.17%	\$ 42,717	\$ 32,383	31.91%
September, 2016	\$	33,558	\$	30,445	-9.28%	\$ 30,445	\$ 31,409	-3.07%
October, 2016	\$	40,673	\$	33,293	-18.14%	\$ 33,293	\$ 34,275	-2.86%
November, 2016	\$	40,492	\$	39,065	-3.52%	\$ 39,065	\$ 31,887	22.51%
December, 2016	\$	37,649	\$	31,888	-15.30%	\$ 31,888	\$ 31,293	1.90%
January, 2017	\$	32,836	\$	43,537	32.59%	\$ 43,537	\$ 33,019	31.85%
February, 2017	\$	40,252	\$	41,610	3.37%	\$ 41,610	\$ 39,134	6.33%
March, 2017	\$	38,396	\$	33,061	-13.89%	\$ 33,061	\$ 32,118	2.94%
April, 2017	\$	32,550	\$	32,136	-1.27%	\$ 32,136	\$ 30,939	3.87%
May, 2017	\$	39,794	\$	45,568	14.51%	\$ 45,568	\$ 33,406	36.41%
June, 2017	\$	39,921	\$	41,863	4.87%	\$ 41,863	\$ 34,417	21.64%
July, 2017	\$	35,217	\$	44,497	26.35%	\$ 44,497	\$ 32,072	38.74%
August, 2017	\$	43,965	\$	47,476	7.99%	\$ 47,476	\$ 34,650	37.02%
September, 2017	\$	36,942	\$	46,945	27.08%	\$ 46,945	\$ 34,217	37.20%
October, 2017	\$	44,773	\$	55,550	24.07%	\$ 55,550	\$ 36,681	51.44%
November, 2017	\$	44,574	\$	49,820	11.77%	\$ 49,820	\$ 34,138	45.94%
December, 2017	\$	41,445	\$	45,477	9.73%	\$ 45,477	\$ 33,526	35.65%
January, 2018	\$	36,146	\$	66,771	84.72%	\$ 66,771	\$ 35,417	88.53%
February, 2018	\$	44,310	\$	48,593	9.67%	\$ 48,593	\$ 41,609	16.79%
March, 2018	\$	42,267	\$	54,993	30.11%	\$ 54,993	\$ 37,254	47.62%
April, 2018	\$	35,833	\$	50,955	42.20%	\$ 50,955	\$ 31,582	61.34%
May, 2018	\$	43,806	\$	60,102	37.20%	\$ 60,102	\$ 38,610	55.66%
June, 2018	\$	43,946	\$	47,518	8.13%	\$ 47,518	\$ 38,734	22.68%
July, 2018	\$	44,900	\$	46,670	3.94%	\$ 46,670	\$ 31,047	50.32%
August, 2018	\$	55,771	\$	58,648	5.16%	\$ 58,648	\$ 38,564	52.08%
September, 2018	\$	47,108	\$	68,843	46.14%	\$ 68,843	\$ 32,574	111.34%
October, 2018	\$	57,049	\$	76,256	33.67%	\$ 76,256	\$ 39,448	93.31%
November, 2018	\$	56,603	\$	65,295	15.36%	\$ 65,295	\$ 39,140	66.83%
December, 2018	\$	52,600	\$	71,304	35.56%	\$ 71,304	\$ 36,372	96.04%
January, 2019	\$	46,825	\$	81,467	73.98%	\$ 81,467	\$ 32,379	151.61%
February, 2019	\$	56,235	\$	92,097	63.77%	\$ 92,097	\$ 38,885	136.84%
March, 2019	\$	53,945	\$	72,451	34.31%	\$ 72,451	\$ 38,887	86.31%
April, 2019	\$	45,884	\$	62,630	36.50%	\$ 62,630	\$ 33,076	89.35%
May, 2019	\$	56,016	\$	77,315	38.02%	\$ 77,315	\$ 40,380	91.47%
June, 2019	\$	55,749	\$	68,615	23.08%	\$ 68,615	\$ 40,188	70.74%
July, 2019	\$	45,912	\$	77,599	69.02%	\$ 77,599	\$ 32,126	141.55%
August, 2019	\$	57,045	\$	72,567	27.21%	\$ 72,567	\$ 39,916	81.80%
September, 2019	\$	48,670	\$	80,983	66.39%	\$ 80,983	\$ 34,063	137.75%
October, 2019	\$	58,757	\$	86,518	47.25%	\$ 86,518	\$ 41,123	110.39%
November, 2019	\$	58,032	\$	79,115	36.33%	\$ 79,115	\$ 40,615	94.79%
December, 2019	\$	54,201	\$	83,721	54.46%	\$ 83,721	\$ 37,933	120.70%
January, 2020	\$	48,711	\$	88,427	81.53%	\$ 88,427	\$ 34,092	159.38%
February, 2020	\$	58,353	\$	124,509	113.37%	\$ 124,509	\$ 40,840	204.87%
March, 2020	\$	55,569	\$	73,615	32.47%	\$ 73,615	\$ 40,544	81.57%
April, 2020	\$	47,292	\$	78,218	65.40%	\$ 78,218	\$ 34,505	126.69%
May, 2020	\$	57,758	\$	96,559	67.18%	\$ 96,559	\$ 42,141	129.13%
June, 2020	\$	57,267	\$	105,049	83.44%	\$ 105,049	\$ 41,783	151.42%
July, 2020	\$	76,418	\$	108,470	41.94%	\$ 108,470	\$ 33,540	223.40%
August, 2020	\$	80,414	\$	111,849	39.09%	\$ 111,849	\$ 41,326	170.65%
September, 2020	\$	80,982	\$	111,950	38.24%	\$ 111,950	\$ 35,544	214.97%
October, 2020	\$	97,394	\$	123,541	26.85%	\$ 123,541	\$ 42,747	189.01%
November, 2020	\$	95,981	\$	111,548	16.22%	\$ 111,548	\$ 42,127	164.79%
December, 2020	\$	89,971	\$	133,159	48.00%	\$ 133,159	\$ 39,489	237.21%
January, 2021	\$	81,296	\$	142,435	75.21%	\$ 142,435	\$ 35,681	299.19%
February, 2021	\$	98,004	\$	176,811	80.41%	\$ 176,811	\$ 43,015	311.05%
March, 2021	\$	91,837	\$	108,777	18.45%	\$ 108,777	\$ 42,021	158.86%
April, 2021	\$	78,673	\$	98,208	24.83%	\$ 98,208	\$ 35,998	172.82%
May, 2021	\$	96,119	\$	149,868	55.92%	\$ 149,868	\$ 43,980	240.76%
June, 2021	\$	95,612	\$	119,455	24.94%	\$ 119,455	\$ 43,748	173.05%
July, 2021	\$	110,203	\$	119,611	8.54%	\$ 119,611	\$ 34,966	242.08%
August, 2021	\$	135,784	\$	146,398	7.82%	\$ 146,398	\$ 43,082	239.81%
September, 2021	\$	116,785	\$	114,138	-2.27%	\$ 114,138	\$ 37,054	208.03%
October, 2021	\$	140,069	\$	145,812	4.10%	\$ 145,812	\$ 44,442	228.09%
November, 2021	\$	137,707	\$	153,849	11.72%	\$ 153,849	\$ 43,693	252.12%
December, 2021	\$	130,010	\$	138,224	6.32%	\$ 138,224	\$ 41,251	235.08%
January, 2022	\$	137,707	\$	182,045	32.20%	\$ 182,045	\$ 43,693	316.65%
February, 2022	\$	142,649	\$	184,069	29.04%	\$ 184,069	\$ 47,184	290.11%
March, 2022	\$	131,827	\$	131,545	-0.21%	\$ 131,545	\$ 43,605	201.68%
April, 2022	\$	113,094	\$	129,422	14.44%	\$ 129,422	\$ 37,408	245.97%
May, 2022	\$	139,141	\$	151,405	8.81%	\$ 151,405	\$ 46,024	228.97%
June, 2022	\$	137,393	\$	152,881	11.27%	\$ 152,881	\$ 45,445	236.4

July, 2022	\$	128,988	\$	145,606	12.88%	\$	145,606	\$	36,435	Item 2.
August, 2022	\$	158,097	\$	144,189	-8.80%	\$	144,189	\$	44,657	
September, 2022	\$	136,184	\$	153,101	12.42%	\$	153,101	\$	38,467	222.88%
October, 2022	\$	163,644	\$	173,940	6.29%	\$	173,940	\$	46,224	298.00%
November, 2022	\$	161,215	\$	149,464	-7.29%	\$	149,464	\$	45,538	276.30%
December, 2022	\$	151,983	\$	155,275	2.17%	\$	155,275	\$	42,930	228.22%
January, 2023	\$	139,943	\$	177,437	26.79%	\$	177,437	\$	39,529	261.69%
February, 2023	\$	167,778	\$	203,330	21.19%	\$	203,330	\$	47,392	348.88%
March, 2023	\$	153,836	\$	136,599	-11.20%	\$	136,599	\$	45,300	329.04%
April, 2023	\$	132,497	\$	144,849	9.32%	\$	144,849	\$	39,016	201.54%
May, 2023	\$	162,766	\$	172,850	6.20%	\$	172,850	\$	47,930	271.25%
June, 2023	\$	160,545	\$	157,095	-2.15%	\$	157,095	\$	47,276	260.63%
July, 2023	\$	134,433	\$	154,332	14.80%	\$	154,332	\$	38,064	232.29%
August, 2023	\$	163,774	\$	150,182	-8.30%	\$	150,182	\$	46,372	305.46%
September, 2023	\$	141,914	\$	172,612	21.63%	\$	172,612	\$	40,182	223.87%
October, 2023	\$	170,238	\$	173,844	2.12%	\$	173,844	\$	48,202	329.57%
November, 2023	\$	158,320	\$	171,201	8.14%	\$	171,201	\$	44,827	260.66%
December, 2023	\$	157,925	\$	204,440	29.45%	\$	204,440	\$	44,716	281.91%
January, 2024	\$	146,416	\$	224,411	53.27%	\$	224,411	\$	41,457	357.20%
February, 2024	\$	168,769	\$	216,389	28.22%	\$	216,389	\$	49,626	441.31%
March, 2024	\$	159,253	\$	146,156	-8.22%	\$	146,156	\$	47,008	336.04%
April, 2024	\$	137,953	\$	162,914	18.09%	\$	162,914	\$	40,721	210.92%
May, 2024	\$	169,320	\$	187,092	10.50%	\$	187,092	\$	49,980	300.08%
June, 2024	\$	157,246	\$	155,152	-1.33%	\$	155,152	\$	46,416	274.34%
July, 2024	\$	139,787	\$	167,743	20.00%	\$	167,743	\$	39,675	234.27%
August, 2024	\$	169,441	\$	167,789	-0.97%	\$	167,789	\$	48,092	322.79%
September, 2024	\$	147,951	\$	178,797	20.85%	\$	178,797	\$	41,992	248.90%
October, 2024	\$	176,599	\$	172,415	-2.37%	\$	172,415	\$	50,123	325.79%
November, 2024	\$	173,332	\$	162,581	-6.20%	\$	162,581	\$	49,196	243.98%
December, 2024	\$	164,970	\$	183,523	11.25%	\$	183,523	\$	46,823	230.48%
January, 2025	\$	153,872	\$	198,899	29.26%	\$	198,899	\$	43,673	291.95%
February, 2025	\$	182,805	\$	240,592	31.61%	\$	240,592	\$	51,885	355.43%
March, 2025	\$	164,764	\$	150,817	-8.46%	\$	150,817	\$	48,752	363.71%
April, 2025	\$	143,710	\$	156,171	8.67%	\$	156,171	\$	42,522	209.36%
May, 2025	\$	176,028	\$	190,612	8.29%	\$	190,612	\$	52,084	267.27%
June, 2025	\$	172,027	\$	156,898	-8.79%	\$	156,898	\$	50,901	265.97%
July, 2025	\$	140,329	\$	149,889	6.81%	\$	149,889	\$	41,522	208.24%
August, 2025	\$	169,043	\$	157,601	-6.77%	\$	157,601	\$	50,018	260.99%
September, 2025	\$	148,432	\$	187,772	26.50%	\$	187,772	\$	43,919	215.09%
October, 2025	\$	176,120	\$	179,083	1.68%	\$	179,083	\$	52,112	327.54%
November, 2025	\$	172,692	\$	189,632	9.81%	\$	189,632	\$	51,098	243.65%
December, 2025	\$	165,100	\$	244,936	48.36%	\$	244,936	\$	48,851	271.12%
TOTAL	\$	11,594,702	\$	13,632,583	17.58%	\$	13,632,582	\$	4,748,296	401.39%

NORMAN FORWARD SALES + USE TAX REVENUE, VS. PROJECTION

BY FISCAL YEAR

COMPARED TO 7/2015 PROJECTION

MONTH	PROJECTED		ACTUAL		% VARIANCE	PRELIMINARY		% VARIANCE
	ACTUAL	PROJECTION*	ACTUAL	PROJECTION*		ACTUAL	PROJECTION*	
March, 2016	\$ 796,621	\$ 769,029	\$ 769,029	\$ 791,736	-3.46%	\$ 769,029	\$ 791,736	-2.87%
April, 2016	\$ 767,387	\$ 811,144	\$ 811,144	\$ 762,681	5.70%	\$ 811,144	\$ 762,681	6.35%
May, 2016	\$ 828,584	\$ 845,058	\$ 845,058	\$ 823,502	1.99%	\$ 845,058	\$ 823,502	2.62%
June, 2016	\$ 853,652	\$ 769,012	\$ 769,012	\$ 848,417	-9.92%	\$ 769,012	\$ 848,417	-9.36%
July, 2016	\$ 803,620	\$ 797,042	\$ 797,042	\$ 791,491	-0.82%	\$ 797,042	\$ 791,491	0.70%
August, 2016	\$ 847,769	\$ 795,935	\$ 795,935	\$ 832,196	-6.11%	\$ 795,935	\$ 832,196	-4.36%
September, 2016	\$ 820,478	\$ 802,028	\$ 802,028	\$ 807,176	-2.25%	\$ 802,028	\$ 807,176	-0.64%
October, 2016	\$ 899,388	\$ 849,859	\$ 849,859	\$ 880,818	-5.51%	\$ 849,859	\$ 880,818	-3.51%
November, 2016	\$ 839,374	\$ 808,586	\$ 808,586	\$ 819,446	-3.67%	\$ 808,586	\$ 819,446	-1.33%
December, 2016	\$ 821,652	\$ 777,356	\$ 777,356	\$ 804,184	-5.39%	\$ 777,356	\$ 804,184	-3.34%
January, 2017	\$ 860,080	\$ 840,214	\$ 840,214	\$ 848,538	-2.31%	\$ 840,214	\$ 848,538	-0.98%
February, 2017	\$ 1,020,715	\$ 855,845	\$ 855,845	\$ 1,005,704	-16.15%	\$ 855,845	\$ 1,005,704	-14.90%
March, 2017	\$ 810,262	\$ 716,716	\$ 716,716	\$ 825,384	-11.55%	\$ 716,716	\$ 825,384	-13.17%
April, 2017	\$ 776,091	\$ 800,729	\$ 800,729	\$ 795,095	3.17%	\$ 800,729	\$ 795,095	0.71%
May, 2017	\$ 842,626	\$ 803,651	\$ 803,651	\$ 858,501	-4.63%	\$ 803,651	\$ 858,501	-6.39%
June, 2017	\$ 867,045	\$ 789,680	\$ 789,680	\$ 884,474	-8.92%	\$ 789,680	\$ 884,474	-10.72%
July, 2017	\$ 795,809	\$ 814,337	\$ 814,337	\$ 824,212	2.33%	\$ 814,337	\$ 824,212	-1.20%
August, 2017	\$ 842,790	\$ 783,821	\$ 783,821	\$ 890,467	-7.00%	\$ 783,821	\$ 890,467	-11.98%
September, 2017	\$ 825,785	\$ 802,051	\$ 802,051	\$ 879,340	-2.87%	\$ 802,051	\$ 879,340	-8.79%
October, 2017	\$ 890,418	\$ 855,719	\$ 855,719	\$ 942,658	-3.90%	\$ 855,719	\$ 942,658	-9.22%
November, 2017	\$ 831,588	\$ 807,462	\$ 807,462	\$ 877,300	-2.90%	\$ 807,462	\$ 877,300	-7.96%
December, 2017	\$ 814,349	\$ 751,136	\$ 751,136	\$ 861,572	-7.76%	\$ 751,136	\$ 861,572	-12.82%
January, 2018	\$ 852,650	\$ 896,192	\$ 896,192	\$ 910,173	5.11%	\$ 896,192	\$ 910,173	-1.54%
February, 2018	\$ 1,003,553	\$ 852,494	\$ 852,494	\$ 1,069,288	-15.05%	\$ 852,494	\$ 1,069,288	-20.27%
March, 2018	\$ 800,433	\$ 778,199	\$ 778,199	\$ 884,031	-2.78%	\$ 778,199	\$ 884,031	-11.97%
April, 2018	\$ 770,950	\$ 783,995	\$ 783,995	\$ 852,618	1.69%	\$ 783,995	\$ 852,618	-8.05%
May, 2018	\$ 834,754	\$ 861,452	\$ 861,452	\$ 922,001	3.20%	\$ 861,452	\$ 922,001	-6.57%
June, 2018	\$ 855,498	\$ 825,212	\$ 825,212	\$ 945,137	-3.54%	\$ 825,212	\$ 945,137	-12.69%
July, 2018	\$ 777,871	\$ 838,838	\$ 838,838	\$ 880,534	7.84%	\$ 838,838	\$ 880,534	-4.74%
August, 2018	\$ 825,587	\$ 836,755	\$ 836,755	\$ 930,753	1.35%	\$ 836,755	\$ 930,753	-10.10%
September, 2018	\$ 795,860	\$ 822,718	\$ 822,718	\$ 900,350	3.37%	\$ 822,718	\$ 900,350	-8.62%
October, 2018	\$ 871,985	\$ 890,548	\$ 890,548	\$ 983,929	2.13%	\$ 890,548	\$ 983,929	-9.49%
November, 2018	\$ 815,036	\$ 835,101	\$ 835,101	\$ 918,136	2.46%	\$ 835,101	\$ 918,136	-9.04%
December, 2018	\$ 797,437	\$ 826,921	\$ 826,921	\$ 899,610	3.70%	\$ 826,921	\$ 899,610	-8.08%
January, 2019	\$ 833,678	\$ 943,483	\$ 943,483	\$ 944,312	13.17%	\$ 943,483	\$ 944,312	-0.09%
February, 2019	\$ 980,644	\$ 893,570	\$ 893,570	\$ 1,110,241	-8.88%	\$ 893,570	\$ 1,110,241	-19.52%
March, 2019	\$ 784,579	\$ 758,532	\$ 758,532	\$ 921,652	-3.32%	\$ 758,532	\$ 921,652	-17.70%
April, 2019	\$ 754,306	\$ 832,663	\$ 832,663	\$ 889,005	10.39%	\$ 832,663	\$ 889,005	-6.34%
May, 2019	\$ 818,242	\$ 839,510	\$ 839,510	\$ 961,316	2.60%	\$ 839,510	\$ 961,316	-12.67%
June, 2019	\$ 837,830	\$ 878,142	\$ 878,142	\$ 985,113	4.81%	\$ 878,142	\$ 985,113	-10.86%
July, 2019	\$ 809,510	\$ 846,446	\$ 846,446	\$ 919,234	4.56%	\$ 846,446	\$ 919,234	-7.92%
August, 2019	\$ 857,673	\$ 834,413	\$ 834,413	\$ 970,045	-2.71%	\$ 834,413	\$ 970,045	-13.98%
September, 2019	\$ 827,316	\$ 869,078	\$ 869,078	\$ 938,654	5.05%	\$ 869,078	\$ 938,654	-7.41%
October, 2019	\$ 906,074	\$ 930,673	\$ 930,673	\$ 1,025,491	2.71%	\$ 930,673	\$ 1,025,491	-9.25%
November, 2019	\$ 846,902	\$ 878,957	\$ 878,957	\$ 957,084	3.78%	\$ 878,957	\$ 957,084	-8.16%
December, 2019	\$ 828,918	\$ 895,825	\$ 895,825	\$ 937,927	8.07%	\$ 895,825	\$ 937,927	-4.49%
January, 2020	\$ 868,733	\$ 939,447	\$ 939,447	\$ 986,751	8.14%	\$ 939,447	\$ 986,751	-4.79%
February, 2020	\$ 1,016,423	\$ 944,260	\$ 944,260	\$ 1,153,876	-7.10%	\$ 944,260	\$ 1,153,876	-18.17%
March, 2020	\$ 814,129	\$ 793,842	\$ 793,842	\$ 959,253	-2.49%	\$ 793,842	\$ 959,253	-17.24%
April, 2020	\$ 785,425	\$ 825,749	\$ 825,749	\$ 928,475	5.13%	\$ 825,749	\$ 928,475	-11.06%
May, 2020	\$ 850,284	\$ 798,842	\$ 798,842	\$ 1,001,987	-6.05%	\$ 798,842	\$ 1,001,987	-20.27%
June, 2020	\$ 871,128	\$ 769,641	\$ 769,641	\$ 1,027,469	-11.65%	\$ 769,641	\$ 1,027,469	-25.09%
July, 2020	\$ 854,217	\$ 916,834	\$ 916,834	\$ 959,349	7.33%	\$ 916,834	\$ 959,349	-4.43%
August, 2020	\$ 894,819	\$ 962,190	\$ 962,190	\$ 1,010,706	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 Project Expenditure Report 1/2026

Professional Services/Consultant (51110111-44002/44003)

	Budget	Revised Budget	
Total Current Budget	1,747,655.00	3,718,208.14	
Total			(3,625,499.39)
Balance			<u>92,708.75</u>

NFB001 Griffin Park Soccer Complex

	Budget	Revised Budget	
Total Current Budget	11,000,000.00	12,971,613.00	
Total			(12,922,946.53)
Balance			<u>48,666.47</u>

NFP102 Griffin Park Regrading (Paygo)

	Budget	Revised Budget	
Total Current Budget	217,416.00	217,416.00	
Total			(217,416.00)
Balance			<u>-</u>

NFB002 Indoor Aquatics Facility

	Budget	Revised Budget	
Total Current Budget	14,000,000.00	15,341,218.36	
Total			(15,296,392.27)
Balance			<u>44,826.09</u>

NFB003 Indoor Sports Facility

	Budget	Revised Budget	
Total Current Budget	8,500,000.00	12,082,670.00	
Total			(12,082,670.00)
Balance			<u>-</u>

NFP110 Young Family Athletic Center Pay-Go

	Budget	Revised Budget	
Total Current Budget	1,200,000.00	23,045,078.00	
Total			(21,111,693.33)
Balance			<u>1,933,384.67</u>

NFB005 Community Sports Park Development

	Budget	Revised Budget	
Total Current Budget	2,500,000.00	2,500,000.00	
Total			(2,467,945.76)
Balance			<u>32,054.24</u>

NFB006 Reaves Park Baseball Complex

	Budget	Revised Budget
Total Current Budget	10,000,000.00	10,000,000.00
Total		(9,987,746.32)
Balance		<u>12,253.68</u>

NFB007 Westwood Tennis Center Addition

	Budget	Revised Budget
Total Current Budget	1,000,000.00	1,801,278.00
Total		(1,801,276.84)
Balance		<u>1.16</u>

NFB008 James Garner/Acres Intersection

	Budget	Revised Budget
Total Current Budget	2,700,000.00	2,951,393.00
Total		(2,951,393.47)
Balance		<u>(0.47)</u>

NFB109 James Garner: Flood-Acres

	Budget	Revised Budget
Total Current Budget	6,000,000.00	3,199,889.00
Total		(2,905,289.94)
Balance		<u>294,599.06</u>

NFB016 Library - New Central Branch

	Budget	Revised Budget
Total Current Budget	39,000,000.00	35,014,495.00
Total		(35,010,261.38)
Balance		<u>4,233.62</u>

NFB017 Library - New East Branch

	Budget	Revised Budget
Total Current Budget	5,100,000.00	5,100,000.00
Total		(4,794,304.38)
Balance		<u>305,695.62</u>

NFB018 Westwood Swim Complex Replacement

	Budget	Revised Budget
Total Current Budget	12,000,000.00	12,000,000.00
Total		(11,763,799.65)
Balance		<u>236,200.35</u>

NFB019 Andrews Park Development

	Budget	Revised Budget
Total Current Budget	1,500,000.00	1,499,099.00
Total		(1,493,250.75)
Balance		5,848.25

NFB020 Traffic & Road Improvements

	Budget	Revised Budget
Total Current Budget	-	-
Total		-
Balance		-

NFP120 Traffic & Road Improvements

	Budget	Revised Budget
Total Current Budget	500,000.00	947,131.34
Total		(947,131.34)
Balance		-

NFP100 Public Arts Projects (Paygo)

	Budget	Revised Budget
Total Current Budget	1,200,000.00	1,143,192.11
Total		(1,122,191.29)
Balance		21,000.82

NFP101 Neighborhood Park Improvement (Paygo)

	Budget	Revised Budget
Total Current Budget	6,500,000.00	4,037,739.25
Total		(2,861,407.05)
Balance		1,176,332.20

NFP103 Griffin Park Land Lease/Purchase (Paygo)

	Budget	Revised Budget
Total Current Budget	10,000,000.00	3,386,811.49
Total		(3,306,811.48)
Balance		80,000.01

NFP104 New Neighborhood Park Dev (Paygo)

	Budget	Revised Budget
Total Current Budget	2,000,000.00	1,640,000.00
Total		(1,139,290.31)
Balance		500,709.69

NFP105 Ruby Grant Park Developmt (Paygo)

	Budget	Revised Budget
Total Current Budget	6,150,000.00	6,150,000.00
Total		(6,146,426.19)
Balance		<u>3,573.81</u>

NFP106 Saxon Park Development (Paygo)

	Budget	Revised Budget
Total Current Budget	2,000,000.00	1,288,317.00
Total		(121,622.62)
Balance		<u>1,166,694.38</u>

NFP107 New Trail Dev-Legacy System (Paygo)

	Budget	Revised Budget
Total Current Budget	2,000,000.00	429,459.00
Total		(429,459.00)
Balance		<u>-</u>

NFP108 Senior Citizens Center (Paygo)

	Budget	Revised Budget
Total Current Budget	-	1,081,076.00
Total		(1,081,075.28)
Balance		<u>0.72</u>

NFP111 Senior Citizens Center (Paygo)

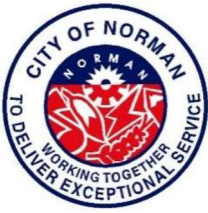
	Budget	Revised Budget
Total Current Budget	-	13,099,445.68
Total		(13,073,346.12)
Balance		<u>26,099.56</u>

NFP112 Flood Ave Multimodal Path Norm/Fwrđ

	Budget	Revised Budget
Total Current Budget	-	1,082,224.00
Total		(1,082,224.00)
Balance		<u>-</u>

**NORMAN FORWARD
FINAL PROJECT COST COMPARISON**

PROJECT	Original Budget	Revised Budget	Actual Cost	Variance: Original Budget	Variance: 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					



CITY OF NORMAN, OK STAFF REPORT

MEETING DATE: 11/25/2025

REQUESTER: Mayor Stephen T. Holman

PRESENTER: Brenda Hall, City Clerk

ITEM TITLE: CONSIDERATION OF ACKNOWLEDGEMENT, APPROVAL, REJECTION, AMENDMENT, AND/OR POSTPONEMENT OF THE MAYOR'S APPOINTMENTS AS FOLLOWS:

BOARD OF ADJUSTMENT

TERM: 12-22-25 TO 12-22-28, BRAD WORSTER - WARD 4

TERM: 12-22-25 TO 12-22-28, JAMES HOWARD - WARD 1

BOARD OF PARKS COMMISSIONERS

TERM: 01-01-26 TO 01-01-29, SHERREL SHERIFF - WARD 3

TERM: 01-01-26 TO 01-01-29, KRISTI WRIGHT - WARD 1

TERM: 01-01-26 TO 01-01-29, BILLY DAVISON - WARD 5

CITIZENS FINANCIAL OVERSIGHT BOARD (NORMAN FORWARD)

TERM: 12-22-25 TO 12-22-28, ALVA BROCKUS - WARD 2

TERM: 12-22-25 TO 12-22-28, ZACH SIMPSON - WARD 3

TERM: 12-22-25 TO 12-22-28, CINDY ROGERS - WARD 4

ENVIRONMENTAL CONTROL ADVISORY BOARD

TERM: 11-25-25 TO 10-27-28, EILEEN GRZYBOWSKI - WARD 4

TERM: 11-25-25 TO 10-27-28, INGER GUIFFRIDA - WARD 6

TERM: 11-25-25 TO 10-27-28, DEBRA CRETSINGER - WARD 2

HISTORIC DISTRICT COMMISSION

TERM: 11-25-25 TO 10-26-28, KENDAL POSEY - WARD 4

NORMAN CONVENTION AND VISITORS BUREAU

TERM: 11-25-25 TO 07-31-28, STEVE GILLIS - WARD 8

NORMAN HOUSING AUTHORITY

TERM: 11-25-25 TO 11-21-28, MARIANNE RATLIFF - WARD 3

NORMAN REGIONAL HOSPITAL AUTHORITY

TERM: 11-25-25 TO 10-31-28, DR. JERRY WEBER - WARD 3

TERM: 11-25-25 TO 10-31-28, JOAN GREENLEAF - WARD 4

TERM: 11-25-25 TO 10-31-28, DEBRA CRETSINGER - WARD 6

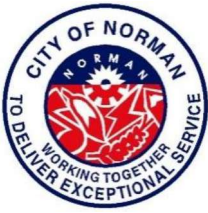
TERM: 11-25-25 TO 10-31-28, DR. LACY ANDERSON – WARD 8

PLANNING COMMISSION

TERM: 11-25-25 TO 11-01-28, CAMERON BREWER - WARD 4

TERM: 11-25-25 TO 11-01-28, ERICA BIRD - WARD 2

Brad Worster, James Howard, Sherrel Sheriff, Kristi Wright, Billy Davison, Alva Brockus, Zach Simpson, Cindy Rogers, Eileen Grzybowski, Inger Guiffrida, Debra Cretsinger, Kendal Posey, Steve Gillis, Marianne Ratliff, Dr. Jerry Weber, Joan Greenleaf, Paula Roberts, Dr. Lacy Anderson, Cameron Brewer, and Erica Bird, are all reappointments.



CITY OF NORMAN, OK STAFF REPORT

MEETING DATE: 11/25/2025

REQUESTER: Anthony Francisco, Finance Director

PRESENTER: Anthony Francisco, Finance Director

ITEM TITLE: CONSIDERATION OF ACCEPTANCE, APPROVAL, REJECTION, AMENDMENT AND/OR POSTPONEMENT OF THE UPDATED NORMAN FORWARD IMPLEMENTATION PLAN THAT WAS RECOMMENDED BY THE NORMAN FORWARD CITIZEN'S FINANCIAL OVERSIGHT BOARD.

BACKGROUND:

On August 11, 2015, the Norman City Council adopted Ordinance O-1516-5, which levied a ½ percent “Norman Forward” sales tax for a period of fifteen years, subject to voter approval. The voters of Norman approved the Ordinance on October 13, 2015. The NORMAN FORWARD Sales Tax (NFST) provides funding for a series of quality of life capital projects.

To assist with carrying out the approved NORMAN FORWARD projects in an orderly fashion, the Council appointed a Citizen’s Financial Oversight Board (Resolution R-1516-75, adopted December 22, 2015) and hired a Program Management firm, ADG, Inc. (Contract K-1516-110, approved on February 23, 2016; amended on February 26, 2019) to assist City staff with the implementation of the projects. One of the major tasks performed by ADG was to assist in the preparation of an Implementation Plan (“I-Plan”) document, to help guide the development of the NORMAN FORWARD projects on anticipated schedules and within anticipated budget allocations, and to report on the progress of the individual projects. City Staff has maintained preparation of periodic updates to the Implementation Plan since the completion of the Program Manager’s contracted assignment.

The Norman Forward Implementation Plan was originally adopted by the City Council/Norman Municipal Authority (NMA) on June 28, 2016 (Resolution 1516-130), as recommended by the NORMAN FORWARD Citizen’s Financial Oversight Board (CFOB). The Implementation Plan is intended to be a “living document”; subject to change, periodic review and re-approval as NORMAN FORWARD projects progress. On the recommendation of the CFOB, an amended Implementation Plan was adopted by the NMA/Council October 8, 2019 (Resolution R-1920-44), and updated Implementation Plan reports were accepted by the Trustees and Council in April, 2022 and May 2023, and April, 2024.

DISCUSSION:

The CFOB has reviewed the I-Plan document on a periodic basis and made necessary changes to the Plan. As the NORMAN FORWARD program has progressed, several major projects have been completed or are nearing completion, and some major program changes have been approved by the Council/NMA. This progress and these program changes have necessitated another update to the Implementation Plan, to be considered for adoption by the City Council and Norman

Municipal Authority Trustees. The CFOB considered the attached updated Implementation Plan at its meeting on November 14, 2025 and recommended its adoption by the City Council and NMA.

Some of the significant changes that have been made to the NORMAN FORWARD program that will be incorporated in this updated Implementation Plan include the following:

- The final purchase of the land underlying the Griffin Park Soccer Complex, using NORMAN FORWARD funding of \$2,400,000, from the Oklahoma Department of Mental Health and Substance Abuse Services. This purchase is noted in the updated I-Plan.
- The completion of the James Garner Avenue project, using \$6,000,000 in NORMAN FORWARD funds and matching funds from the Federal Highway Administration and Oklahoma Department of Transportation.
- The completion of the first major NORMAN FORWARD-funded Trails projects, along Flood Avenue between Robinson and Tecumseh Streets, and along Constitution Street east of Jenkins Avenue.
- Discussion of recently-completed or under construction Neighborhood Park projects is included.

RECOMMENDATION:

It is recommended that the updated NORMAN FORWARD Implementation Plan be accepted.



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 groundbreakings 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	<u>\$ 34,200,000</u>	<u>\$ 22,250,000</u>	<u>\$ 46,157,750</u>	<u>\$ 25,927,517</u>
		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
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.

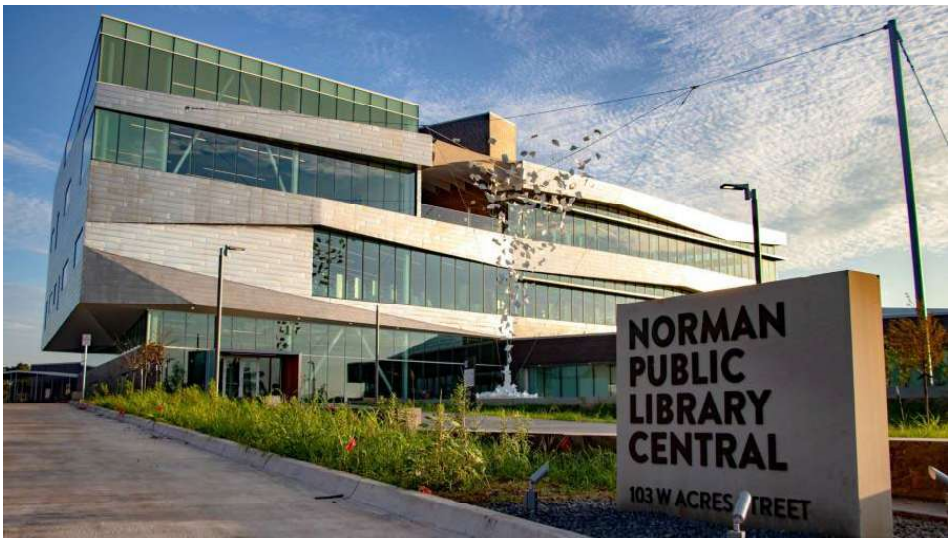
Published Budget	\$39,000,000
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Final Expenditures	\$35,010,261
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Timing

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.

<i>Published Budget</i>	<i>\$10,000,000</i>
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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
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Budget

Land Acquisition	\$10,000,000
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<i>Updated Cost Estimate</i>	<i>\$ 2,400,000</i>
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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

Budget

<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
Total Project Budget	\$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

Preliminary Estimated Budget	
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

<i>Preliminary Estimated Budget</i>	
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
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

Preliminary Estimated Budget

Land Acquisition / Site Prep / Infrastructure	\$270,000
A&E / Design / Testing	\$216,000
Construction & FFE	\$2,025,000
Project Contingency	\$189,000
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.

<i>Published Budget</i>	<i>\$12,000,000</i>
<i>Final Cost</i>	<i>\$11,763,800</i>

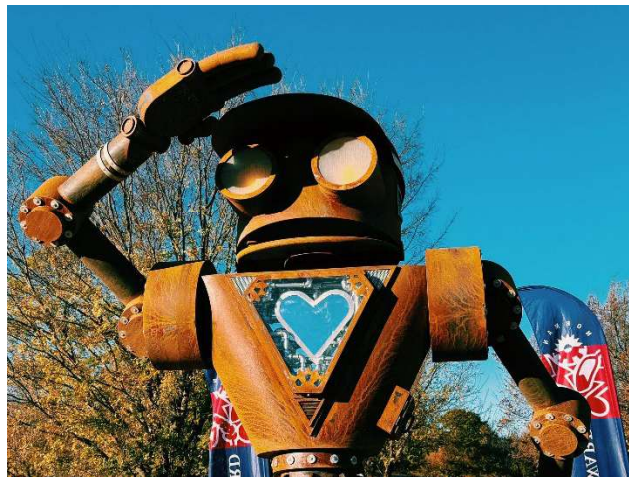


Other Projected Program Expenses

▪ 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
Total Other Program Expenses Budget	\$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

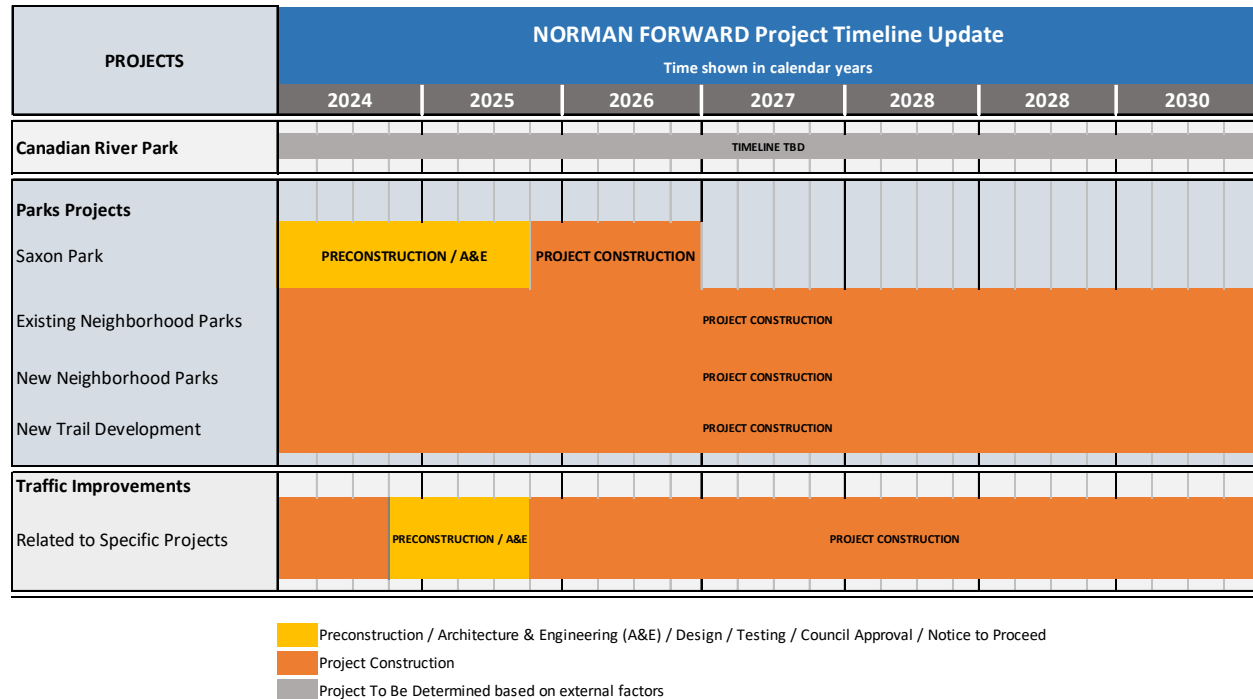
As part of the Implementation Plan, steps were taken to determine the order in which the projects, or phases of projects, would take place in the program. To complete this task, the Program Manager attended Citizens Financial Oversight Board meetings, ad hoc advisory group meetings, and worked with City 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

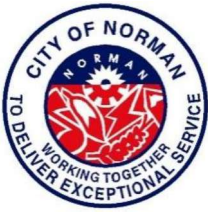
<https://www.normanok.gov/sites/default/files/documents/2020-05/ParksMasterPlan1.pdf>

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>



CITY OF NORMAN, OK STAFF REPORT

MEETING DATE: 11/25/2025

REQUESTER: Jason Olsen, Director of Parks and Recreation

PRESENTER: Jason Olsen, Director of Parks and Recreation

ITEM TITLE: CONSIDERATION OF APPROVAL, ACCEPTANCE, REJECTION, AMENDMENT, AND/OR POSTPONEMENT OF CONTRACT K-2526-91: A CONTRACT BY AND BETWEEN THE CITY OF NORMAN, OKLAHOMA, AND INDEPENDENT SCHOOL DISTRICT NUMBER 29 OF CLEVELAND COUNTY, OKLAHOMA, A.K.A. NORMAN PUBLIC SCHOOLS FOR THE EXCHANGE OF VARIOUS PROPERTIES IN AND AROUND ADAMS AND EISENHOWER ELEMENTARY SCHOOLS, AS WELL AS IRVING AND WHITTIER MIDDLE SCHOOLS; AND TEMPORARY EASEMENT E-2526-13: FOR; AND AUTHORIZE THE CITY MANAGER TO EXECUTE ANY RELATED DOCUMENTS AS OUTLINED IN THE STAFF REPORT. (City)

BACKGROUND:

Representatives from Norman Public Schools (NPS) and City staff have worked together throughout the past year to execute a land exchange of various properties in and around Adams and Eisenhower Elementary Schools, as well as Irving and Whittier Middle Schools.

In 2015, the City Council approved a contract that contemplated an exchange of land between the parties, with the City providing land that used to be the tennis courts at both Irving and Whittier Middle Schools, and NPS providing land near the 12th Avenue Recreation Center. However, this land exchange was never effectuated, and no deeds were filed of record with the County. As such, this land exchange desires to effectuate the 2015 land exchange in combination with additional exchanges that the parties discussed throughout 2025.

Under this exchange, NPS will swap just over 3 acres of property (described in Exhibit A to the agreement) with the City's 1.6 acres (described in Exhibit B to the agreement). This land exchange follows the previously approved grant of the Irving and Whittier Recreation Centers (approximately 1.4 acres) to the NPS, as evidenced by the quitclaim deeds signed on February 11, 2025.

DISCUSSION:

The contract details the specific parcels owned by each party to be exchanged under the agreements:

the City is to trade

- 1) the Irving Middle School former tennis courts (Whittier's former tennis courts were included in the former recreation center land grant).
- 2) a portion of land near Adams Elementary, south of Woodslawn Park.
- 3) a portion of the tennis courts at the 12th Avenue Recreation Center (with conditions)

for NPS

- 1) parcel SE of the 12th Avenue Recreation Center near Eisenhower Elementary.
- 2) A portion of land east of Eisenhower Elementary that will connect NE Lions Park to High Meadows Park. The contract also outlines warranties for both parties regarding the status and condition of their respective properties to be exchanged.

The City's trade of a portion of the 12th Avenue Recreation tennis courts is done alongside a grant of a temporary easement from NPS. This easement agreement (E-2526-13) ensures that the City has exclusive access, use, and operation of the tennis courts during the operating hours of the 12th Avenue Park Land, as set by the Board of Parks Commissioners through the City's Parks Rules. The City shall also be responsible for the maintenance and repair of the tennis courts, with any non-routine maintenance subject to ten days' notice to NPS; and any improvements or construction to the tennis courts subject to NPS' advance approval. Each party will be responsible and liable for its own acts and omissions conducted on the property in accordance with its respective rights under the easement agreement.

NPS Board of Education considered and approved the agreement, the temporary easement, and the associated quit claim deeds at their November 10, 2025, board meeting.

RECOMMENDATION:

1. Staff recommends the approval of Contract K-2526-91 between the City of Norman and Independent School District No. 29 of Cleveland County for the above-described exchange of real estate.
2. Staff recommends the approval of Easement E-2526-13 between Independent School District No. 29 and the City of Norman for the parcel of land in the above-described exchange of real estate that encompasses the tennis courts at the 12th Avenue Recreation Center.
3. Staff recommends that the City Council authorize the City Manager to sign the associated quit claim deeds and any related documents on behalf of the City of Norman to be filed with the County to effectuate the land exchange.

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AGREEMENT FOR THE EXCHANGE OF REAL ESTATE

This Exchange Agreement (the "Agreement") is made as of this 10 day of November, 2025 (the "Effective Date"), by and between Independent School District No. 29 of Cleveland County, Oklahoma, a/k/a Norman Public Schools (the "District"), and the City of Norman, Oklahoma, an Oklahoma municipal corporation, (the "City"). District and the City may be referred to in this Agreement separately as a "Party" or collectively as the "Parties". In consideration of the mutual promises contained herein, the parties agree as follows:

1. **Real Property.** District is the owner of the real property described on Exhibit A attached ("District Property"), which is located in Norman, Oklahoma. City is the owner of the real property described on Exhibit B attached ("City Property"), which is located in Norman, Oklahoma. Subject to the terms and conditions of this Agreement, District agrees to convey the District Property to City, and City agrees to convey the City Property to District in exchange for the respective consideration described herein.
2. **Consideration.** The consideration to be received by District in exchange for the conveyance of the District Property to City is the conveyance by City of the City Property to District. The consideration to be received by City in exchange for the conveyance of the City Property to District is the conveyance by District of the District Property to City.
3. **Covenants.** The Parties understand and agree that the "Eisenhower Elementary School North Tract" is to be exchanged from the City to District alongside a grant of temporary easement (E-2526-13) from District to the City and, thereby, shall be subject to the terms and conditions of such temporary easement agreement filed of record in the real property records of Cleveland County, Oklahoma.
4. **District's Representations and Warranties.** District represents and warrants to City the following:
 - a. **No Violations of Law.** There are no uncured violations of any law, ordinance, order, regulation, rule or requirement of any governmental authority materially and adversely affecting the District Property.
 - b. **District's Authority.** District is the absolute owner of the District Property and has full power, authority and legal right to execute this Agreement and to carry out all of District's obligations under this Agreement. This Agreement constitutes the valid and binding obligation of District in accordance with its terms.
 - c. **No Governmental Notices.** No notices or requests have been received by District from any governmental agency or other utility with respect to the District Property with which District has failed or refused to comply. District shall comply with any such notices or requests received prior to the Effective Date of this Agreement.
 - d. **No Condemnation Proceedings.** District knows of no condemnation or eminent domain proceedings pending or threatened against the District Property or any part thereof.
 - e. **No Agreements Affecting Use.** There are and shall be no contracts, whether written or oral, affecting the use and operation of the District Property.

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- f. Confirmation. The execution and delivery by District of the District Quit Claim Deed conveying the District Property pursuant to this Agreement shall constitute confirmation by District that the foregoing representations and warranties are true and correct. All such representations and warranties shall survive the delivery of the District Quit Claim Deed.
5. City's Representations Warranties. City represents and warrants to District the following:
- a. No Violations of Law. There are no uncured violations of any law, ordinance, order, regulation, rule or requirement of any governmental authority materially and adversely affecting the City Property.
 - b. City's Authority. City is the absolute owner of the City Property and has full power, authority and legal right to execute this Agreement and to carry out all of City's obligations under this Agreement. This Agreement constitutes the valid and binding obligation of City in accordance with its terms.
 - c. No Governmental Notices. No notices or requests shall have been received by City from any governmental agency or other utility with respect to the City Property with which City has failed or refused to comply. City shall comply with any such notices or requests received prior to the Effective Date of this Agreement.
 - d. No Condemnation Proceedings. City knows of no condemnation or eminent domain proceedings pending or threatened against the City Property or any part thereof.
 - e. No Agreements Affecting Use. There are and shall be no contracts, whether written or oral, affecting the use and operation of the City Property.
 - f. Confirmation. The execution and delivery by City of the City Quit Claim Deed conveying the City Property pursuant to this Agreement shall constitute confirmation by City that the foregoing representations and warranties are true and correct. All such representations and warranties shall survive the delivery of the City Quit Claim Deed.
6. Default and Remedies. In the event of default in the performance or observance of any of the covenants of this Agreement:
- a. City's Default - District's Remedy. If City shall fail to perform City's obligations hereunder, except as excused by District's default or if any of District's representations and warranties herein contained shall prove to be false in any material respect, District shall make written demand on City for such performance and, if City fails to comply with such written demand within ten (10) days after receipt thereof, District shall have the option: (a) to seek specific performance; (b) to waive such default; (c) to terminate this Agreement by written notice to City and on such termination, the parties shall be discharged from any further obligations and liabilities hereunder; or (d) to exercise any and all other remedies available under state or federal law as a result of such default.
 - b. District's Default - City's Remedy. If District shall fail to perform District's obligations hereunder, except as excused by City's default or if any of City's

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representations or warranties herein contained shall prove to be false in any material respect, City shall make written demand upon District for performance and if District fails to comply with such written demand within ten (10) days after receipt thereof, City shall have the option: (a) to seek specific performance; (b) to waive such default; (c) to terminate this Agreement and upon such termination, the parties shall be discharged from any further obligations and liabilities hereunder; or (d) to exercise any and all other remedies available under state or federal law as a result of such default.

7. **Notice.** Any notice, demand, or other communication under this Agreement shall be sufficiently given or delivered when it is delivered personally, or within three (3) business days after it is deposited in the United States mail, registered or certified mail, postage prepaid, return receipt requested, to:

City:

Director of Parks and Recreation
225 N. Webster Ave.
Norman, OK 73070

With Copy to:

City Attorney
201 W Gray St.
P.O. Box 370
Norman, OK 73070

District:

Superintendent, Norman Public Schools
131 S Flood Ave.
Norman, OK 73069

8. **General.**

- a. **Counterparts.** This Agreement may be executed in any number of counterparts, each of which shall be deemed an original and constitute the same instrument.
- b. **Section Headings.** Headings contained in this Agreement are for reference purposes only and shall not affect in any way the meaning or interpretation of this Agreement.
- c. **Severability.** If any provision of this Agreement is determined to be unenforceable, invalid, or illegal, then the enforceability, validity, and legality of the remaining provisions will not in any way be affected or impaired, and such provision will be deemed to be restated to reflect the original intentions of the parties as nearly as possible in accordance with applicable law.

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- d. Assurances. Each of the parties hereto shall execute and deliver such additional documents, instruments, conveyances, and assurances and take such further actions as may be reasonably required to carry out the provisions this Agreement and give effect to the transactions contemplated hereby, including obtaining FAA consent for the release and transfer of the City Property.
- e. Governing Law: Venue. This Agreement shall be governed and construed in accordance with the laws of the United States of America and the State of Oklahoma. The venue for any action under this Agreement shall be in the District Court of Cleveland County, Oklahoma, or the United States District Court for the Western District of Oklahoma. The parties agree to submit to the subject matter and personal jurisdiction of said court.
- f. Binding Effect. All the terms, covenants and conditions hereof shall be binding upon, inure to the benefit of and be enforced by the undersigned and their respective heirs, personal representatives, successors and permitted assigns.
- g. Relationship of Parties. This Agreement does not create any partnership or joint venture between the parties hereto, or render any party liable for any of the debts or obligations of the other party. Neither party shall be deemed to be an agent or representative of the other.
- h. Entire Agreement: Amendments. This Agreement constitutes the entire agreement among the parties hereto and there are no agreements, understandings, restrictions, warranties, or other representations between the parties hereto other than those set forth herein. All exhibits attached hereto are hereby incorporated herein and made a part of this Agreement. This Agreement may not be amended or modified, except in writing, signed by each of the parties hereto.
- i. Assignment. The rights of either party under this Agreement may not be assigned in whole or in part without the other party's written consent.
- j. Non-waiver. No failure on the part of either party to exercise, and no delay in exercising, any right hereunder shall operate as a waiver thereof; nor shall any single or partial exercise by either party of any right hereunder preclude any other or future exercise thereof or the exercise of any other right. The remedies herein provided are cumulative and not exclusive of any remedy available to either party at law or in equity.

[Signatures on following page]

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In Witness Whereof, the parties hereunto set their hands and seal the date first above written. The parties agree that they may conduct the transaction by electronic means and hereby state that electronic signature is valid and shall have the same force and effect as an original signature.

CITY OF NORMAN

APPROVED this _____ day of _____, 2025 by the Norman City Council.

Stephen T. Holman, Mayor

ATTEST:

Brenda Hall, City Clerk

APPROVED as to form and legality this 20 day of November, 2025.

City Attorney

INDEPENDENT SCHOOL DISTRICT NO. 29 OF CLEVELAND COUNTY, OK

BY:

Dirk O'Hara, President, Board of Education

ATTEST:

~~Secretary~~

deputy board clerk

APPROVED as to form and legality this 10 day of November, 2025.

Attorney for Norman Public Schools

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EXHIBIT A**Legal Description – District Property****Eisenhower Elementary School South Tract:**

A tract of land that is part of the Southwest Quarter (SW/4), Section Twenty-One (21), Township Nine (9) North, Range Two (2) West of the Indian Meridian, Cleveland County, Oklahoma, more particularly described by metes and bounds as follows; COMMENCING at the Northwest Corner of said Southwest Quarter; THENCE S 89°24'26" E, along the north line of said Southwest Quarter, a distance of 300.39 feet to a found 3/8-inch iron pin; THENCE S 89°52'09" E, along the north line of said Southwest Quarter, a distance of 305.51 feet to a found 1/2-inch iron pin with cap, CA6975; THENCE S 00°47'31" E a distance of 199.71 feet to a found 1/2-inch iron pin with cap, CA6975; THENCE N 89°45'29" W a distance of 119.07 feet to the POINT OF BEGINNING; THENCE S 00°47'31" E a distance of 213.52 feet; THENCE N 89°46'06" W a distance of 80.96 feet to a found 1/2-inch iron pin with cap, CA6975; THENCE N 23°10'42" W a distance of 92.03 feet to a found 1/2-inch iron pin with cap, CA6975; THENCE N 00°48'46" W a distance of 129.08 feet to a found 1/2-inch iron pin with cap, CA6975; THENCE S 89°45'29" E a distance of 116.06 feet to the POINT OF BEGINNING. Above described tract contains 0.535 acres, more or less, per plat of survey MB-24036, dated February 17, 2025 by MacBax Land Surveying, PLLC.

Basis of Bearing is Grid North-Oklahoma State Plane Coordinate System, South Zone.

High Meadows Tract:

A tract of land that is part of the Southwest Quarter (SW/4), Section Twenty-One (21), Township Nine (9) North, Range Two (2) West of the Indian Meridian, Cleveland County, Oklahoma, more particularly described by metes and bounds as follows; COMMENCING at the Northwest Corner of said Southwest Quarter; THENCE S 89°24'26" E, along the north line of said Southwest Quarter, a distance of 300.39 feet to a found 3/8-inch iron pin; THENCE S 89°52'09" E, along the north line of said Southwest Quarter, a distance of 305.51 feet to a found 1/2-inch iron pin with cap, CA6975; THENCE S 89°46'32" E, along the north line of said Southwest Quarter, a distance of 986.02 feet to the POINT OF BEGINNING; THENCE continuing S 89°46'32" E, along the north line of said Southwest Quarter, a distance of 326.61 feet to a found 1/2-inch iron pin with cap, CA6975; THENCE S 03°42'28" E a distance of 295.84 feet to a found 1/2-inch iron pin with cap, CA6975; THENCE N 89°45'50" W a distance of 293.45 feet to a found 1/2-inch iron pin with cap, CA6975; THENCE S 23°25'59" E a distance of 129.38 feet; THENCE N 89°43'58" W a distance of 118.03 feet to a found 1/2-inch iron pin with cap, CA6975; THENCE S 44°36'14" W a distance of 19.84 feet to a found 1/2-inch iron pin with cap, CA6975; THENCE northwesterly along a non-tangent curve to the left with a chord bearing of N 47°15'05" W, a chord distance of 5.00 feet, an arc length of 5.00 feet, and a radius of 78.76 feet; THENCE N 44°36'14" E a distance of 22.11 feet; THENCE S 89°43'58" E a distance of 14.63 feet; THENCE N 00°14'36" E a distance of 408.52 feet to the POINT OF BEGINNING. Above described tract contains 2.502 acres, more or less, per plat survey MB-24036, dated February 17, 2025 by MacBax Land Surveying, PLLC.

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EXHIBIT B**Legal Description – City Property****Eisenhower Elementary School North Tract:**

A tract of land that is part of the Southwest Quarter (SW/4), Section Twenty-One (21), Township Nine (9) North, Range Two (2) West of the Indian Meridian, Cleveland County, Oklahoma, more particularly described by metes and bounds as follows; COMMENCING at the Northwest Corner of said Southwest Quarter; THENCE S 89°24'26" E, along the north line of said Southwest Quarter, a distance of 300.39 feet to a found 3/8-inch iron pin; THENCE S 89°52'09" E, along the north line of said Southwest Quarter, a distance of 186.45 feet to the POINT OF BEGINNING; THENCE continuing S 89°52'09" E, along the north line of said Southwest Quarter, a Distance of 119.07 feet to a found 1/2-inch iron pin with cap, CA6975; THENCE S 00°47'31" E a distance of 199.71 feet; THENCE N 89°45'29" W a distance of 119.07 feet; THENCE N 00°47'31" W a distance of 199.47 feet to the POINT OF BEGINNING. Above described tract contains 0.545 acres, more or less, per plat of Survey MB-24036, dated August 27, 2025 by MacBax Land Surveying, PLLC.

Basis of Bearing is Grid North-Oklahoma State Plane Coordinate System, South Zone.

Irving Middle School Tract:

A part of the Northeast Quarter (NE/4) of Section 33, T9N, R2W of the Indian Meridian, City of Norman, Cleveland County, Oklahoma, described as follows; COMMENCING at the Northeast Corner of said Section 33; Thence N89°49'27"W, 1522.54 feet along the north line of said Section 33; THENCE S00°06'38"E, 1134.82 feet to the POINT OF BEGINNING; THENCE N89°53'22"E, 250.00 feet; THENCE S00°06'38"E, 130.00 feet; THENCE S89°53'22"W, 250.00 feet; THENCE N00°06'38"W, 130.00 feet to the POINT OF BEGINNING, containing 32,500 square feet more or less, 0.75 acres more or less.

Adams Elementary School Tract:

A part of Lot Thirty-One (31), in Block Four (4), of the recorded plat of Woodslawn Addition to Norman, Cleveland County, Oklahoma, being more particularly described as follows: Beginning at the Southwest corner of said Lot 31; THENCE N 00°00'00" W a distance of 59.74 feet; THENCE N 89°55'53" E a distance of 217.00 feet; THENCE S 00°00'00" E a distance of 60.00 feet; THENCE S 90°00'00" W a distance of 217.00 feet to the point of beginning. Above described tract contains 0.298 acres, more or less, per plat of survey MB-24035, dated January 8, 2025 by MacBax Land Surveying, PLLC.

Basis of Bearing is West Line of Lot 31 being N 00°00'00" W as shown of the recorded plat.

TEMPORARY EASEMENT AGREEMENT

This Temporary Easement Agreement (this “**Agreement**”) is entered this [REDACTED] day of [REDACTED] 2025, by and between Independent School District No. 29 of Cleveland County, Oklahoma (the “**Grantor**”), the owner of certain real property located in Norman, Cleveland County, Oklahoma, as more particularly defined on **Exhibit A**, attached hereto (“**Grantor Property**”), and the City of Norman, Oklahoma, a Cleveland County, Oklahoma municipal corporation (the “**Grantee**”).

For good and valuable consideration, the receipt and adequacy of which is hereby acknowledged, Grantor and Grantee agree as follows:

1. **Grant of Easement.**

a. Grantor does hereby grant and convey unto Grantee: an exclusive temporary easement (the “**Easement**”) in, under, upon, about, over, and through the surface of Grantor’s Property as described and depicted on **Exhibit A—“Grantor Property”**, attached hereto and incorporated herein, which shall also be referred to as the “**Easement Area**,” for the purposes of accessing, operating, using, maintaining, repairing, and improving certain recreational facilities (the “**Facilities**”) within the Easement Area; The Easement is granted by Grantor and accepted by Grantee subject to:

- i. the provisions herein; and
- ii. any and all restrictions, covenants, easements, rights of way, reservations, encroachments, other encumbrances, and matters existing as of the date of this Agreement that are filed of record in the real property records of Cleveland County, Oklahoma, and, shown or would appear to be disclosed on an ALTA survey or inspection of the Easement Area and the Grantor Property, to the extent and only to the extent that such matters validly affect and are enforceable against the Easement and the Easement Area and the Property.

b. Grantee shall have the following rights of use and access for the Easement Area:

- i. to have Grantee’s invitees, guests, representatives, agents, employees, contractors, or other persons on Grantee’s behalf operate, use, enjoy, maintain, and repair the Easement Area and the Facilities within the Easement Area, during the operating hours of the 12th Avenue Park Land, as set by the Board of Parks Commissioners through the City of Norman Parks Rules; and
- ii. to have Grantee’s invitees, guests, representatives, agents, employees, contractors, or other persons on Grantee’s behalf access the Easement Area and Facilities by foot, vehicle, or equipment for the purposes described in this Agreement, during the operating hours of the 12th Avenue Park Land, as set by the Board of Parks Commissioners through the City of Norman Parks Rules.

2. **Operation, Maintenance, Repair, and Improvements.** Grantee covenants that, during the term of this Agreement, Grantee shall:

- a. Be solely responsible to keep, operate, use, maintain, access, and repair the Easement Area and Facilities in good working order and in accordance with all applicable local, state, and federal governmental laws, regulations, codes, and orders, and pursuant to, if required, a valid building permit, issued by the applicable governmental authority, all at Grantee's sole cost and expense.
 - b. Maintain and repair all Improvements in a good and workmanlike manner and in conformance with all applicable local, state, and federal governmental laws, regulations, codes, and orders, and pursuant to, if required, a valid building permit, issued by the applicable governmental authority, all at Grantee's sole cost and expense.
 - c. Be solely responsible, at Grantee's sole cost and expense, for implementing appropriate safety and security measures for the protection of persons and property within the Easement Area.
 - d. Be solely responsible for all costs and expenses of managing, maintaining, repairing, operating, insuring, providing utilities, lighting, sanitation, trash services, mowing, drainage, and all matters of concern and improvements in the Easement Area.
3. **Maintenance, Repairs, Notice.** Grantee shall provide ten (10) business days' prior written notice of nonroutine maintenance or repairs of the Facilities or the Easement Area. Grantee shall not make any improvements or additional construction upon the Easement Area without the express prior written approval of Grantor, in Grantor's sole discretion.
4. **Interference.** During the term of this Agreement, the Grantor reserves the right of normal use of the Easement Area subject to the following limitations: the Grantor covenants and agrees that it will make good faith efforts to ensure that neither Grantor nor its representatives, agents, employees, guests, contractors or other persons acting on behalf of Grantor: (i) knowingly interferes with, impairs or prohibits the free and complete use and enjoyment by Grantee of its rights granted by this Agreement; (ii) knowingly take any action which will interfere with or impair Grantee's access to or across the Easement Area as specified in this Agreement, and such as during the operating hours of the 12th Avenue Park Land; (iii) knowingly impair Grantee's performance of its obligations as specified in this Agreement; or (iv) make any material alterations or improvements to the Facilities or fixtures on the land (i.e. the tennis courts) without the prior written consent of the Grantee, which shall not be unreasonably withheld, conditioned, or delayed.
5. **Hold Harmless and Covenant Not To Sue.** The Grantee covenants and agrees, on behalf of itself and its successors and assigns, to hold harmless and not to sue the Grantor and Grantor's representatives, agents, employees, guests, contractors or other persons acting on behalf of Grantor, for any and all losses, claims, lawsuits, damages, judgments, penalties, fines or liabilities, whether known or unknown, fixed or contingent, or whether legal or equitable, that arise from the acts or omissions of the Grantee or its representatives,

agents, employees, guests, contractors, or other persons exercising rights obtained through this Agreement including but not limited to all liabilities, acts, and omissions resulting in injuries or damages to persons or property who enter onto the Grantor Property, and including but not limited to any type of injury to person or property that arises out of the exercise of rights obtained through this Agreement or any failure of the Grantee or its representatives, agents, employees, guests, contractors, or other persons exercising rights obtained through this Agreement to lawfully and properly maintain and operate the Easement Area or the Facilities. Additionally, Grantee shall purchase and always maintain general liability insurance coverage with amounts of at least \$1,000,000 per occurrence and \$2,000,000 aggregate and provide Grantor with evidence of such coverage each year.

The Grantor covenants and agrees, on behalf of itself and its successors and assigns, to hold harmless and not to sue the Grantee and Grantee's representatives, agents, employees, guests, contractors or other persons acting on behalf of Grantee, for any and all losses, claims, lawsuits, damages, judgments, penalties, fines or liabilities, whether known or unknown, fixed or contingent, or whether legal or equitable, that arise from the acts or omissions of the Grantor or its representatives, agents, employees, guests, contractors, or other persons exercising Grantor's rights to the Grantor Property including but not limited to all liabilities, acts, and omissions resulting in injuries or damages to persons or property who enter onto the Grantor Property, and including but not limited to any type of injury to person or property that arises out of the exercise of Grantor's rights to the Grantor Property or any failure of the Grantor or its representatives, agents, employees, guests, contractors, or other persons exercising Grantor's rights to the Grantor Property.

6. **Severability.** If any term or provision of this Agreement, or the application thereof to any person or circumstance, to any extent, be determined by judicial order or decision to be invalid or unenforceable, the remainder of this Agreement, or the application of such term or provision to persons or circumstances other than those as to which it is held to be invalid, shall continue in full force and effect.
7. **Governing Law.** This Easement and the terms of this Agreement shall be governed by and interpreted in accordance with the laws of the State of Oklahoma without regard to its choice of law provisions. If any dispute arising out of or in connection with this Agreement results in litigation, venue of the action(s) shall be in the District Court of Cleveland County or the Western District of Oklahoma if federal jurisdiction is present and elected by Grantor or Grantee.
8. **Successors and Assigns.** This Easement and the terms of this Agreement shall run with the Property and shall be binding on the Grantor and Grantee, or their respective successors and assigns.
9. **Termination.** This Easement and the terms of this Agreement shall commence on the date first written above and shall automatically terminate on the earlier of: (i) ten (10) years from the date first written above, without further action required of Grantor or Grantee, or (ii) upon mutual written agreement of Grantor and Grantee recorded in the land records of Cleveland County, Oklahoma. This Easement and the terms of this Agreement may be

extended by mutual written agreement of Grantor and Grantee recorded in the land records of Cleveland County, Oklahoma. Upon termination, all rights granted by Grantor to Grantee hereunder shall return to and vest in the Grantor or its successors-in-interest to or assigns of the Grantor Property.

10. **Improvements at Termination.** Following the termination of the Easement and this Agreement, any and all Improvements made by Grantee shall remain with the Grantor Property and automatically become the property and ownership of Grantor.
11. **Entire Agreement.** This Agreement constitutes the entire agreement between the Grantor and Grantee respecting the subject matter, and the obligations of Grantor and Grantee and rights obtained by Grantee through this Agreement are the only obligations and rights contracted for and for which consideration has passed to Grantor. Any agreement, understanding, or representation with respect to the subject matter of this Agreement not expressly set forth in this Agreement or later modified or amended in a writing signed by both Grantor and Grantee, is null and void. This Agreement shall not be modified or amended except for in writing, signed by both Grantor and Grantee or their assigns or successors-in-interest, and only upon proper recordation in the land records of Cleveland County, Oklahoma.
12. **Counterparts.** This Agreement may be executed in multiple counterparts, each of which shall be deemed the original, and all of which together shall constitute a single instrument.

TO HAVE AND TO HOLD the above-described Easements unto the said Grantee, its successors and assigns, for the purposes set forth herein.

[Signatures on following pages]

IN WITNESS WHEREOF, the Grantor and Grantee have each executed this AGREEMENT as of the date first written above.

Signed and delivered this ____ day of _____, 2025.

GRANTEE: City of Norman, Oklahoma, a Cleveland County, Oklahoma Municipal Corporation by:

Stephen T. Holman, Mayor

REPRESENTATIVE ACKNOWLEDGEMENT

STATE OF OKLAHOMA, COUNTY OF CLEVELAND, SS:

Before me, the undersigned, a Notary Public in and for said County and State, on this ____ day of _____, 2025, personally appeared Darrel Pyle, to me known to be the identical person(s) who executed the foregoing quit claim deed and acknowledged to me that he executed the same as his free and voluntary act and deed for the uses and purposes therein set forth.
WITNESS my hand and seal the day and year last above written.

My Commission Expires: _____ Notary Public: _____

Approved as to form and legality this 20 day of November, 2025.



City Attorney

GRANTOR: Independent School District No. 29 of Cleveland County, Oklahoma, a/k/a Norman Public Schools by:

Dirk O'Hara, President, Board of Education
As authorized by the Norman Public Schools Board of Education

REPRESENTATIVE ACKNOWLEDGEMENT

STATE OF OKLAHOMA, COUNTY OF CLEVELAND, SS:

Before me, the undersigned, a Notary Public in and for said County and State, on this ____ day of _____, 2025, personally appeared Dirk O'Hara, to me known to be the identical person(s) who executed the foregoing quit claim deed and acknowledged to me that he executed the same as his free and voluntary act and deed for the uses and purposes therein set forth.

WITNESS my hand and seal the day and year last above written.

My Commission Expires: _____ Notary Public: _____

Approved as to form and legality this ____ day of _____, 2025.

Attorney for Norman Public Schools

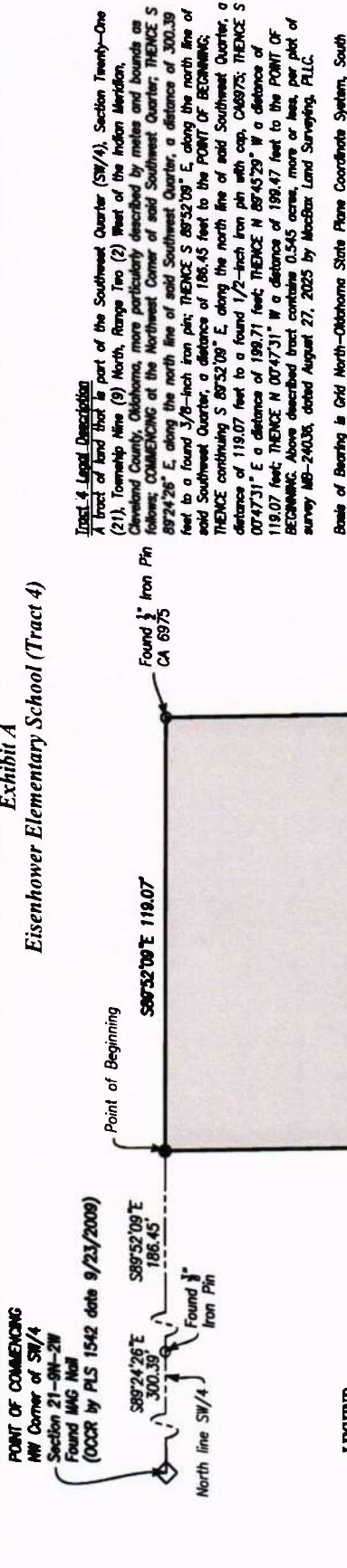
EXHIBIT A
Legal Description of
Grantor's Property and Easement Area

Eisenhower Elementary School (Tract 4):

A tract of land that is part of the Southwest Quarter (SW/4), Section Twenty-One (21), Township Nine (9) North, Range Two (2) West of the Indian Meridian, Cleveland County, Oklahoma, more particularly described by metes and bounds as follows; COMMENCING at the Northwest Corner of said Southwest Quarter; THENCE S 89°24'26" E, along the north line of said Southwest Quarter, a distance of 300.39 feet to a found 3/8-inch iron pin; THENCE S 89°52'09" E, along the north line of said Southwest Quarter, a distance of 186.45 feet to the POINT OF BEGINNING; THENCE continuing S 89°52'09" E, along the north line of said Southwest Quarter, a Distance of 119.07 feet to a found 1/2-inch iron pin with cap, CA6975; THENCE S 00°47'31" E a distance of 199.71 feet; THENCE N 89°45'29" W a distance of 119.07 feet; THENCE N 00°47'31" W a distance of 199.47 feet to the POINT OF BEGINNING. Above described tract contains 0.545 acres, more or less, per plat of Survey MB-24036, dated August 27, 2025 by MacBax Land Surveying, PLLC.

Basis of Bearing is Grid North-Oklahoma State Plane Coordinate System, South Zone.

Exhibit A
Eisenhower Elementary School (Tract 4)



LEGEND

- SET 1/2" IRON PIN WITH CAP "MACBAX CA 8137"
- FOUND SURVEY MONUMENT
- ◇ FOUND PLS MONUMENT
- SECTION LINE
- - - QUARTER-SECTION LINE
- - - QUARTER-QUARTER SECTION LINE
- LOT LINE
- FENCE
- BOUNDARY LINE
- EASEMENT LINE

Except as specifically stated or shown on this plat, this survey does not purport to reflect any of the following which may be applicable to the subject real estate: easements, other than possible easements which were visible at the time of making this survey; building setback lines; restrictive covenants; subdivision restrictions; zoning or other land-use regulations; and any other facts which an accurate and current title search may disclose.

This survey is based upon the Right of High Meadows Addition, Section 2, Book 9, Page 93, filed in Cleveland County, Oklahoma and CONTRACT K-1415-110, a contract between the City of Norman, Oklahoma and Norman Public Schools.

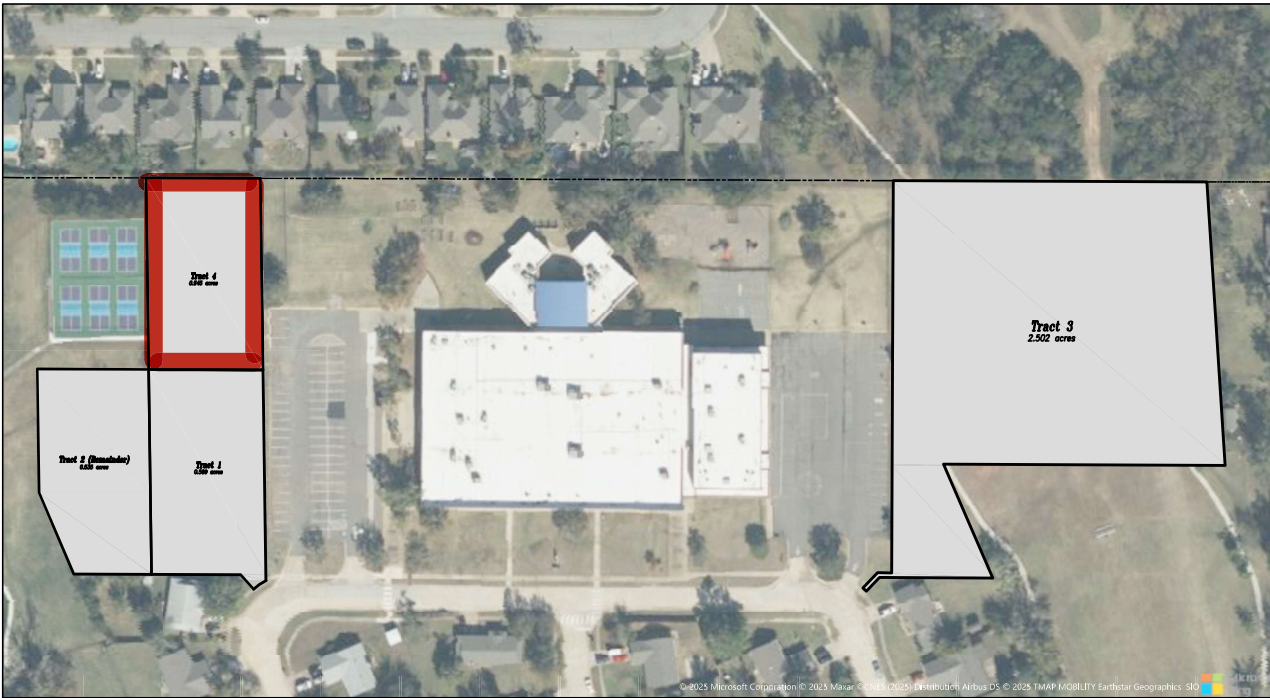
Last date of field work: February 13, 2025.

This survey meets or exceeds the requirements set forth by the "Oklahoma Minimum Standards for the Practice of Land Surveying" as adopted by the Oklahoma State Board of Licensure for Professional Engineers and Land Surveyors.

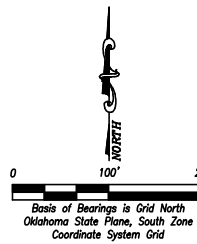


5744 Huettnier Court, Suite 130
Norman, OK 73069
Telephone: (405) 872-7594
Email: Kent@MBSL.us
Certificate of Authorization No. 8137

Part of the SW/4 Section 21, T-9-N, R-2-W, Cleveland County, Oklahoma	
Norman Public School District	
DATE	9/05/2025
REVIEWED	8/27/2025
SCALE	1" = 30'
PROJECT NO.	MB-24036
PAGE	5 of 5



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LOCATION	
Part of the SW/4 Section 21, T-9-N, R-2-W, Cleveland County, Oklahoma	
SURVEY FOR	
Norman Public School District	
DATE	SCALE
9/05/2025	1" = 50'
REVISED	PROJECT NO.
	MB-24036
PAGE	
1 of 5	



9/05/2025



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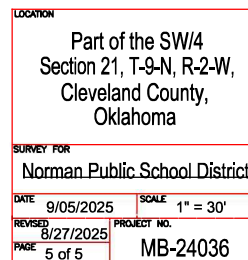


Exhibit "A"
Irving Middle School Tract

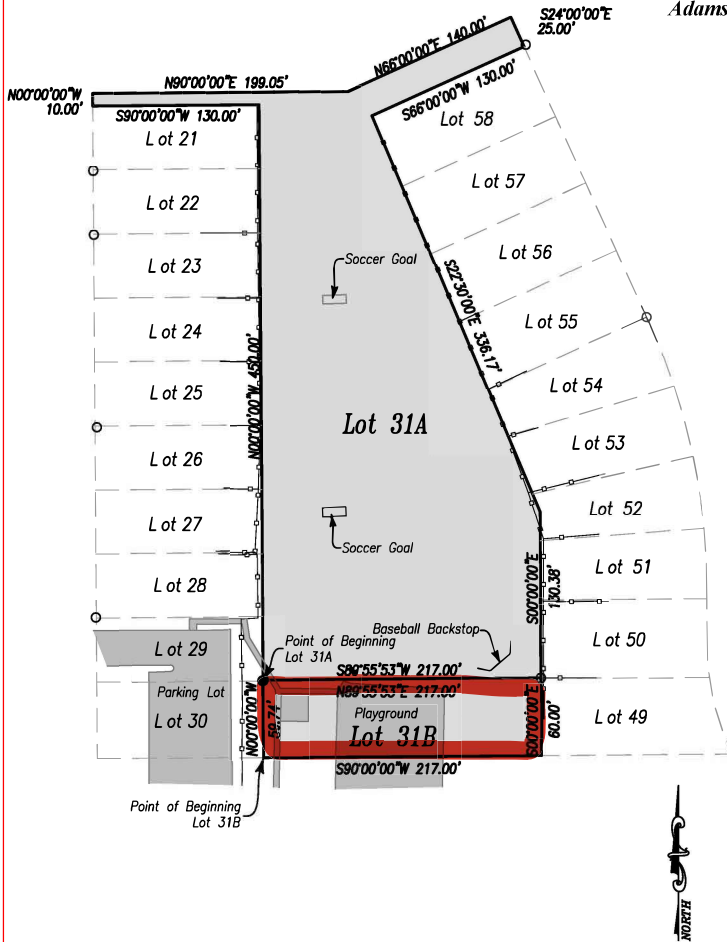
Item 3.



Exhibit "A"

Adams Elementary School Tract (31B)

Item 23.

Lot 31A Legal Description

A part of Lot Thirty-One (31), in Block Four (4), of the recorded plat of Woodslawn Addition to Norman, Cleveland County, Oklahoma, being more particularly described as follows: Commencing at the Southwest corner of said Lot 31; THENCE N 00°00'00" W a distance of 59.74 feet to the POINT OF BEGINNING; THENCE continuing N 00°00'00" W a distance of 450.00 feet; THENCE S 90°00'00" W a distance of 130.00 feet; THENCE N 00°00'00" W a distance of 10.00 feet; THENCE N 90°00'00" E a distance of 199.05 feet; THENCE N 66°00'00" E a distance of 140.00 feet; THENCE S 24°00'00" E a distance of 25.00 feet; THENCE S 66°00'00" W a distance of 130.00 feet; THENCE S 22°30'00" E a distance of 336.17 feet; THENCE S 00°00'00" E a distance of 130.38 feet; THENCE S 89°55'53" W a distance of 217.00 feet to the point of beginning. Above described tract contains 1.880 acres, more or less, per plat of survey MB-24035, dated January 8, 2025 by MacBax Land Surveying, PLLC.

Lot 31B Legal Description

A part of Lot Thirty-One (31), in Block Four (4), of the recorded plat of Woodslawn Addition to Norman, Cleveland County, Oklahoma, being more particularly described as follows: Beginning at the Southwest corner of said Lot 31; THENCE N 00°00'00" W a distance of 59.74 feet; THENCE N 89°55'53" E a distance of 217.00 feet; THENCE S 00°00'00" E a distance of 60.00 feet; THENCE S 90°00'00" W a distance of 217.00 feet to the point of beginning. Above described tract contains 0.298 acres, more or less, per plat of survey MB-24035, dated January 8, 2025 by MacBax Land Surveying, PLLC.

Basis of Bearing is West Line of Lot 31 being N 00°00'00" W as shown of the recorded plat.

Notes

- Except as specifically stated or shown on this plat, this survey does not purport to reflect any of the following which may be applicable to the subject real estate: easements, other than possible easements which were visible at the time of making this survey; building setback lines; restrictive covenants; subdivision restrictions; zoning or other land-use regulations; and any other facts which an accurate and current title search may disclose.
- This survey is based upon the Plat of Woodslawn Addition, Book 2, Page 61, filed in Cleveland County, Oklahoma.
- Last date of field work: December 20, 2024.
- This survey meets or exceeds the requirements set forth by the "Oklahoma Minimum Standards for the Practice of Land Surveying" as adopted by the Oklahoma State Board of Licensure for Professional Engineers and Land Surveyors.

LEGEND

- SET 1/2" IRON PIN WITH CAP "MACBAX CA 8137"
- FOUND IRON PIN
- LOT LINE
- FENCE
- BOUNDARY LINE

LOCATION
Lot 31, Block 4
Woodslawn Addition
Section 30, T-9-N, R-2-W,
Norman, Cleveland County,
Oklahoma

SURVEY FOR
Adams Elementary

DATE 1/8/2025 SCALE 1" = 75'

REVISION PROJECT NO.

PAGE 1 of 1 MB-24035



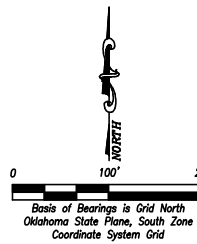
MBLS
MacBax Land Surveying, PLLC
civil engineering & land surveying

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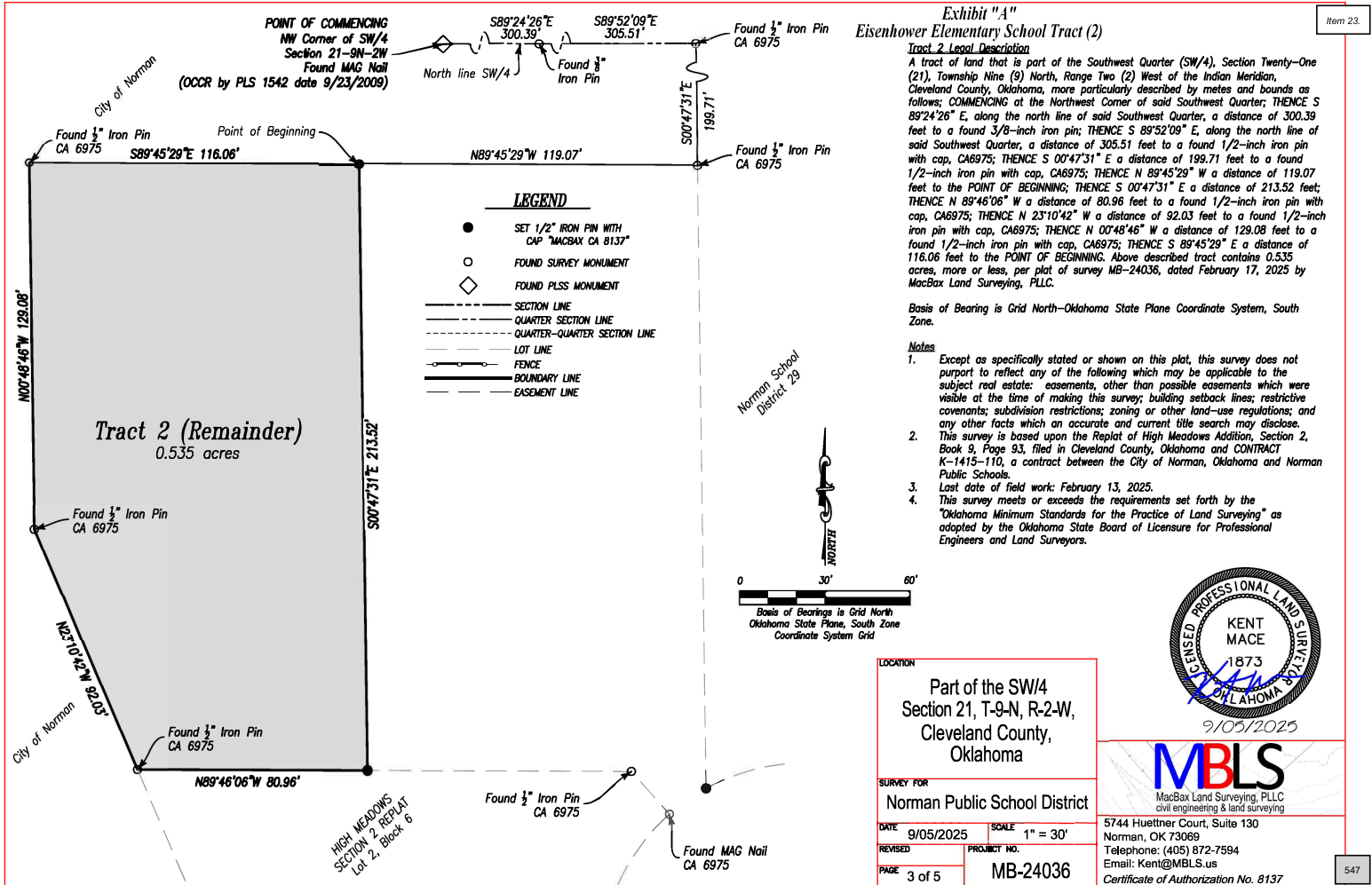
LOCATION Part of the SW/4 Section 21, T-9-N, R-2-W, Cleveland County, Oklahoma	
SURVEY FOR Norman Public School District	
DATE 9/05/2025	SCALE 1" = 50'
REVISED	PROJECT NO.
PAGE 1 of 5	MB-24036

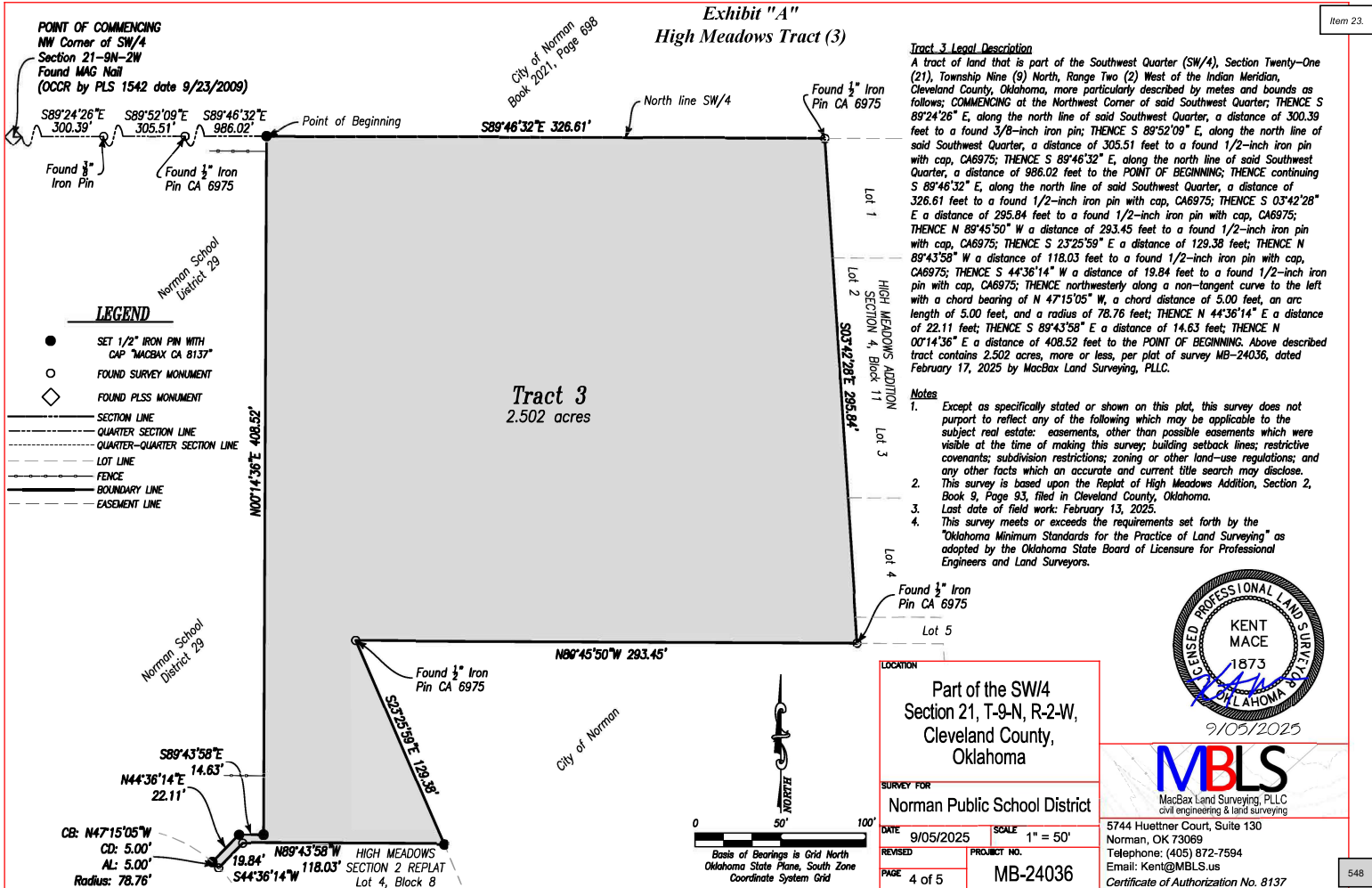


9/05/2025



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**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
Cinthya 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 6.

MONTH				PRELIMINARY			% VARIANCE
	PROJECTED	ACTUAL	% VARIANCE	ACTUAL	PROJECTION*		
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	-6.81%
January, 2024	\$	1,081,299	\$	1,065,861	-1.43%	\$	1,065,861	\$	1,127,857	-5.51%
February, 2024	\$	1,253,059	\$	1,014,214	-19.06%	\$	1,014,214	\$	1,307,013	-22.12%
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*	
March, 2016	\$	30,808	\$	40,786	32.39%	\$	30,808	32.39%
April, 2016	\$	29,678	\$	34,397	15.90%	\$	29,678	15.90%
May, 2016	\$	32,045	\$	42,640	33.06%	\$	32,045	33.06%
June, 2016	\$	33,014	\$	39,837	20.67%	\$	33,014	20.67%
July, 2016	\$	31,991	\$	38,889	21.56%	\$	30,799	26.27%
August, 2016	\$	36,458	\$	42,717	17.17%	\$	32,383	31.91%
September, 2016	\$	33,558	\$	30,445	-9.28%	\$	31,409	-3.07%
October, 2016	\$	40,673	\$	33,293	-18.14%	\$	33,293	-2.86%
November, 2016	\$	40,492	\$	39,065	-3.52%	\$	31,887	22.51%
December, 2016	\$	37,649	\$	31,888	-15.30%	\$	31,293	1.90%
January, 2017	\$	32,836	\$	43,537	32.59%	\$	33,019	31.85%
February, 2017	\$	40,252	\$	41,610	3.37%	\$	39,134	6.33%
March, 2017	\$	38,396	\$	33,061	-13.89%	\$	32,118	2.94%
April, 2017	\$	32,550	\$	32,136	-1.27%	\$	30,939	3.87%
May, 2017	\$	39,794	\$	45,568	14.51%	\$	33,406	36.41%
June, 2017	\$	39,921	\$	41,863	4.87%	\$	34,417	21.64%
July, 2017	\$	35,217	\$	44,497	26.35%	\$	32,072	38.74%
August, 2017	\$	43,965	\$	47,476	7.99%	\$	34,650	37.02%
September, 2017	\$	36,942	\$	46,945	27.08%	\$	34,217	37.20%
October, 2017	\$	44,773	\$	55,550	24.07%	\$	36,681	51.44%
November, 2017	\$	44,574	\$	49,820	11.77%	\$	34,138	45.94%
December, 2017	\$	41,445	\$	45,477	9.73%	\$	33,526	35.65%
January, 2018	\$	36,146	\$	66,771	84.72%	\$	35,417	88.53%
February, 2018	\$	44,310	\$	48,593	9.67%	\$	41,609	16.79%
March, 2018	\$	42,267	\$	54,993	30.11%	\$	37,254	47.62%
April, 2018	\$	35,833	\$	50,955	42.20%	\$	31,582	61.34%
May, 2018	\$	43,806	\$	60,102	37.20%	\$	38,610	55.66%
June, 2018	\$	43,946	\$	47,518	8.13%	\$	38,734	22.68%
July, 2018	\$	44,900	\$	46,670	3.94%	\$	31,047	50.32%
August, 2018	\$	55,771	\$	58,648	5.16%	\$	38,564	52.08%
September, 2018	\$	47,108	\$	68,843	46.14%	\$	32,574	111.34%
October, 2018	\$	57,049	\$	76,256	33.67%	\$	39,448	93.31%
November, 2018	\$	56,603	\$	65,295	15.36%	\$	39,140	66.83%
December, 2018	\$	52,600	\$	71,304	35.56%	\$	36,372	96.04%
January, 2019	\$	46,825	\$	81,467	73.98%	\$	32,379	151.61%
February, 2019	\$	56,235	\$	92,097	63.77%	\$	38,885	136.84%
March, 2019	\$	53,945	\$	72,451	34.31%	\$	38,887	86.31%
April, 2019	\$	45,884	\$	62,630	36.50%	\$	33,076	89.35%
May, 2019	\$	56,016	\$	77,315	38.02%	\$	40,380	91.47%
June, 2019	\$	55,749	\$	68,615	23.08%	\$	40,188	70.74%
July, 2019	\$	45,912	\$	77,599	69.02%	\$	32,126	141.55%
August, 2019	\$	57,045	\$	72,567	27.21%	\$	39,916	81.80%
September, 2019	\$	48,670	\$	80,983	66.39%	\$	34,063	137.75%
October, 2019	\$	58,757	\$	86,518	47.25%	\$	41,123	110.39%
November, 2019	\$	58,032	\$	79,115	36.33%	\$	40,615	94.79%
December, 2019	\$	54,201	\$	83,721	54.46%	\$	37,933	120.70%
January, 2020	\$	48,711	\$	88,427	81.53%	\$	34,092	159.38%
February, 2020	\$	58,353	\$	124,509	113.37%	\$	40,840	204.87%
March, 2020	\$	55,569	\$	73,615	32.47%	\$	40,544	81.57%
April, 2020	\$	47,292	\$	78,218	65.40%	\$	34,505	126.69%
May, 2020	\$	57,758	\$	96,559	67.18%	\$	42,141	129.13%
June, 2020	\$	57,267	\$	105,049	83.44%	\$	41,783	151.42%
July, 2020	\$	76,418	\$	108,470	41.94%	\$	33,540	223.40%
August, 2020	\$	80,414	\$	111,849	39.09%	\$	41,326	170.65%
September, 2020	\$	80,982	\$	111,950	38.24%	\$	35,544	214.97%
October, 2020	\$	97,394	\$	123,541	26.85%	\$	42,747	189.01%
November, 2020	\$	95,981	\$	111,548	16.22%	\$	42,127	164.79%
December, 2020	\$	89,971	\$	133,159	48.00%	\$	39,489	237.21%
January, 2021	\$	81,296	\$	142,435	75.21%	\$	35,681	299.19%
February, 2021	\$	98,004	\$	176,811	80.41%	\$	43,015	311.05%
March, 2021	\$	91,837	\$	108,777	18.45%	\$	42,021	158.86%
April, 2021	\$	78,673	\$	98,208	24.83%	\$	35,998	172.82%
May, 2021	\$	96,119	\$	149,868	55.92%	\$	43,980	240.76%
June, 2021	\$	95,612	\$	119,455	24.94%	\$	43,748	173.05%
July, 2021	\$	110,203	\$	119,611	8.54%	\$	34,966	242.08%
August, 2021	\$	135,784	\$	146,398	7.82%	\$	43,082	239.81%
September, 2021	\$	116,785	\$	114,138	-2.27%	\$	37,054	208.03%
October, 2021	\$	140,069	\$	145,812	4.10%	\$	44,442	228.09%
November, 2021	\$	137,707	\$	153,849	11.72%	\$	43,693	252.12%
December, 2021	\$	130,010	\$	138,224	6.32%	\$	41,251	235.08%
January, 2022	\$	137,707	\$	182,045	32.20%	\$	43,693	316.65%
February, 2022	\$	142,649	\$	184,069	29.04%	\$	47,184	290.11%
March, 2022	\$	131,827	\$	131,545	-0.21%	\$	43,605	201.68%
April, 2022	\$	113,094	\$	129,422	14.44%	\$	37,408	245.97%
May, 2022	\$	139,141	\$	151,405	8.81%	\$	46,024	228.97%
June, 2022	\$	137,393	\$	152,881	11.27%	\$	45,445	236.11%

July, 2022	\$	128,988	\$	145,606	12.88%	\$	145,606	\$	36,435	Item 6.
August, 2022	\$	158,097	\$	144,189	-8.80%	\$	144,189	\$	44,657	
September, 2022	\$	136,184	\$	153,101	12.42%	\$	153,101	\$	38,467	222.88%
October, 2022	\$	163,644	\$	173,940	6.29%	\$	173,940	\$	46,224	298.00%
November, 2022	\$	161,215	\$	149,464	-7.29%	\$	149,464	\$	45,538	276.30%
December, 2022	\$	151,983	\$	155,275	2.17%	\$	155,275	\$	42,930	228.22%
January, 2023	\$	139,943	\$	177,437	26.79%	\$	177,437	\$	39,529	261.69%
February, 2023	\$	167,778	\$	203,330	21.19%	\$	203,330	\$	47,392	348.88%
March, 2023	\$	153,836	\$	136,599	-11.20%	\$	136,599	\$	45,300	329.04%
April, 2023	\$	132,497	\$	144,849	9.32%	\$	144,849	\$	39,016	201.54%
May, 2023	\$	162,766	\$	172,850	6.20%	\$	172,850	\$	47,930	271.25%
June, 2023	\$	160,545	\$	157,095	-2.15%	\$	157,095	\$	47,276	260.63%
July, 2023	\$	134,433	\$	154,332	14.80%	\$	154,332	\$	38,064	232.29%
August, 2023	\$	163,774	\$	150,182	-8.30%	\$	150,182	\$	46,372	305.46%
September, 2023	\$	141,914	\$	172,612	21.63%	\$	172,612	\$	40,182	223.87%
October, 2023	\$	170,238	\$	173,844	2.12%	\$	173,844	\$	48,202	329.57%
November, 2023	\$	158,320	\$	171,201	8.14%	\$	171,201	\$	44,827	260.66%
December, 2023	\$	157,925	\$	204,440	29.45%	\$	204,440	\$	44,716	281.91%
January, 2024	\$	146,416	\$	224,411	53.27%	\$	224,411	\$	41,457	357.20%
February, 2024	\$	168,769	\$	216,389	28.22%	\$	216,389	\$	49,626	441.31%
March, 2024	\$	159,253	\$	146,156	-8.22%	\$	146,156	\$	47,008	336.04%
April, 2024	\$	137,953	\$	162,914	18.09%	\$	162,914	\$	40,721	210.92%
May, 2024	\$	169,320	\$	187,092	10.50%	\$	187,092	\$	49,980	300.08%
June, 2024	\$	157,246	\$	155,152	-1.33%	\$	155,152	\$	46,416	274.34%
July, 2024	\$	139,787	\$	167,743	20.00%	\$	167,743	\$	39,675	234.27%
August, 2024	\$	169,441	\$	167,789	-0.97%	\$	167,789	\$	48,092	322.79%
September, 2024	\$	147,951	\$	178,797	20.85%	\$	178,797	\$	41,992	248.90%
October, 2024	\$	176,599	\$	172,415	-2.37%	\$	172,415	\$	50,123	325.79%
November, 2024	\$	173,332	\$	162,581	-6.20%	\$	162,581	\$	49,196	243.98%
December, 2024	\$	164,970	\$	183,523	11.25%	\$	183,523	\$	46,823	230.48%
January, 2025	\$	153,872	\$	198,899	29.26%	\$	198,899	\$	43,673	291.95%
February, 2025	\$	182,805	\$	240,592	31.61%	\$	240,592	\$	51,885	355.43%
March, 2025	\$	164,764	\$	150,817	-8.46%	\$	150,817	\$	48,752	363.71%
April, 2025	\$	143,710	\$	156,171	8.67%	\$	156,171	\$	42,522	209.36%
May, 2025	\$	176,028	\$	190,612	8.29%	\$	190,612	\$	52,084	267.27%
June, 2025	\$	172,027	\$	156,898	-8.79%	\$	156,898	\$	50,901	265.97%
July, 2025	\$	140,329	\$	149,889	6.81%	\$	149,889	\$	41,522	208.24%
August, 2025	\$	169,043	\$	157,601	-6.77%	\$	157,601	\$	50,018	260.99%
September, 2025	\$	148,432	\$	187,772	26.50%	\$	187,772	\$	43,919	215.09%
October, 2025	\$	176,120	\$	179,083	1.68%	\$	179,083	\$	52,112	327.54%
November, 2025	\$	172,692	\$	189,632	9.81%	\$	189,632	\$	51,098	243.65%
December, 2025	\$	165,100	\$	244,936	48.36%	\$	244,936	\$	48,851	271.12%
TOTAL	\$	11,594,702	\$	13,632,583	17.58%	\$	13,632,582	\$	4,748,296	401.39%

NORMAN FORWARD SALES + USE TAX REVENUE, VS. PROJECTION

BY FISCAL YEAR

COMPARED TO 7/2015 PROJECTION

MONTH	BY FISCAL YEAR		% VARIANCE	COMPARED TO 7/2015 PROJECTION		
	PROJECTED	ACTUAL		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 Budget	Revised Budget	Actual Cost	Variance: Original Budget	Variance: 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 groundbreakings 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	<u>\$ 34,200,000</u>	<u>\$ 22,250,000</u>	<u>\$ 46,157,750</u>	<u>\$ 25,927,517</u>
		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 Renovation	\$ 6,500,000	\$ 6,500,000	\$ 6,500,000
New Neighborhood Park Development	\$ 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
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.

Published Budget \$39,000,000

Final Expenditures \$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.

<i>Published Budget</i>	<i>\$10,000,000</i>
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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
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Budget

Land Acquisition	\$10,000,000
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<i>Updated Cost Estimate</i>	<i>\$ 2,400,000</i>
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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

Budget

<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
Total Project Budget	\$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

Preliminary Estimated Budget	
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).

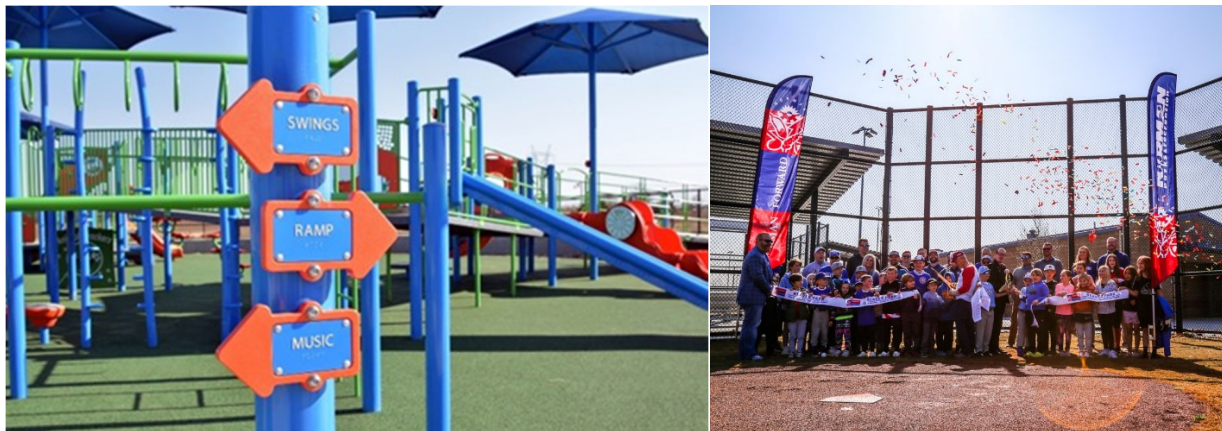
Published Budget \$23,500,000

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
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

Preliminary Estimated Budget

Land Acquisition / Site Prep / Infrastructure	\$270,000
A&E / Design / Testing	\$216,000
Construction & FFE	\$2,025,000
Project Contingency	\$189,000
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.

<i>Published Budget</i>	<i>\$12,000,000</i>
<i>Final Cost</i>	<i>\$11,763,800</i>

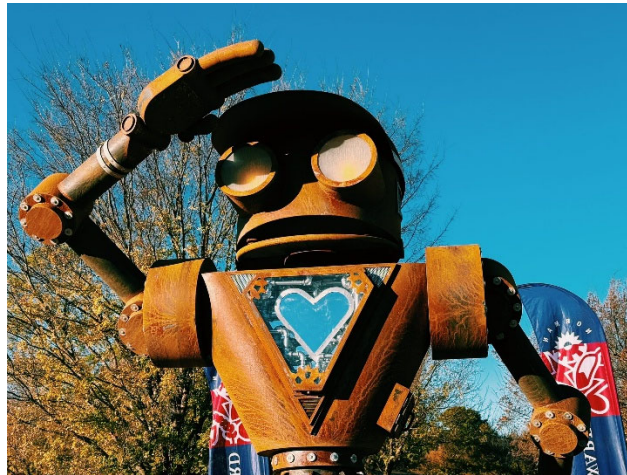


Other Projected Program Expenses

▪ 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
Total Other Program Expenses Budget	\$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

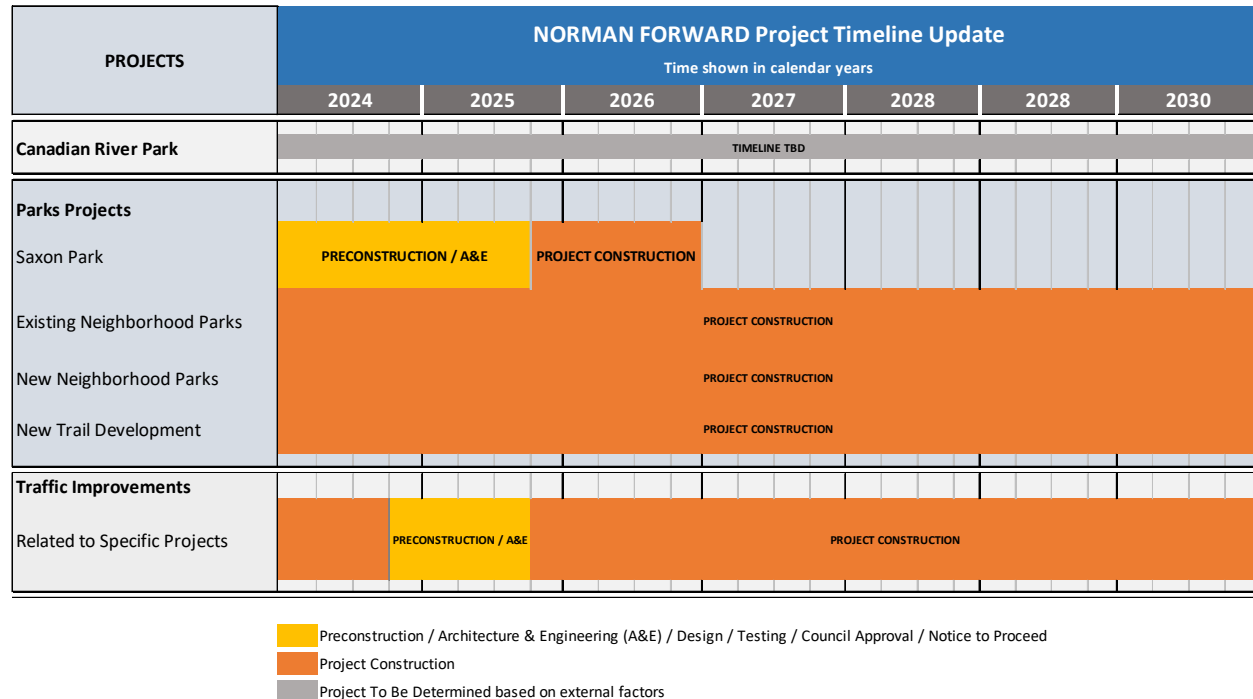
As part of the Implementation Plan, steps were taken to determine the order in which the projects, or phases of projects, would take place in the program. To complete this task, the Program Manager attended Citizens Financial Oversight Board meetings, ad hoc advisory group meetings, and worked with City 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[illegible]