



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

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

Tuesday, April 04, 2023 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, retaliation, 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 contact the ADA Technician at 405-366-5424, Relay Service: 711. To better serve you, five (5) business days' advance notice is preferred.

ROLL CALL

MINUTES

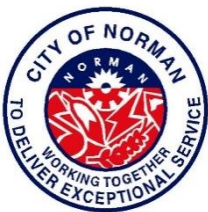
1. Consideration of approval, rejection, amendment and/or postponement of minutes from March 21, 2023

REPORTS AND ACTION ITEMS

2. Implementation Plan Update
3. Financial Pro Forma Update
4. Annual Report

MISCELLANEOUS COMMENTS

ADJOURNMENT



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MINUTES

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ROLL CALL

PRESENT:

Chair Andy Rieger
Member Cynthia Rogers
Member Saidy Orellana
Member Erik Paulson
Member Bree Montoya
Member Alva Brockus
Member Linda Price
Member Misty Grantham

ABSENT:

Member Andy Sherrer

OTHERS PRESENT:

Anthony Francisco, Director of Finance
Kathryn Walker, City Attorney
Jason Olsen, Director of Parks & Recreation
Veronica Tracy, Recreation Manager
Dannielle Risenhoover, Administrative Tech. IV

MINUTES

1. Consideration of approval, rejection, amendment and/or postponement of minutes from January 31, 2023

Member Montoya made a motion to approve the minutes from the January 31, 2023 meeting, which was duly seconded by Member Rogers. The motion passed unanimously.

Items submitted for the record:

Norman Forward Citizens Financial Oversight Board Minutes January 31, 2023

REPORTS AND ACTION ITEMS

2. Consideration of approval, rejection, amendment and/or postponement of Finance Reports

Anthony Francisco gave the report. On the revenue side, City of Norman is 2.68% above the fiscal year target and 4.49% below the original Use and Sales Tax target combined. On the expenditure side, there was a large payout to the Oklahoma Department of Transportation for the James Garner Project. This project is now underway.

Member Price made a motion to approve the financial reports which was duly seconded by Member Paulson. The motion passed unanimously.

Items submitted for the record:

Financial Reports

3. Project Manager Reports

Jason Olsen gave the report. The Cherry Creek Playground is coming to completion. The City will have turf down soon. Dedication of the park is expected in April.

A Reaves Park ribbon cutting ceremony is scheduled for March 25 at 10:00 AM. Flintco Construction Company has a few close out items they need to complete at the park, but they have wrapped up most of their work. Once completed, the ball fields will be turned over to the Optimist Club for management.

Most of the soccer fields at Griffin Park are almost to their final grade. Restrooms and concession stands are under construction. A summer 2023 completion date is expected for this project.

The Adult Wellness and Education Center, previously known as the Senior Center, now has most of the shell erected; metal studs are up; some sheetrock is hung; and the first layer of asphalt is down in the parking lot. This construction project is expected to be completed in August and open to the public 45-60 days later.

The Young Family Athletic Center shell is almost completely up; the roof is completed; and curbs and parking lot asphalt should be poured in the next few weeks. It is expected that the outside of the building will be completed by the end of March. Metal studs and sheetrock are being installed inside the building as well as HVAC tubing. This project is expected to be completed in October and open to the public 45-60 days later. Mr. Young and the City have been in conversation with an Adidas retail representative in regards to housing an Adidas store inside the YFAC; this discussion is still on-going.

A meeting is anticipated in April to discuss what the public would like to see in Saxon Park. There is \$2 million allocated for this park's development.

GE Johnson Construction Company has put out notice that they are closing their Oklahoma and Kansas offices. GE Johnson Construction Company is the contractor for the YFAC project. Olsen states, "Their full intention is to finish this (YFAC) project. We do have some concerns. We are currently working with GE Johnson to find out what their plan is to make sure that the construction remains 'high level'. I will say that GE Johnson is right up there with some of the best contractors we've ever worked with." Olsen meets every 2 weeks with all contractors as well as makes random visits to the job sites.

4. Implementation Plan Update

Members decided to table the Implementation Plan update until their next meeting.

5. Liaison Reports

a) Appointment of Saxon Park Ad Hoc Liaison

Member Cynthia Rogers volunteered to be the liaison to the Saxon Park Ad Hoc Committee. It is expected that the Saxon Park project will take approximately 2 years. Meeting times are expected to fluctuate and occur 4-6 times per year. Member Alva Brockus volunteered to take Rogers' place as the Ad Hoc Liaison to the YFAC project.

5. Financial Pro Forma Update

Members decided to table the Financial Pro Forma update at this time.

6. Operating Agreements for the Senior Center & Young Family Athletic Center (YFAC)

Kathryn Walker gave the Operating Agreements Report.

Both operation agreements for the YFAC and Senior Center are currently in the hands of the operating parties who are making changes, while some items are still under discussion. The timeline for the completion of final agreement contracts is unknown at this time, but Walker is hopeful in presenting the Adult Wellness and Education Center contract to Council in April. She will present the Norman Forward Sales Tax Citizen Financial Oversight Board with the final contract agreements once available. The operating agreement for the YFAC is further behind, partially due to the YFAC having two operators for this facility. The operators for the YFAC are Norman Regional Hospital System and Santa Fe Family Life. The operator for the Senior Center is Healthy Living. The lease term for the Senior Center and the YFAC is five years. Operators can have up to three additional, five year lease extensions.

Both the YFAC and Senior Center are going through an extensive budgeting process to determine what their fees will look like. Per Walker, "The City has been careful in the YFAC agreement to give the YFAC the flexibility to charge the necessary fees needed for them to be successful." The YFAC will submit their fee schedule to the City Manager within 30 days of opening. There are caps on increasing their fees in any given year. Increased fees will also require approval from the City Manager. Both facilities will have a sliding fee scale that is based on income levels to ensure that fees are feasible for all people in the community.

The YFAC operators will continue to participate in City Council, planning and construction meetings as well as maintain participation on the Parks Board. Per the contract, when YFAC's final certificate of occupancy is received, the facility will be ready to open. Both the Senior Center and YFAC facilities will be open at least 65 hours/per week (this includes 4 consecutive hours on one weekend day), and both facilities will provide the City with a list of services and programming that they intend to offer. The City Manager will have access to these facilities, during any hour of operation, to see how the facilities are operating. The City Manager, or his designee, will serve on the Santa Fe Board of Directors and is required to review and approve facility policies including: how these facilities will be used; prohibitions against abuse of program participants; claims reporting and investigation; rental and booking policies; finance and accounting procedures; safety procedures; quarterly and annual reports outlining the services provided and how many people utilized the services; and financial records. The City reserves the right to audit these reports and has included their Non-discrimination Policy in both agreements.

Determinations have been established for who is responsible for routine maintenance, repairs, and supplies. In both agreements, the City is generally responsible for maintenance and repair of capital items. Capital items are items that are valued over \$5,000 with a life expectancy of over one year.

Norman Regional Hospital Systems will house their Ortho Central clinic on the second floor of the YFAC. Ortho Central will be the exclusive health care partner of the facility, providing optional on-site care to those in need. Teams utilizing the facility may elect to use their own medical team.

Remedies and termination clauses are still being developed for both facilities. Per Walker, "We definitely have to reserve the right to terminate the agreements for cause at any time. What we've struggled with in negotiations is, 'What if we just change our mind?' We know that Santa Fe is going to put in a significant amount of money in the startup costs for this facility. Obviously they are very concerned with the idea that we could just change our mind, and terminate, at any time in the next five years. We are working through the termination clauses to make sure that we have some assurance that if we want to get out, we can get out; but at the same time recognizing their (the other parties) significant financial investment."

Based on feedback from senior interest groups, the Senior Center will be called "Adult Wellness and Education Center". Since the Senior Center is not as big of a revenue generator as the YFAC, it will receive more support by the City. City contributions will include a maximum of \$125,000 per year for the first five-year term, providing utility assistance, janitorial services, lawn and landscaping services, pool maintenance, and fitness equipment. Discussions have also included providing some of the \$125,000 upfront for startup and hiring costs. The City is expecting the following activities/services to be available at the Adult Wellness and Education Center: group exercise, personal training, art instruction, social programs, physical therapy, message therapy, and other programs centered around wellness and education components. Employees at the Adult Wellness and Education Center will be employed by Healthy Living and not the City of Norman. Current employees of the existing Senior Center are welcome to apply with Healthy Living to continue their employment; however, other jobs within City of Norman have been identified for these individuals, thus they will not lose their employment status with the City of Norman.

Healthy Living has set up a separate Limited Liability Company (LLC) and the City has developed language in Santa Fe's contract to address the accounting side of the YFAC operations.

Member Cynthia Rogers made a motion recommending that the Adult Wellness and Education Center and the Young Family Athletic Center submit the required quarterly reports to the Norman Forward Sales Tax Citizen Financial Oversight Board. This motion was duly seconded by Member Alva Brockus. The motion passed unanimously.

Items submitted for the record:

Operator Agreement Draft
Healthy Living Agreement Draft

7. Annual Report

Members decided to table the Annual Report update at this time.

MISCELLANEOUS COMMENTS

The next meeting for the Norman Forward Citizens Financial Oversight Board will be April 4, 2023 at 3:30 PM.

Anthony Francisco commented that Board Member Bree Montoya has been elected to City Council. At the point that she is sworn in, she will have to resign from the Norman Forward Citizens Financial Oversight Board. She represents Ward 3. Francisco also commented that at least two members from this board have been elected to City Council.

Member Cynthia Rogers commented that she visited the Gathering Place in Tulsa. While there, she noticed how quiet the park was. She hopes that City of Norman will aspire to creating quiet parks with the use of sound barriers or possibly noise panels. She specifically mentioned Ruby Grant Park and how traffic noise influences its ambiance.

ADJOURNMENT

The meeting adjourned at 4:40 PM.

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



NORMAN FORWARD Implementation Plan
May 2016
Revised 3/2023

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, six 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

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 and Cherry Creek parks. Several other renovations have begun at Earl Sneed, Sutton Place, William Morgan, Tull's, Eastridge and Royal Oaks parks. New park construction at Songbird Park has been completed; and we have started construction at the new park in the Summit Valley/Bellatona neighborhood (officially to be named "Bentley Park"). 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:

- A quarterly electronic newsletter to stakeholders
- 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 may 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 the 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 are anticipated to be 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 amount of debt that was actually issued was significantly below the originally anticipated amount, resulting in interest savings to the Norman Forward program. 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	Published Budget	Current Estimate
▪ Canadian River Park	\$2 million	\$2,000,000
▪ Central Branch Library*	\$39 million	\$34,973,616
▪ East Branch Library*	\$5.1 million	\$4,786,483
▪ Griffin Land Acquisition	\$10 million	\$2,400,000
▪ Indoor Aquatic Center**	\$14 million	\$14,000,000
▪ Indoor Multi-Sport Facility**	\$8.5 million	\$11,528,369
▪ James Garner Avenue Extension	\$6 million	\$6,151,281
▪ Parks Projects	\$26.5 million	\$24,694,277
○ Westwood Tennis Center*	\$2 million	\$1,801,277
○ Saxon Park	\$2 million	\$2,000,000
○ Ruby Grant Park*	\$6 million	\$6,146,426
○ Andrews Park*	\$2 million	\$1,446,574
○ Existing Neighborhood Park Renovations	\$6.5 million	\$6,500,000
○ New Neighborhood Park Development	\$2 million	\$2,000,000
○ New Trail Development	\$6 million	\$4,800,000
▪ Senior Citizens Center	\$0	\$7,600,000
▪ Sports Complex Projects	\$23.5 million	\$23,500,000
○ Reaves Park	\$10 million	\$10,000,000
○ Softball & Football Complex	\$2.5 million	\$2,500,000
○ Griffin Park Soccer Complex	\$11 million	\$14,000,000
▪ Traffic Improvements	\$2.7 million	\$2,700,000
▪ Westwood Family Aquatic Center*	\$12 million	\$11,763,800
TOTAL PROJECT COSTS	\$149,300,000	\$149,097,826

* Final cost

** Combined as the Young Family Athletic Center

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.

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.

<i>Published Budget</i>	\$39,000,000
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<i>Final Expenditures</i>	\$34,973,616
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Timing

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



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.

<i>Published Budget</i>	\$5,100,000
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<i>Final Expenditures</i>	\$4,786,483
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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) gives the City control of the property for up to a 30-year period, at which time the City has a purchase option for the land. Rental payments of \$80,000 per year, to be paid with Norman Forward funds, will apply to the ultimate purchase of the land, if so desired by the City and ODMHSAS. 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.

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

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>	\$ 2,400,000
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Timing

Based on the negotiated lease, rental payments to the ODMHSAS will be made annually and phased construction of the soccer complex facilities are underway. At the end of the first 15-year Norman Forward period, consideration will be made as to the purchase of the land or the continuation of the lease.

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

Description

The combined Indoor Multi-Sport and Aquatic Center will be 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 will feature 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 will each house 8 basketball courts with 12 volleyball courts. Norman Regional Health System is developing the “NMotion” space which will serve as a sports and human performance center and physician clinic. Other Young Family Athletic Center amenities include concessions, a small retail space, administrative offices, tournament and team breakout rooms, public restrooms, and other standard support areas.

Scope

The site for the NORMAN FORWARD Young Family Athletic Center in the University North Park development has been acquired, southeast of the intersection of Rock Creek Road and 24th Avenue N.W. This site will locate the Young Family Athletic Center 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. The operating structure is dependent upon successful operating agreements between the City of Norman, Norman Public Schools, Norman Regional Health System, the Sooner Swim Club, and the chosen third-party operator, Santa Fe Family Life.

Supplemental funds have been 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 will pay for the portion of the project cost attributable to the “NMotion” facility.



YFAC Funding Sources

Norman Forward	\$22,500,000
Norman Forward Roads/Streets	\$328,359
Additional Norman Forward Fund Balance	\$1,500,000
Room Tax Bond	\$3,801,683
Norman Forward Trails Project	\$1,200,000
UNP TIF Fund	\$2,734,791
Trae Young Family Foundation	\$4,000,000
Norman Regional Health System	\$6,966,000
<i>Total Published Budget</i>	<i>\$43,030,000</i>

Preliminary Estimated Budget

Land Acquisition / Site Prep / Infrastructure	\$163,000
A&E / Design / Testing	\$2,425,475
Construction & FFE	\$40,018,534
Project Contingency	\$423,817
<i>Total Project Budget</i>	<i>\$43,030,000</i>

Timing

This project broke ground in July of 2021, and construction is underway with a scheduled completion of Fall 2023.

James Garner Avenue Extension*Description*

The James Garner Avenue Extension will provide 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 will include public art enhancements in commemoration of Norman native, multiple EMMY Award winning, Hall of Fame actor James Garner. The James Garner Avenue Extension will intersect with Flood Avenue with a modern roundabout north of Robinson Street.

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

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

Timing

The James Garner Extension project has been broken into "phases", to accommodate the first phase to be completed in conjunction with the opening of the new 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 planned to proceed in spring of 2023. City Staff has secured \$4.8 million of Federal funds for this project. The project is estimated to complete construction in spring 2024.



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: \$2,000,000; 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: \$1,446,426).
- Existing Neighborhood Park Renovations: as per revisited 2009 Parks Master Plan recommendations. Renovations have been completed at seven parks, and two 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 and the new “Bentley Park” is currently underway 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).

Published Budget \$25,000,000

Preliminary Estimated Budget

Land Acquisition / Site Prep / Infrastructure	\$1,440,000
A&E / Design / Testing	\$1,240,000
Construction & FFE	\$20,580,000
Project Contingency	\$1,740,000
Total Project Budget	\$25,000,000

Timing

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

Senior Citizens Center

Description

The NORMAN FORWARD Ordinance included the following language:

To construct and to equip a Senior Center through renovation of an existing facility or construction of a new free standing facility at a location to be determined by Council, after consideration of the desires of Norman citizens who would likely use the facility, functionality of proposed facility, and feasibility including how to accomplish other voter authorized municipal complex improvements:

To be funded from proceeds that can be generated from the sale of General Obligation Bonds authorized by voters in 2008, or from revenues generated from the Norman Forward Quality of Life Projects Sales Tax of 2015, to be located in the vicinity of Andrews Park or another site shown to be reasonably available for this purpose.

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 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 "Senior Wellness Center" will be a part of Norman Regional's planned Porter Health Village.

The proposed 30,000 square foot center is set to include 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. Non-profit third party operator Healthy Living & Fitness will operate the facility.

<i>Published Norman Forward Budget</i>	<i>\$0; Amended to \$7,600,000</i>
<i>CARES Act Funding</i>	<i>\$4,800,000</i>
<i>Norman Regional Land Swap Proceeds</i>	<i>\$426,000</i>
<i>Sale of 718 N Porter*</i>	<i>\$1,197,277</i>

**temporarily transferred from the General Fund due to the pending status of the sale of 718 N Porter.*

<i>Preliminary Estimated Budget</i>	
Land Acquisition/Site Prep/Infrastructure	\$427,551
A&E / Design / Testing	\$832,000
Construction & FFE	\$12,283,002
Project Contingency	\$480,996
Total Project Budget	\$14,023,277

Timing

The project officially broke ground in November 2021 and has an estimated completion date in Summer of 2023.



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 programs 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. (\$11,000,000).

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	\$18,410,000
Project Contingency	\$1,410,000
Total Project Budget	\$23,500,000

Timing

Final master plans and engineering designs have been completed for the Reaves Park and Griffin Park Sports Complexes. Reconstruction of 11 of 22 soccer fields at the Griffin Park Soccer Complex has been completed, and more fields and facilities will be completed over the next few months with an estimated completion of Summer 2023. 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 will make land available for the planned expansion of baseball and softball fields at Reaves Park which is currently scheduled to be 100% completed by Spring 2023. Relocated youth football (Ruby Grant) and adult softball (Reaves) facilities, originally planned at a new stand-alone site, are complete and nearly complete respectively.

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 are underway. Access improvements to the YFAC, including construction of "Trae Young Drive" are also underway.

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>\$11,755,659</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
- East Branch Library
- Westwood Family Aquatic Center
- Indoor Multi-Sport Facility
- Indoor Aquatic Center
- Sports Complex Projects: Reaves Park, Griffin Park
- Park Projects: Westwood Tennis Center, Ruby Grant, Saxon & Andrews
- James Garner Avenue Extension
- Senior Wellness Center

IV. Project Timeline

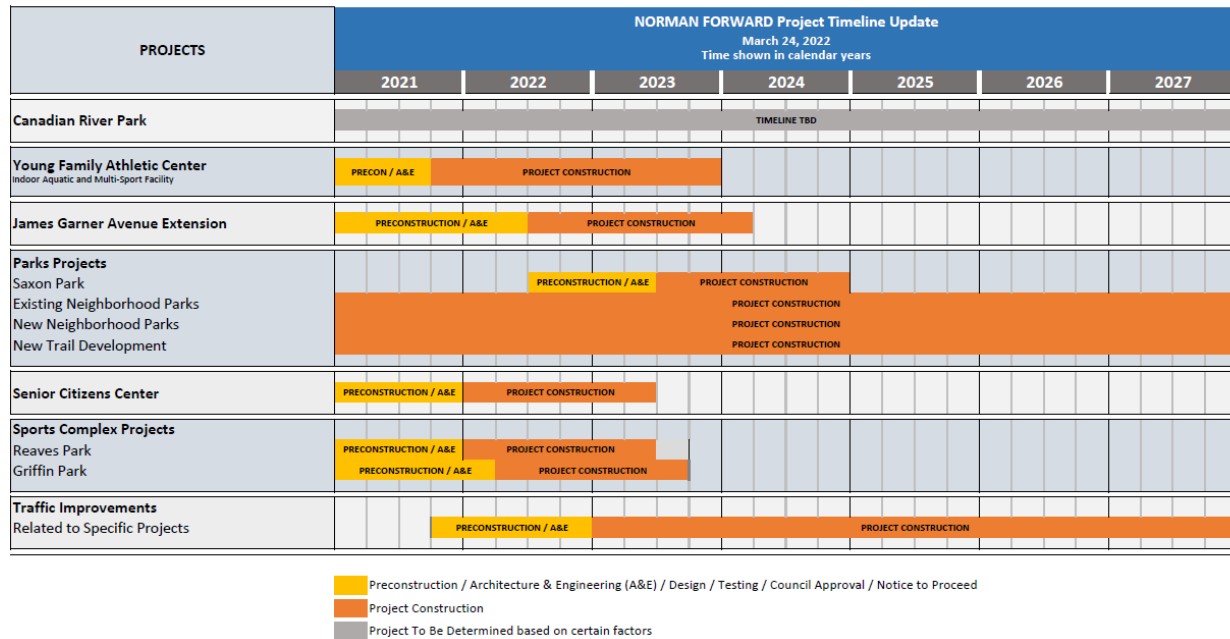
As part of the Implementation Plan, steps were taken to determine the order in which the projects, or phases of projects, would take place in the program. To complete this task, the Program Manager attended Citizens Financial Oversight Board meetings, ad hoc advisory group meetings, and worked with City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

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 will assist 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 CFOB Annual Report

For the period October 1, 2020 – December 31, 2021

NORMAN FORWARD SALES TAX FUND

Use Tax Growth Factor (FYE 2021 - FYE 2.31)																	
Sales Tax Growth Factor (FYE 2020-FYE 2031)																	
2.00%																	
Beginning Fund Balance																	
	FYE 16	FYE 17	FYE 18	FYE 19	FYE 20	FYE 21	FYE 22	FYE 23	FYE 24	FYE 25	FYE 26	FYE 27	FYE 28	FYE 29	FYE 30	FYE 31	TOTAL
Revenues																	
Sales Tax	\$3,036,583	\$9,101,963	\$9,101,396	\$9,249,871	\$9,280,292	\$9,951,030	\$11,945,244	\$11,945,500	\$12,184,410	\$12,428,098	\$12,676,660	\$12,910,193	\$13,188,297	\$13,452,573	\$13,721,625	\$9,488,972	\$173,683,208
Use Tax	\$710,671	\$535,679	\$710,671	\$946,909	\$1,056,880	\$1,496,071	\$1,746,400	\$1,920,980	\$2,017,029	\$2,117,880	\$2,223,774	\$2,324,963	\$2,431,711	\$2,574,297	\$2,703,012	\$2,828,162	\$27,825,080
Interest/Investment Income	157,660	114,127	595,431	883,333	\$70,925	177,820	151,866	1,000,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	\$201,508,208
UT Trans - Portland Region Tax	3,790	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UT Trans - Water Rd UNP TIF Fund	0	0	0	0	54,419	4,776,381	3,801,683	\$	\$	\$	\$	\$	\$	\$	\$	\$	0
UT Trans - General Fd	0	0	0	0	52,979	4,800,000	2,188,372	\$	\$	\$	\$	\$	\$	\$	\$	\$	0
Donations/Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal	\$3,198,033	\$9,751,769	\$10,415,998	\$11,080,113	\$11,155,495	\$21,201,302	\$20,217,124	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$230,518,472
Bond Proceeds	\$3,198,033	\$9,751,769	\$10,415,998	\$11,080,113	\$11,155,495	\$21,201,302	\$20,217,124	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$96,360,000
Total Revenue	\$66,358,033	\$40,701,769	\$10,415,998	\$11,080,113	\$11,155,495	\$43,451,302	\$20,217,124	\$17,766,400	\$17,626,439	\$14,970,979	\$15,325,435	\$15,690,157	\$16,065,509	\$16,451,870	\$16,849,636	\$12,752,134	\$326,878,472
Expenditures																	\$35,021,027
Norman Public Library - Central	2,575,148	3,125,305	11,766,327	\$	19,004	61,036	31,269		720,000	773,785	450,000	650,000	650,000	650,000	650,000	-	\$4,790,972
Norman Public Library - Central	157,000	647,440	3,555,919	4,182,891	\$5,462,600	-	-		650,000	650,000	650,000	650,000	650,000	650,000	650,000	-	\$4,790,972
Norman Public Library - East					4,408	-	3,333										\$11,763,799.84
Norman Public Library - East	268,899	7,208,819	3,080,989	78,572	\$8,141	2,435,788	10,480										\$
Westwood Park Complex						-	-										
Westwood Park Complex					3,347,014	2,435,788	10,480										\$
Park Development - Ruby Grant						26,255	193,210										\$1,801,277
Park Development - Ruby Grant						352,386	193,210										\$2,810,480
Park Renovation - Existing Parks						95,620	34,000										\$6,590,243
Park Renovation-New Neighborhood Parks						1,011,482	22,289										\$2,000,448
Park Renovation - Andrews																	\$1,470,152
Park Renovation - Toms Center																	\$1,801,277
Park Renovation - Toms Center																	\$4,895,459
Park Development - Trails																	\$1,806,739
Sports Complex - Revere																	\$2,500,000
Sports Complex - Revere																	\$14,000,000
Sports Complex - Griffin																	\$11,717,293
Sports Complex - Griffin																	\$17,712,707
Indoor Multi Sports Facility																	\$2,420,000
Indoor Multi Sports Facility																	6,323,858
Griffin and Acquisition																	\$14,000,000
James Farmer Avenue																	\$7,616,941
James Farmer Avenue																	\$2,700,000
Indoor Aquatic Center																	\$1,196,072
Canadian River Park																	
Senior Center																	
Traffic Improvements																	
Debt Insurance Costs																	
Subtotal	\$3,639,649	\$12,075,501	\$21,547,996	\$16,067,091	\$12,367,513	\$10,657,280	\$14,631,966	\$16,265,295	\$26,154,253	\$3,883,745	\$1,980,000	\$1,200,000	\$2,970,000	\$1,996,000	\$3,141,000	\$1,520,000	\$172,085,949
2015 Note (Interest Special Down)	\$3,450,270	\$11,508,335	\$21,966,013	\$7,116,310	\$7,028,444	\$6,911,031	\$7,258,323	\$17,194,471	1,002,024	496,459	520,500	545,775	572,314	601,180	629,439	660,161	\$5,641,823
2017 Note (Interest Special Down)	\$10,160,000	\$423,815	\$0	\$0	\$0	\$314,825	\$3,778,680	\$17,194,471	1,002,024	496,459	520,500	545,775	572,314	601,180	629,439	660,161	\$1,200,270
2019 Note (Interest Special Down)	\$22,250,000																\$1,400,000
UT Transf - CIP																	
UT Transf - Public Art Fund																	
Operating Expense - Indoor Aquatic Ctr																	
Project Oversight Services																	\$4,202,625
UT Trans - Westernwood Fund																	\$4,455,004
Capital Equipment																	\$125,000
Debt Service - 2015 Note (Bank Loan)	\$431,160,000																\$53,266,208
Debt Service - 2017A Note (Bank Loan)	\$30,990,000																\$3,633,458
Debt Service - 2020 Note (Bank Loan)	\$22,750,000																\$2,927,517
Total	\$66,358,033	\$40,701,769	\$10,415,998	\$11,080,113	\$11,155,495	\$43,451,302	\$20,217,124	\$17,766,400	\$17,626,439	\$14,970,979	\$15,325,435	\$15,690,157	\$16,065,509	\$16,451,870	\$16,849,636	\$12,752,134	\$300,641,187
Total Expenditures	\$3,789,183	\$14,457,721	\$25,169,445	\$20,504,884	\$17,311,171	\$16,154,657	\$23,297,071	\$46,880,435	\$37,140,473	\$15,191,066	\$12,694,991	\$12,726,336	\$14,708,310	\$13,260,225	\$15,854,984	\$11,497,406	\$300,641,187
Net Difference	\$42,568,850	\$26,244,048	(\$14,753,447)	(\$9,424,771)	(\$6,156,676)	\$27,296,645	(\$3,079,947)	(\$29,113,955)	(\$19,514,434)	(\$320,118)	\$2,630,443	\$2,961,420	\$1,357,199	\$3,191,645	\$993,653	\$1,254,728	\$26,237,285
Ending Fund Balance	\$42,568,850	\$68,812,899	\$54,059,452	\$44,634,680	\$38,479,004	\$65,775,649	\$62,695,703	\$33,581,748	\$14,007,314	\$13,847,196	\$16,477,619	\$19,439,060	\$20,796,259	\$23,997,904	\$24,982,557	\$25,977,285	\$26,237,285
Reserves																	
Reserve for Bond Proceeds	39,700,561	58,628,511	37,562,492	22,098,198	14,169,354	29,193,498	18,196,495	1,002,024	0	0	0	0	0	0	0	0	0
Sales Tax Dollars Available for New Projects	2,868,289	10,184,388	16,496,960	22,536,482	24,309,650	36,582,151	44,499,207	32,479,724	14,007,313	13,847,196	16,477,619	19,439,059	20,796,258	23,997,904	24,982,556	26,237,285	26,237,285
Total Reserves	\$42,568,850	\$68,812,899	\$54,059,452	\$44,634,680	\$38,479,004	\$65,775,649	\$62,695,703	\$33,581,748	\$14,007,314	\$13,847,196	\$16,477,619	\$19,439,060	\$20,796,259	\$23,997,904	\$24,982,557	\$25,977,285	\$26,237,285

**THE CITY OF NORMAN/NORMAN MUNICIPAL AUTHORITY
NORMAN FORWARD CITIZEN FINANCIAL OVERSIGHT BOARD
ANNUAL REPORT
FOR THE PERIOD JANUARY 1, 2022 – MARCH 31, 2023**

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:

Misty Grantham; December 22, 2023
Saidy Orellana; December 22, 2023
Andy Sherrer; December 22, 2023
Erik Paulson; December 22, 2024
Linda Price; December 22, 2024
Andy Rieger, December 22, 2024
Alva Brockus; December 22, 2025
Bree Montoya; December 22, 2025
Cindy Rogers; December 22, 2022

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

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

- New Central Branch Library - \$39,000,000 (Completed 11/2019; \$34,973,616)
- New East Branch Library - \$5,100,000 (Completed 7/2018; \$4,790,971)
- James Garner Avenue Extension - \$6,000,000 (Estimated Completion 12/2023)
- New Indoor Aquatic Facility - \$14,000,000 (Estimated Completion 12/2023)
- Westwood Pool Reconstruction - \$12,000,000 (Completed 5/2017; \$11,763,800)
- Westwood Tennis Center - \$1,000,000 (Completed 9/2018; \$1,801,277)
- Reaves Park Baseball Complex - \$10,000,000 (Estimated Completion 3/2023)
- Griffin Park Land Purchase - \$10,000,000 *(Now \$2,400,000 for lease payments)
- Griffin Park Soccer Complex - \$11,000,000 (Estimated Completion 9/2023)
- New Football/Softball Complex - \$2,500,000 (Completed 10/2022; \$2,183,641)
- New Indoor Multi-Sport Facility - \$8,500,000 (Estimated Completion 12/2023; \$29,000,000 – 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; \$1,446,574)
- Canadian River Trails Park Development - \$2,000,000
- Road and Infrastructure Improvements - \$2,700,000
- Senior Citizen's Center – TBD *(Now \$7,600,000 Reprogrammed)
- Public Art Installations – TBD (Now \$1,200,000)

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

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

The Citizen Financial Oversight Board (CFOB) began meeting in January, 2016 and has been reviewing documents, reports and Council actions since then. During this reporting period, meetings of the full CFOB were held on February 1, 2022; February 28, 2022; May 24, 2022; July 12, 2022; October 25, 2022; December 6, 2022; January 31, 2023; and March 21, 2023. Significant items discussed and reviewed over the current reporting period include the following:

- Construction Progress Tours at Young Family Athletic Center (YFAC), Reaves Park Baseball/Softball Complex and Senior Wellness Center
- Review of Operating Agreements for the Senior Center and YFAC
- Construction documents and Financing Arrangements for James Garner Avenue Extension

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.

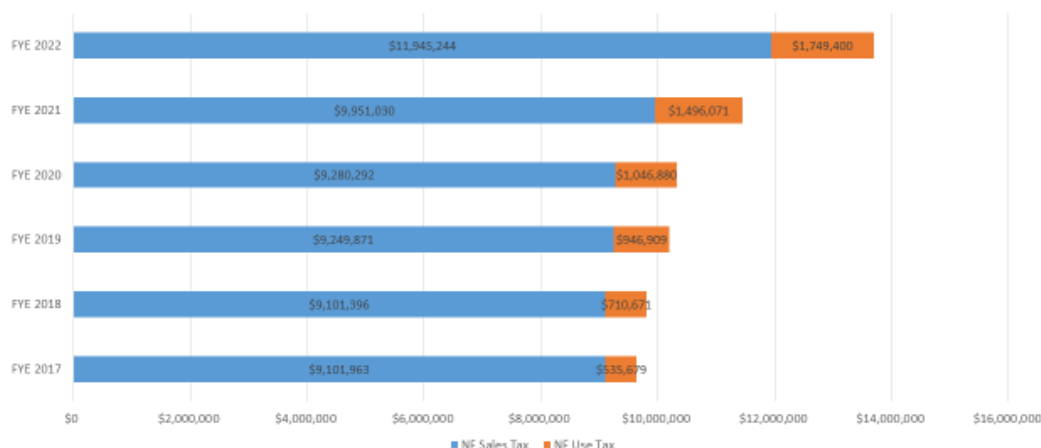
NORMAN FORWARD Pro Forma Financial Projections

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 about four percent (4%) below projections.

Norman Forward Sales and Use Tax Revenue



Sales/Use Tax Growth Rates

	Sales Tax Variance (%)	Use Tax Variance (%)
FYE 2018	-0.01%	32.67%
FYE 2019	1.63%	33.24%
FYE 2020	0.33%	10.56%
FYE 2021	7.23%	42.91%
FYE 2022	20.04%	16.93%

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

NORMAN FORWARD Revenue and Expenditure Reports

At each of its meetings, the Board is presented with financial reports on projected and actual sales tax collections and expenditures by project. 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 4.5% below the original projections (see attached Sales Tax Revenue reports). This condition has actually improved substantially in recent months as City sales tax revenues have grown at historic rates (at last year's reporting period, combined sales and use tax collections were 6.5% below the original projections). 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 – Erik Paulson
 Griffin Park Soccer Complex – Linda Price
 Reaves Park Baseball/Softball Complex – Completed
 Indoor Aquatic Center/Indoor Multi-Sport Center – Alva Brockus
 Ruby Grant Park – Completed
 Youth Football/Adult Softball Facility – Completed
 Saxon Community Park – Cynthia Rogers

CFOB Review of City Council Actions

At each of its meetings, the CFOB receives and reviews any City Council or Norman Municipal Authority actions that have been taken since the CFOB last met that impact the NORMAN FORWARD Sales Tax program. The Board has an understanding of its review authority and its ability to timely report back to the Council and/or the public on any Council/NMA actions which the Board believes would not be in the best interest of the NORMAN FORWARD program, or which the Board may believe to be in conflict with the tenets of the NORMAN FORWARD Ordinance. The reports and recommendations that the Board has made to the Council during this reporting period are attached.

NORMAN FORWARD Program Management Consultant

Early in the 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 competed or are nearing completion, the services of the Program Manager to the CFOB have terminated. ADG continues to provide Construction Management services to some individual projects at this time.

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. Developments related and adjacent to the YFAC and the Senior Center have also been discussed.. The Board's discussion of this information forms the basis for Board recommendations on its review of Council actions taken related to the NORMAN FORWARD program.

During this reporting period, the Board is pleased with the progress made on many Norman Forward projects. Several neighborhood park renovation projects have been completed. Norman Forward's construction of the Reaves Park Baseball/Softball Complex has been recently completed, and the Griffin Park Soccer Complex, Senior Wellness Center (Adult Wellness and Education Center, or "AWE") and Young Family Athletic Center (YFAC) are in advanced construction stages. Road improvements are being made to improve access to the YFAC and Griffin Park facilities, and the long-awaited James Garner Avenue extension project is under construction. Public art installations have been completed at the Central and East Branch Libraries, the Westwood Tennis/Swimming/Golf Complex, Andrews Park and Ruby Grant Park, and public arts designs and artist selections have been made for Young Family Athletic Center and the AWE Center.

NORMAN FORWARD is delivering on its promises to the residents of and visitors to Norman. Within the next year, all of the major Norman Forward projects will have been completed and residents of and visitors to Norman will be enjoying them. Considering that the temporary taxing period for Norman Forward is only about halfway through its term, the progress of the projects is a tremendous success story.

Facility Operations

The Board has turned much of its attention to the review of proposed third-party operating agreements for the YFAC and AWE Center. The Board considers it to be among its major responsibilities to help to ensure the efficient and cost-effective operation of major Norman Forward-funded facilities after they have been constructed. At this writing, the operating agreement for the AWE Center is being negotiated with Healthy Living Norman, LLC and is nearing a final contract form to be presented to the Council. The agreements for operation of the YFAC are being negotiated with Santa Fe Healthy Living, Incorporated and with Norman Regional Health System. The Board has received ongoing updates, contract drafts and information from the City Attorney and other City staff involved in the negotiation of these contracts. As the contracts are finalized, the Board will give final review and make recommendations to the Council as to their approval. In relevant point and in keeping with the mission of the CFPB, however, the Board has included requirements for the operators to make periodic reports to the Board after the facilities are open and operating.

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.