

City of Bel Nor, Missouri
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Work Session | October 6, 2026, 6:30 PM

8416 Natural Bridge Rd 63121

Full agenda packet can be found at www.cityofbelnor.org > Government > Meeting Agendas and Minutes

1. **Call to Order and Roll Call**
2. **Closed Session pursuant to RSMo § 610.021(1) - Legal Actions, Causes of Action or Litigation.**
3. **Continued planning & discussion for the Bel Nor 2031 Strategic Plan and 2027 Budget**
4. **Adjournment (closed session if required)**

Accessibility Statement: The City of Bel-Nor will provide reasonable accommodations for individuals with disabilities. Please contact City Hall at least 72 hours in advance if accommodations are needed.

Closed Session Notice: Notice is hereby given that, in accordance with RSMo Chapter 610, the Board may vote to enter into closed session, pursuant to a motion duly made and adopted, for the purpose of discussing matters relating to legal actions, causes of action, or litigation; privileged communications between the Board and its attorney; lease, purchase, or sale of real estate; hiring, firing, disciplining, or promoting employees; preparation for negotiations with employee groups; bidding specifications; proprietary technology materials; or records and matters otherwise protected from disclosure by law. Any minutes, votes, settlement agreements, or public records relating to these matters will be made available upon final disposition as required by law.

City Hall Hours: Tuesday, Thursday and Friday | 8:30 AM – 4:30 PM

Bel Nor 2031

Draft strategic planning package for community review

State of Bel Nor • Strategic Plan • Governance Commitments • Implementation Matrix • FY2027 Budget Alignment • Annual Scorecard

Planning horizon 2027 through 2031

Prepared for the Mayor and Board of Aldermen

Working draft dated October 5 2026

What this draft asks us to decide

This draft brings together what we have learned from the 2026 planning process and the City's work this year. It proposes a direction for the next five years and a way to track progress each year. We are asking everyone to help check the facts, review the vision and goals, and choose work that our staff and contractors can realistically complete in 2027. Those choices will guide the plan and the 2027 budget.

The recommendation is to keep essential services reliable and protect the City's finances while planning ahead for maintenance and making property programs and resident services more consistent. Larger projects and expanded services will need a clear description of the work, enough people to carry it out, and a way to pay for it.

The goals, targets, dates and assignments in this package are suggestions for discussion unless the text identifies an existing program or an earlier decision. Approving the plan gives us shared direction. Contracts, approved spending amounts, tax rates, property purchases and changes to City laws will still need their own approvals.

Contents

- 1 State of Bel Nor
 - 2 Strategic Plan for 2027 through 2031
 - 3 Board Governance Commitments
 - 4 Implementation Matrix
 - 5 Connecting the 2027 budget to the plan
 - 6 Annual Strategic Plan Scorecard
- Planning foundation and next steps

How the pieces fit together

The original planning guide described the documents we would prepare and the seven suggested goal areas. This package keeps the work from earlier sessions together without asking everyone to review separate reports for every phase. Each objective has a short label, such as I1 for the first infrastructure objective. The same labels appear in the plan, work schedule, budget tables and progress report so readers can follow an item from one section to another.

Document	Purpose	Board direction needed
State of Bel Nor	Describe where the City stands in 2026.	Check facts, dates, ownership and missing information.
Strategic Plan	Describe the community we hope to be in 2031 and the work to get there.	Keep, change, add or remove objectives.
Governance Commitments	Set shared expectations for governing.	Confirm behavior and annual review.
Implementation Matrix	Show who does what, when, how we check progress and what costs to consider.	Choose what starts first and what should start later.
Budget Alignment	Connect selected priorities with the budget for each fund.	Choose services and spending amounts we can afford.
Annual Scorecard	Report results and decisions needed.	Agree on what to track and who provides the updates.

What this draft is based on

The source notes identify planning records, City reports and earlier working discussions that support this package. Community input, surveys, Board and public discussions, mapping and the City's work throughout 2026 are considered together. Suggested actions remain proposals until the Board approves them.

The planning process has included extensive outreach and repeated opportunities for residents, property owners, businesses and nearby partners to participate. Feedback generally affirmed the themes presented for discussion. This draft brings that input together without treating participation as a statistical poll of every resident.

Questions for Session Five

- Review whether the suggested vision, values and seven goal areas reflect what we have heard.
- Choose first-year results that staff and contractors have time and resources to deliver.
- Decide which items need research or design first and which are ready for construction or a service change.
- Discuss the City's financial cushion, police-service options and Public Works needs so staff can build the budget around clear choices.
- Identify any corrections or refinements needed before sharing the draft publicly, and incorporate additional community input as the review continues.
- Set dates to share the draft, receive public comments, make changes and consider approval. Phase Six will remain the review and adoption phase.

Community input will continue through draft review. The final plan will reflect feedback received before adoption.

1 State of Bel Nor

Our community and City government today

Bel Nor is a small, mostly residential city in St. Louis County. It is a fourth-class city, which describes its form of municipal government. Earlier planning discussions used an estimate of about 1,350 to 1,440 residents and roughly 794 homes or residential properties. Before the report is final, we need to identify the population source and date and check whether the housing figure counts homes, housing units or properties. These working estimates should not be described as one verified census count.

A Mayor and four alderpersons represent Bel Nor's two wards. The working list for this draft is Mayor Anna Vogel; Ward One alderpersons Ryan Brockschmitt and Terri Durand; and Ward Two alderpersons Evelyn Days and Mike Capstick. A shared plan can help the City carry its priorities forward when officials change. Clear decisions and records of the work will help future Boards understand what was agreed to and why.

Planning input consistently describes Bel Nor through its distinctive and historic homes, mature trees, quiet residential streets, green space, walkability, diversity, friendly neighbors and neighborhood pride. Residents also raised affordability and improving homes without pushing existing residents out. These shared themes guide the plan.

Who provides City services

Function	Working 2026 arrangement	Planning implication
Administration	City Administrator and City Clerk; Administrator started January 2026, Clerk May 2026.	Write down working steps and protect time for service and projects.
Code and technical review	Part-time contracted code enforcement and professional help with inspections and plan review.	Set clear follow-up steps and arrange backup inspections.
Public Works	Limited part-time and contractor help; staffing changes and laborer hiring underway.	Choose a work plan we can keep up with before adding projects.
Professional services	Outside help with law, accounting, audit, IT and technical work.	Agree on results, information handoffs, backup help and contract review.
Police	Contracted services through St John Police Department.	Review service and cost; agree on responsibilities and communication.
Court	Current arrangement and other options under review.	Plan for records, uninterrupted service, costs and any approved change.

With a small staff, the City may have money for a project but still need more time or help to complete it. Volunteers and contractors can make more work possible. Each task also needs a staff member responsible for keeping it moving and following up.

State of Bel Nor finance

A fund is a way to keep money separate for a particular purpose. The General Fund pays for many day-to-day City services. Other funds have rules about how their money can be used. A reserve is a financial cushion for unexpected needs and interruptions in income. In this package, the 2027 fiscal year means January through December 2027.

Reports during 2026 show substantial cash in City accounts and, at several points, more money coming in than going out. We still need to finish checking the books before calling any amount a final surplus or money available for new projects. Corrections to County payments, money owed between funds, existing bills and year-end changes all affect that answer.

Working measure	Amount or status	Interpretation
September 17 reporting snapshot	About \$623,000 received and \$523,000 spent.	Rounded figures for that date, not a year-end prediction.
Cash across accounts	Approximately \$1.21 million in September.	Includes money that can only be used for certain purposes.
Estimated General Fund money without special-use restrictions	Approximately \$532,000 in September discussion.	Check timing, bills and money owed between funds before using the figure.
Original amount owed between funds	Approximately \$506,222 in original analysis.	Original amount; not presented as the amount still owed in October.
Approved hybrid repayment direction	\$350,000 first; about \$156,222 over two to three years.	Verify posted transfers and current schedule.
Suggested General Fund financial cushion	About eight months; about \$407,000 in September calculations.	Staff suggestion; approval of a formal policy not confirmed.
Example of possible one-time project money	Approximately \$90,000-\$100,000 under September projection.	Possible one-time amount, not approved spending or income that repeats each year.

The figures in the table are dated planning snapshots. The proposed annual budget will use updated fund balances, outstanding commitments and the reserve calculation selected by the Board.

Checking accounts and finishing debt payments

Some money belonging to different City funds has been held together in bank accounts. We need records that show how much belongs to each fund, regardless of where it is deposited. Earlier September discussions describe transfers started under the approved repayment plan. We still need to confirm that both sides were entered in the books, the payments cleared and the remaining balances are correct. Monthly fund allocations and differences in Debt Service records need to be resolved before the 2027 starting balances are finalized.

Earlier information reports a September line-of-credit payoff of \$35,173.35. A line of credit is money the City can borrow when needed. Staff should confirm that the bank account for the loan is closed and that the borrowed amount and interest are recorded correctly. The City's general-obligation bond also reached its final-payment period in 2026. We need to confirm that payment cleared and finish checking the Debt Service Fund before deciding whether any remaining money can be used elsewhere.

Staff has been working on, or proposing, clearer accounting categories, invoice checks, reports for each fund and a review of banking services. Reducing the number of bank accounts should still allow us to track each fund's money separately. The budget also needs to use the final approved tax rates from the September 25 decision and the County's expected revenue figures. This plan does not set a tax rate.

State of Bel Nor infrastructure and facilities

Streets sidewalks and walking routes

Street lengths add up to about 6.13 miles: 1.05 miles in the Horatio Park group and 5.08 miles in the main Bel Nor group. An engineer has not verified it, and it is not yet a confirmed list of every street the City maintains. Normandy Drive and Natural Bridge were listed separately and left out of this subtotal. We should check our street guide for accuracy on who maintains those roads and where every street measurement begins and ends before publishing a final figure.

The working map identifies about 0.31 mile of sidewalk or walking-path features in the Horatio Park area. Walking conditions differ across the City, and some streets do not have sidewalks. A coordinated sidewalk inventory will record measured lengths, condition, missing connections and maintenance responsibilities.

Planning input repeatedly identifies pavement, sidewalks, curbs, signs, road markings, lighting and safe walking as priorities. The City's mapping and maintenance records provide a starting point for bringing condition information, repair needs and cost estimates into one coordinated work schedule.

Public spaces and City buildings

The working map estimates about 37,058 square feet of traffic islands and gazebo pocket space, or 0.85 acre, across Bel Nor and Horatio Park. Mapped park and other greenspace parcels total about 1.77 acres, including Clearview Park and the Horatio-area parcels. Together, these categories represent approximately 2.62 acres. Separately mapped monument and garden features include about 2,369 square feet of monument gardens and sign area, plus about 1,296 square feet of garden beds within park areas; those garden beds are not added again to the park acreage. These are rough planning measurements, rather than surveyed boundaries or a determination of ownership.

City Hall and City-owned commercial buildings need care over time, including maintenance, accessibility, insurance, utilities and lease responsibilities. The City is entering restaurant lease negotiations for the City-owned building at 8418 Natural Bridge Road. Negotiations should clearly address rent, building improvements, maintenance, utilities, insurance and each party's responsibilities. The building plan and budget will use the agreed terms once approved.

Ideas such as new park features or a dog park remain open for consideration. Before choosing a project, we should understand who would use it, who owns the site, what it would cost to build and how it would be maintained. Current spaces also need reliable help for watering, seasonal landscaping, routine maintenance and storm cleanup.

Information we still need

Create one list of public property that shows its location, owner, condition, who maintains it, recurring work, the last inspection and the proposed timing of major repairs. The list should make clear which places are inside Bel Nor and which are nearby resources or partners. A familiar place name does not confirm its location or ownership.

State of Bel Nor housing trees and safety

Caring for homes and neighborhoods

Bel Nor's existing homes are an important part of the community. People have asked us to preserve them, encourage homeownership and address vacancy or deterioration earlier. The City can help through consistent property programs, clear information, referrals to home-repair resources and legal options reviewed for the situation. A funded repair-loan program, City purchase of properties, historic district or demolition policy would each need a separate decision. None is assumed in this draft.

Throughout 2026, the City has worked to make property-code, permit, rental and occupancy services more consistent. This includes clearer notices, photographic records, iWorQ case tracking, inspections, follow-up and better scheduling. Rental work includes annual registration and inspections, January registry renewals and certificates tied to changes in tenant, ownership or use. Dependable inspection coverage and clear guidance will help residents and property owners understand what is needed and what happens next. Detailed activity counts belong in regular service reports; this plan focuses on reliable service and follow-through.

Caring for trees and gardens

The City's tree work includes Missouri Department of Conservation assistance of up to \$25,000 for eligible tree-risk reduction, replacement, supplies and public education. The working funding arrangement is 90 percent grant funding and a 10 percent City contribution, with work and reimbursement deadlines in 2027. The budget and work schedule should follow the signed agreement's covered expenses, City share and payment dates.

The longer-term need is a yearly tree-care program covering risk, pruning, removal, replacement, watering and whether new trees survive. That work needs clear ownership records and planting standards. Volunteers, group pricing and grants can help. Signs in gardens should accurately describe the site and any confirmed certification or connection to an organization.

Public safety and municipal court

Bel Nor contracts with St John Police for service. September discussions included rough yearly costs of \$168,000 for the current arrangement, \$225,000 for one patrol-sector option and \$300,000 for a combined option. These are early estimates, not directly comparable bids or approved changes. We need written details about coverage, staffing, dispatch, any changeover, expected service and contract terms to compare the options fairly.

When residents raise traffic concerns, the City should record a response based on the location and conditions. Earlier public discussion included preferences for rolling speed humps and additional warning signs. Those suggestions remain input to consider; they have not been approved for installation. Cameras also remain an option that would need a clear purpose and review.

The court's older cases and records take staff time and resources to manage. Earlier discussions describe roughly 600 old warrants, several boxes of records and estimated annual costs well above the fines received each month. Options have included County, circuit-court and neighboring-city arrangements. The possible providers and terms have changed during discussions. This draft therefore leaves the choice, price and timing open for a current comparison.

State of Bel Nor systems and readiness

City tools records and ways to reach us

The City uses Microsoft 365, SharePoint and Teams; QuickBooks Online; iWorQ for permits and code cases; its website and newsletter tools; and a phone system that can be used away from City Hall. Shared records and clear instructions can help a small staff provide dependable service. The first priority is to use and document these tools well before deciding whether more software is needed.

Report a Concern gives residents a way to submit non-emergency requests and helps staff assign them and follow up. Requests made by phone, email, online or in person should reach the same tracking system. Planning input also supports clear information about walk-in hours and staff availability by phone or email.

Payment instructions, financial records, permits, case letters, agendas, contracts and project decisions need an organized shared location with appropriate access and backups. Written procedures should identify who maintains each record and how staff and contractors pass information along.

City rules and existing plans

City ordinances, or local laws, and program rules guide zoning, permits, property maintenance, trees and other services. Zoning determines what uses and buildings are allowed in each area; property-maintenance rules address how properties are cared for. A coordinated review of the zoning map, rules and application steps can help protect neighborhood character while making appropriate home and business investment easier to understand. The City should also keep an accessible list of current plans and policies, including the proposed procurement, purchasing and financial policy, with approval and review dates.

Community input and nearby partners

Bel Nor has carried out extensive outreach through surveys, public sessions, Board discussions, presentations, written materials and opportunities for feedback. The amount of response has varied, but participants generally agreed with the planning themes presented for review. Recurring priorities include neighborhood character, trees, diversity, walkability, infrastructure, responsive City services and responsible use of public money. These findings give the plan a clear foundation while leaving room for continued input.

Outreach has also invited nearby partners into the planning conversation. Schools, utilities, neighboring governments, institutions and regional development affect Bel Nor's future. The City will continue these relationships around shared needs and specific opportunities, identifying who can act and what outcome would help Bel Nor. The plan distinguishes City responsibilities from matters that require a partner's cooperation.

Preparing for the work ahead

We have recurring community themes to build on and many improvements to City operations already underway. To follow through, we need a first-year workload that fits our people and resources while we finish checking financial and service information. The recommendation is to focus early work on finances, staffing and maintenance planning while keeping services responsive. New policies and expanded services should follow clear Board decisions about what the City can take on.

2 Strategic Plan for 2027 through 2031

Our suggested vision for 2031

In 2031, Bel Nor is a safe, welcoming community where people feel connected. Distinctive homes, mature trees and green spaces are cared for. Walking and everyday neighborhood life are comfortable, and residents can count on responsive services, clear information and responsible use of public money. The City welcomes investment in homes and businesses and works with nearby partners while protecting the character and diversity that make Bel Nor home.

This proposed vision brings together recurring community themes for Board and public review.

Values that guide our choices

Value	Meaning in City practice
Fairness	Use consistent rules and make information and chances to participate reasonably accessible.
Respect	Treat residents, officials, staff, contractors and volunteers respectfully, including when we disagree.
Stewardship	Care for public money, streets, trees, property and records, and pass along what the City learns over time.
Collaboration	Work constructively with residents and partners and be clear about everyone's responsibilities.
Fiscal responsibility	Check allowed funding, full costs, the financial cushion and future obligations before committing public money.
Accountability	Name who is responsible and what happens next; show progress and explain delays and changes.
Transparency	Help people understand public decisions and spending while protecting information that must remain confidential.
Responsiveness	Provide useful information, timely follow-up and clear ways to get help.

Questions to ask about a new idea

The original guide asks us to consider five questions: Does the idea reflect community needs and support? Is the City allowed to do it? Can we afford it? Do we have the people and time to carry it out? Does it advance our shared goals? The amount of research should fit the decision. A small change to daily work will usually need less review than a new contract or major construction project. The Board can discuss ideas before all that research is complete. Discussion gives us a starting point; formal approval is still needed before authorized work begins.

Priority A means start in the 2027 fiscal year, which may mean research or policy work. B means work toward it during the five-year plan. C means consider it when a suitable opportunity or proposal comes forward. These labels are suggestions for review. Existing service responsibilities continue even if they are not listed as new projects.

Governance

Make City decisions openly and respectfully, explain why they are made and follow through on the priorities we agree to together.

Why this goal matters

Planning input calls for better communication, trust, continued learning and a Board that works constructively together. Board and public discussions have explored who is responsible for what, the difference between setting policy and handling daily work, and how an idea becomes an approved project.

Work we propose to do

G1 Shared Board practices and learning

Agree on how the Board will work together, then use a short yearly assessment and orientation to improve those practices.

Suggested timing: First quarter of 2027 then yearly. Priority A. What progress would look like in 2027: Commitments approved; assessment discussed; orientation and two suggested training topics scheduled.

G2 Sharing information and recording decisions

Set clear steps for sharing important information with the full Board, preparing agenda items and recording decisions, assignments and dates.

Suggested timing: First half of 2027 then ongoing. Priority A. What progress would look like in 2027: Written steps in use; decisions and follow-up recorded; important updates shared with the full Board.

G3 Reviewing plan progress each year

Review progress every three months and share a yearly report that helps guide budget choices and any agreed changes to the plan.

Suggested timing: 2027 and later. Priority A. What progress would look like in 2027: Quarterly reviews scheduled; first yearly report shared before 2028 budget decisions.

G4 Keeping policies and City laws current

Keep a list of policies and City laws that need review, in priority order, to clarify responsibilities and steps without adding rules unnecessarily.

Suggested timing: Plan review in 2027; update in stages during 2028-2031. Priority B. What progress would look like in 2027: List current policies and important gaps; Board selects first changes for legal review.

What success looks like by 2031

Residents and future Boards can follow priorities, decisions and results. Officials receive the information they need consistently, understand their responsibilities and review the plan together.

Infrastructure

Care for streets, sidewalks, City buildings and public spaces by checking their condition, planning maintenance and choosing larger improvements we can afford.

Why this goal matters

Planning input repeatedly raises streets, sidewalks, safe walking, lighting and signs. As public property ages, we need to plan work in stages that fit Public Works staffing. Plans should identify who owns and maintains each item and its costs over time.

Work we propose to do

I1 List of public property and its condition

Create a list of streets, sidewalks, paths, signs and other public property showing who is responsible, its condition and the repairs that need attention first.

Suggested timing: First three quarters of 2027. Priority A. What progress would look like in 2027: Street ownership and mileage checked; priority sidewalk and other defects mapped; engineer's work description and estimates obtained.

I2 Five year plan for major repairs and projects

Prepare a five-year schedule for maintenance and major repairs or improvements. Update it each year with estimated costs, funding, work that must come first and the highest-priority repair groups.

Suggested timing: Second half of 2027; update yearly. Priority A. What progress would look like in 2027: Board receives 2027-2031 schedule showing funded work and work planned for later or still needing money.

I3 Walking routes signs markings and lighting

Use condition and traffic-safety information to choose improvements for safe, accessible walking, signs, road markings and lighting, working with whoever is responsible.

Suggested timing: List priorities in 2027; work in stages during 2028-2031. Priority B. What progress would look like in 2027: Priority locations, responsible owner and next steps recorded; approved low-cost fixes completed.

I4 City buildings and public spaces

Plan care and use of City Hall, other City-owned buildings, parks and paths, monuments and public spaces. Consider new features alongside the people and money needed to maintain them.

Suggested timing: Create list in 2027; work in stages during 2028-2031. Priority B. What progress would look like in 2027: Building and public-space list with condition, use, responsibilities and main maintenance needs.

What success looks like by 2031

Repair and improvement choices use checked information about ownership, condition and cost. The City follows an up-to-date work schedule and keeps needs planned for later visible.

Public Safety

Provide dependable public-safety services the City can afford over time, and work with residents and partners to address traffic concerns using clear goals and reliable information.

Why this goal matters

Residents connect safety with neighborhood quality, speeding, comfortable walking and access to police. Cameras and more patrol coverage have been discussed as possible responses. Any service expansion or technology purchase should follow a clear comparison of benefits, responsibilities and ongoing costs.

Work we propose to do

P1 Review of police services

Review police service each year, including coverage, calls, expected service, cost and other options. Get Board direction before adding costs that continue year after year.

Suggested timing: Confirm 2027 budget then review yearly. Priority A. What progress would look like in 2027: Written comparison and agreed service expectations; funded contract follows Board direction.

P2 Choosing traffic safety work

Bring together residents' reports, police information and an engineer's review to rank traffic concerns and select enforcement, street-design or education responses.

Suggested timing: April-December 2027; then ongoing. Priority A. What progress would look like in 2027: Locations ranked and starting information identified; at least one Board-approved response or recorded next step.

P3 Deciding about safety technology

Consider cameras or other safety technology when we can explain the problem and likely benefit. Check legal and privacy questions, permission for the location and the full cost of keeping it in use.

Suggested timing: When proposed during 2027-2031. Priority C. What progress would look like in 2027: Written decision summary if an option moves forward; no purchase or vendor assumed.

P4 Safety information and working with partners

Keep emergency and non-emergency contacts clear, and agree with partner agencies on how to coordinate safety concerns, severe weather and communication.

Suggested timing: 2027 then ongoing. Priority B. What progress would look like in 2027: Contact and referral information checked; partner contacts and communication responsibilities recorded.

What success looks like by 2031

Police services match agreed goals and a cost the City can sustain. Traffic concerns receive responses based on information, and proposed technology is considered for a specific problem.

Neighborhood Preservation

Care for Bel Nor's distinctive homes, residential character and mature trees. Support improvements to homes and neighborhoods and address problems before they grow worse.

Why this goal matters

Planning input values historic homes, affordability, diversity and neighborhood pride. People want homes improved without pricing existing residents out, support homeownership and favor earlier attention to deteriorating properties, healthier trees and well-kept islands. Zoning should help carry out these goals through clear rules about land use and development. Our approach should support the people who live here as well as the appearance of the neighborhood.

Work we propose to do

N1 Clear and consistent property programs

Set consistent steps for property-code, permit, occupancy and rental work. Record notices, inspections, follow-up and further enforcement, and provide residents with clear guidance.

Suggested timing: First three quarters of 2027 then ongoing. Priority A. What progress would look like in 2027: Yearly rental cycle tracked; standard iWorQ case steps; quarterly review of activity and overdue follow-up.

N2 Home improvements and troubled properties

Develop ways to help preserve and improve homes through repair-resource referrals, earlier attention to vacant properties and legal options for serious deterioration.

Suggested timing: Plan work in 2027; carry it out during 2028-2031. Priority B. What progress would look like in 2027: Present options for property follow-up and repair referrals; identify preservation and homeownership choices.

N3 Tree care and replacement

Build a tree-care and replacement program that addresses risk, planting, survival and long-term health. Check ownership along public roads and complete the approved grant work.

Suggested timing: 2027 grant steps and plan; yearly work. Priority A. What progress would look like in 2027: Grant duties tracked; risk and replacement priorities recorded; yearly planting and survival records started.

N4 Islands and gardens

Agree on who cares for islands, gardens and landscaping and what regular care includes. Keep communication dependable among volunteers, contractors and staff.

Suggested timing: Second quarter of 2027 then yearly. Priority B. What progress would look like in 2027: Seasonal work list, responsible people and watering plan; signs describe the site accurately.

N5 Clear zoning rules that support our shared future

Review the zoning rules, map and application process with residents, property owners and the Planning and Zoning Commission. Identify updates that protect valued neighborhood qualities, support investment in homes and appropriate businesses, and make the rules easier to understand and use. Recommend changes through the required public review and approval process.

Suggested timing: Begin review in 2027; consider updates in stages during 2028–2031. Priority A. What progress would look like in 2027: Current rules and map reviewed; concerns and proposed improvements identified with community input; Board receives a recommended order of work.

What success looks like by 2031

Property programs follow clear, consistent steps. Residents can find help for improving their homes, serious deterioration receives earlier attention and tree care includes replacement and checking survival. Zoning rules and the map are understandable and support the community's agreed direction.

Community Engagement

Make City information easy to find and participation easier, while helping neighbors connect through reliable communication, activities and partnerships.

Why this goal matters

Residents described how schedules, communication preferences and trust affect participation. They asked for printed and online information, more volunteer involvement, connections with schools and appropriate business opportunities. Working with outside partners can help Bel Nor influence changes it cannot control on its own.

Work we propose to do

C1 Clear information that people can find

Keep a regular website and newsletter schedule. Share clear agendas, minutes, budget summaries, forms, service contacts and project updates through ways residents can use.

Suggested timing: First quarter of 2027 then ongoing. Priority A. What progress would look like in 2027: Publication schedule and key-information checklist; explain walk-in hours and phone, email and online access.

C2 Listening and explaining how input is used

Invite useful input before major policy, budget and project decisions. Keep a record of what people said and explain how it shaped the City's choices.

Suggested timing: 2027 and later. Priority B. What progress would look like in 2027: Feedback and decision summaries kept; survey dates and participant counts reported accurately.

C3 Neighbors events and volunteers

Plan a realistic year of events and volunteer projects. Identify organizers, costs, responsibilities and clear ways for new people to join.

Suggested timing: 2027 calendar; yearly review. Priority B. What progress would look like in 2027: Calendar approved within available help; costs and participation recorded; volunteer contacts and handoffs kept current.

C4 Nearby partnerships and business activity

Work with neighboring governments, institutions, schools and businesses on changes that affect Bel Nor and appropriate business opportunities, while protecting residential character.

Suggested timing: 2027 and later; review opportunities. Priority B. What progress would look like in 2027: Partner contacts and issues listed; nearby development updates; City-owned restaurant results and obligations reviewed.

What success looks like by 2031

Residents can understand City decisions, obtain services and take part in ways that work for them. Events and partnerships help people connect within the City's available time and resources.

Financial Sustainability

Keep the City's finances dependable over time through accurate records, a reasonable financial cushion, affordable ongoing services and plans for major expenses.

Why this goal matters

Our 2026 financial work shows why we need to know which fund money belongs to, what spending has been approved and what remains available. Money owed between funds, unfinished accounting checks, debt payments and the proposed financial cushion all affect what we can commit to new priorities.

Work we propose to do

F1 Checking money owed between funds each month

Check and record money owed between City funds, carry out the approved repayment plan and compare bank and fund records each month. Make clear who handles each step.

Suggested timing: Check starting amounts in first quarter of 2027; then monthly. Priority A. What progress would look like in 2027: Starting schedule checked; transfers recorded in both funds; repayment dates and monthly differences reported.

F2 Financial cushion and affordable yearly costs

Agree on a General Fund reserve policy, or financial-cushion policy, that says which operating expenses are used to calculate it. Check whether yearly costs are affordable and set rules for using and rebuilding the cushion.

Suggested timing: Confirm 2027 budget; policy in first quarter; yearly review. Priority A. What progress would look like in 2027: Policy approved; cushion reported in months; exceptions and plans to rebuild it recorded.

F3 Clear financial reports and banking

Make reports and accounting categories clear for each fund. Strengthen invoice and payment checks, and review banking and investment services with professional advice.

Suggested timing: Throughout 2027. Priority B. What progress would look like in 2027: Link accounting categories and reports; write down payment roles; banking recommendation includes fees, safeguards and changeover steps.

F4 Paying for major projects and using grants

Show how the five-year major-project schedule could be paid for using allowed funding and cautious estimates. Review grants and borrowing for the City's share, payment timing and costs that continue after the project.

Suggested timing: 2027 major-project schedule; update yearly. Priority A. What progress would look like in 2027: Five-year outlook by fund with funding gaps, required City contributions and grant repayment timing.

F5 Adopt a procurement purchasing and financial policy

Review and adopt the formal procurement, purchasing and financial policy drafted in 2026. Set clear responsibilities for purchases, quotes and bids, approvals, contracts, payments and financial safeguards. Give staff and officials practical guidance and review the policy regularly.

Suggested timing: Adoption during final plan and budget review or early 2027; then ongoing. Priority A. What progress would look like in 2027: Policy adopted; staff and officials oriented; quarterly review of selected purchase and payment records documents required approvals and any corrections.

What success looks like by 2031

The City can explain the money available in each fund, protect its financial cushion, check what it owes and show how services and major projects will be paid for over time.

Organizational Excellence

Give a small City staff the people, records, technology and clear instructions needed to provide dependable services and carry knowledge forward when staff changes.

Why this goal matters

Throughout 2026, the City has improved permit and code records, rental processes, concern reporting, financial procedures, shared technology and records of Board decisions. We should bring that work together and keep it current. We also need to match the City's work to available staff and contractors and provide dependable court services.

Work we propose to do

O1 Written instructions and shared records

Bring existing standard operating procedures, or written work instructions, and project records into one organized shared system. Identify who keeps each one current and document steps for financial, permit, records and contract work where mistakes carry greater consequences.

Suggested timing: Throughout 2027 then yearly review. Priority A. What progress would look like in 2027: Priority instructions listed with responsible person and review date; backup and access arrangements checked.

O2 Requests for help and ways to reach us

Use one concern tracker for requests made in person, by phone, by email or online. Show who handles each request, its status, follow-up and updates to residents.

Suggested timing: 2027 then ongoing. Priority B. What progress would look like in 2027: Track five-business-day follow-up where it applies; record responsible person and next step; review waiting requests.

O3 Public Works staffing and equipment

Review the staff, seasonal contracts, vehicles and equipment needed for dependable Public Works service. Match a manageable yearly work plan to the help and money available.

Suggested timing: 2027 budget and first-half review; then yearly. Priority A. What progress would look like in 2027: Service arrangement and work calendar; equipment recommendation includes purchase, operation and maintenance costs.

O4 How court services are provided

Compare workable court-service options. If a change is approved, plan it so records stay protected, people can access the court and service continues with clear responsibilities.

Suggested timing: Decide in 2027; change in stages if approved. Priority A. What progress would look like in 2027: Current written comparison and Board direction; case and record lists and changeover plan if selected.

What success looks like by 2031

Work continues through staff changes because records, written instructions, assignments and backup help are reliable. Public Works and court services use arrangements the City can sustain.

Carrying out the plan and reviewing progress

The Administrator will keep the implementation matrix, or work schedule, current with help from staff and contractors. The Board sets policies, priorities and the work to be funded. A person listed as the lead coordinates the task; that assignment does not change anyone's authority under City laws, contracts or other law.

Before 2027 begins, select a manageable annual work plan from the proposed priorities. An A priority means beginning an agreed step in 2027, such as review, design or policy development; it does not mean completing an entire project that year. For each selected result, identify its lead, funding, staff or contractor time, milestone and reporting date. Other objectives remain visible for later scheduling.

Period	Recommended activity
Before 2027 begins	Finish the plan, budget estimates, service choices and funded first-year work.
January and February	Check starting balances, contracts, leads, starting measures and schedules.
Quarterly	Review current work, delays, funding and steps that need a Board decision.
Before budget direction	Share the yearly progress report and updated major-project outlook; discuss results and changes.
During budget adoption	Approve next year's work and spending; record agreed plan changes.
2029 midperiod review	Review the vision and results; discuss and record any changes to objectives publicly.

Use separate labels for completed, on track, at risk, blocked and not scheduled. Work planned for a later year should not be counted as either a failure or progress this year. When a deadline, service or budget changes, keep a record of the original commitment and the new decision so residents can follow what happened.

This plan guides City policy and work. Any formal comprehensive-plan status, land-use decision, zoning change or required approval process should be reviewed separately with the City Attorney. Approving this package does not itself change those plans or laws.

3 Board Governance Commitments

Suggested statement for adoption: As we carry out Bel Nor 2031, the Mayor and Board of Aldermen commit to the practices below. Staff will support them by sharing clear information, keeping records and following up. We will review these commitments each year so they continue to guide the City's work as officials and staff change.

Make major decisions together

We will set City policy and major direction together through the Board's required public process. We will make clear when something is an individual request, an idea being explored or an approved Board decision.

Respect each person and their responsibilities

We will set priorities, policies and budgets, and use the City's administrative process for daily staff assignments and contractor coordination. We will respect the responsibilities given to the Mayor, Board and appointed officials by law and City ordinances.

Share important information fairly

We will share information needed for decisions with the full Board through a dependable process. When information must remain confidential or access is limited by a person's role, we will apply those limits consistently. We will use the same process for sharing material updates with every Board member.

Explain decisions and welcome participation

We will provide clear agenda items, summaries of decisions and useful chances for public input. Residents should be able to understand the question being decided, the options and the reason for the choice. For proposed zoning changes, we will explain what may change and invite affected residents and property owners into the discussion.

Take care of public money and property

We will consider whether a funding source can be used, the full cost over time, the financial cushion, future obligations and the people needed to do the work. We will distinguish expenses that return every year from one-time costs and follow the adopted procurement, purchasing and financial policy.

Use information and consistent questions

We will identify whether an issue is a service request, a policy question or part of the strategic plan. We will use the five planning questions to review proposals and seek professional advice that fits the decision.

Work respectfully through disagreements

We will focus on the issue and information, listen to disagreement and avoid personal attacks or retaliation. We will communicate expectations clearly to staff, residents and partners.

Agree on next steps and follow through

We will agree on the next step, who is responsible and when an update should return. When work is overdue or cannot continue as planned, we will review the reason and decide what to do next.

Keep learning together

We will take part in orientation and continued learning about our roles, finances, public records, ethics, purchasing and other needed topics. We will ask questions early enough to help everyone make informed decisions.

Review results and explain changes

We will review the annual progress report, Board assessment and connection between the plan and budget. When priorities change, we will record the decision and explain important changes to residents.

How we can put these commitments into practice

Practice	Proposed evidence	Responsible coordination
Common Board information	Board packet steps and records showing important updates were shared.	Administrator and Clerk
Clear Board direction	Minutes or decision record shows approval, lead and next update date.	Board, Mayor and Clerk
Public explanation	Project or decision summary with reasons and next step.	Administrator and Clerk
Financial stewardship	Budget item shows funding, yearly costs and effect on financial cushion.	Administrator and Treasurer
Education	Orientation and training record; questions addressed in suitable sessions.	Mayor and Administrator
Annual accountability	Progress report and Board assessment discussed while preparing the budget.	Board and Administrator

Annual Board assessment

Use the separate one-page form to reflect on how the Board works together, identify a strength and choose one improvement for the next year. It is meant to help the Board improve, not score individual members for discipline. Keep track of how many people answer each question and who selects N/A. Report the combined results, and make clear that this is the first assessment rather than one completed earlier.

When a practice needs to improve

If a commitment is not working, describe what is happening and how it affects the work. Agree on a change, who will help carry it out and when to review it. A clearer procedure or training may help. These commitments do not create separate penalties or replace anyone's legal responsibilities.

Record of approval and yearly review

Adoption date _____ Recorded action _____
 Annual review date _____ Improvement selected _____
 Responsible lead _____ Return date _____

4 Implementation Matrix

Every row below is a suggestion for review, and each objective appears once. A means start in 2027, B means work during the five-year plan, and C means consider it when an opportunity arises. The tables show how we would recognize progress. They do not mean every project is already funded. We will add final amounts and available staff or contractor time after Board direction.

The cost notes describe what we need to budget for; they do not approve spending. The General Fund usually pays for day-to-day services. Before using money set aside for capital projects, public safety, sewer laterals, grants or another purpose, we must confirm that the proposed use is allowed. Staff time and partner help also need to be scheduled.

Governance

Objective	Who leads and helps	When to begin	What progress would look like in 2027	Costs and steps needed first
G1 Shared Board practices and learning	Board With Mayor, Administrator, Clerk, Attorney	A First quarter of 2027 then yearly	Commitments approved; assessment discussed; orientation and two suggested training topics scheduled.	Staff time and an allowance for training and legal review.
G2 Sharing information and recording decisions	Administrator With Clerk, Mayor, Board	A First half of 2027 then ongoing	Written steps in use; decisions and follow-up recorded; important updates shared with the full Board.	Current operating budget; price any new meeting technology separately.
G3 Reviewing plan progress each year	Board With Administrator, Clerk	A 2027 and later	Quarterly reviews scheduled; first yearly report shared before 2028 budget decisions.	Current operating budget; set aside staff time.
G4 Keeping policies and City laws current	Administrator With Attorney, Clerk, Board, relevant committees	B Plan review in 2027; update in stages during 2028-2031	List current policies and important gaps; Board selects first changes for legal review.	General Fund legal and staff costs; updates need separate approval.

Every row currently has Proposed status. After Board direction, staff will add the approved spending or funding status, next step, due date, actual result and any reason the work differs from the plan.

Order of work: Start G1 and G2 before the first quarterly review. Use the assessment to help improve how information is shared and meetings are prepared.

Infrastructure

Objective	Who leads and helps	When to begin	What progress would look like in 2027	Costs and steps needed first
I1 List of public property and its condition	Administrator With Public Works, engineer, Clerk	A First three quarters of 2027	Street ownership and mileage checked; priority sidewalk and other defects mapped; engineer's work description and estimates obtained.	General Fund planning; check allowed uses before using major-project funds.
I2 Five year plan for major repairs and projects	Administrator With Engineer, Treasurer, Board, Public Works	A Second half of 2027; update yearly	Board receives 2027-2031 schedule showing funded work and work planned for later or still needing money.	Price design and engineering; approve construction spending by project.
I3 Walking routes signs markings and lighting	Administrator With Public Works, police, engineer, utilities, outside road owners	B List priorities in 2027; work in stages during 2028-2031	Priority locations, responsible owner and next steps recorded; approved low-cost fixes completed.	Show routine maintenance separately from major projects; coordinate with other owners.
I4 City buildings and public spaces	Administrator With Public Works, Board, tenants, volunteers, engineer	B Create list in 2027; work in stages during 2028-2031	Building and public-space list with condition, use, responsibilities and main maintenance needs.	General Fund maintenance; check allowed major-project uses; track rent and lease duties separately.

Every row currently has Proposed status. After Board direction, staff will add the approved spending or funding status, next step, due date, actual result and any reason the work differs from the plan.

Order of work: I1 checks condition and ownership so I2 can estimate costs and funding. Major work under I3 and I4 follows a clear project description, a staffing review and approved spending.

Public Safety

Objective	Who leads and helps	When to begin	What progress would look like in 2027	Costs and steps needed first
P1 Review of police services	Administrator With St John Police, Board, Attorney, Treasurer	A Confirm 2027 budget then review yearly	Written comparison and agreed service expectations; funded contract follows Board direction.	Yearly operating cost; get current written prices for options.
P2 Choosing traffic safety work	Administrator With Police, Public Works, engineer, road owners	A April-December 2027; then ongoing	Locations ranked and starting information identified; at least one Board-approved response or recorded next step.	Show study and enforcement costs separately from installation and maintenance.
P3 Deciding about safety technology	Board With Administrator, police, Attorney, IT	C When proposed during 2027-2031	Written decision summary if an option moves forward; no purchase or vendor assumed.	Funding remains open until work and approval are clear; include subscriptions and record- management costs.
P4 Safety information and working with partners	Administrator With Clerk, police, emergency service partners	B 2027 then ongoing	Contact and referral information checked; partner contacts and communication responsibilities recorded.	Existing operations and partner coordination.

Every row currently has Proposed status. After Board direction, staff will add the approved spending or funding status, next step, due date, actual result and any reason the work differs from the plan.

Order of work: P1 clarifies police service and yearly cost. P2 should help inform any traffic-device decision. P3 considers technology when needed; it does not require a purchase.

Neighborhood Preservation

Objective	Who leads and helps	When to begin	What progress would look like in 2027	Costs and steps needed first
N1 Clear and consistent property programs	Administrator With Code Enforcement, Clerk, inspectors, Attorney	A First three quarters of 2027 then ongoing	Yearly rental cycle tracked; standard iWorQ case steps; quarterly review of activity and overdue follow-up.	Current staff and contracted inspections; report fee income separately.
N2 Home improvements and troubled properties	Administrator With Attorney, Code Enforcement, housing partners, Board	B Plan work in 2027; carry it out during 2028-2031	Present options for property follow-up and repair referrals; identify preservation and homeownership choices.	General Fund legal and planning costs; loans, property purchases or demolition are not assumed funded.
N3 Tree care and replacement	Administrator With Tree Board, arborist, Public Works, MDC	A 2027 grant steps and plan; yearly work	Grant duties tracked; risk and replacement priorities recorded; yearly planting and survival records started.	Tree-care costs and grant sharing; budget City share and grant repayment timing separately.
N4 Islands and gardens	Administrator With Public Works, volunteers, Tree Board, contractors	B Second quarter of 2027 then yearly	Seasonal work list, responsible people and watering plan; signs describe the site accurately.	General Fund maintenance; volunteer help adds to planned staffing or contractor work.
N5 Clear zoning rules	Administrator With Planning and Zoning Commission, Attorney, residents, property owners and Board	A Begin review in 2027; updates in stages	Rules and map reviewed; community concerns recorded; recommended updates and order of work presented.	General Fund staff time, legal and planning help, mapping and public notices; zoning changes require separate approval.

Every row currently has Proposed status. After Board direction, staff will add the approved spending or funding status, next step, due date, actual result and any reason the work differs from the plan.

Order of work: N3 must meet the signed grant deadlines even if the longer-term tree plan develops in stages. N2 legal options must fit each property and preserve required notices and a fair process.

Community Engagement

Objective	Who leads and helps	When to begin	What progress would look like in 2027	Costs and steps needed first
C1 Clear information that people can find	Clerk With Administrator, Board, IT	A First quarter of 2027 then ongoing	Publication schedule and key-information checklist; explain walk-in hours and phone, email and online access.	Current communication tools; add tools if a clear unmet need supports them.
C2 Listening and explaining how input is used	Administrator With Clerk, Board, residents	B 2027 and later	Feedback and decision summaries kept; survey dates and participant counts reported accurately.	Current operating budget; price meeting support and printing for each project.
C3 Neighbors events and volunteers	Administrator With Clerk, volunteers, committees, community partners	B 2027 calendar; yearly review	Calendar approved within available help; costs and participation recorded; volunteer contacts and handoffs kept current.	General Fund event allowance, partners and money set aside for support; record ongoing staff time.
C4 Nearby partnerships and business activity	Administrator With Mayor, Board, County, neighboring cities, businesses and institutions	B 2027 and later; review opportunities	Partner contacts and issues listed; nearby development updates; City-owned restaurant results and obligations reviewed.	Current operating budget; leases, major projects and partnership proposals reviewed separately.

Every row currently has Proposed status. After Board direction, staff will add the approved spending or funding status, next step, due date, actual result and any reason the work differs from the plan.

Working together: C4 partnerships do not give the City control over schools, utilities or development outside its limits. C3 volunteer work needs a named coordinator.

Financial Sustainability

Objective	Who leads and helps	When to begin	What progress would look like in 2027	Costs and steps needed first
F1 Checking money owed between funds each month	Administrator With Treasurer or accountant, Clerk, auditor	A Check starting amounts in first quarter of 2027; then monthly	Starting schedule checked; transfers recorded in both funds; repayment dates and monthly differences reported.	Show transfers separately from operating expenses; provide enough accounting help.
F2 Financial cushion and affordable yearly costs	Board With Administrator, Treasurer	A Confirm 2027 budget; policy in first quarter; yearly review	Policy approved; cushion reported in months; exceptions and plans to rebuild it recorded.	Recalculate the target from approved expense rules; do not assume a fixed dollar amount forever.
F3 Clear financial reports and banking	Administrator With Treasurer, Clerk, auditor, Attorney, bank providers	B Throughout 2027	Link accounting categories and reports; write down payment roles; banking recommendation includes fees, safeguards and changeover steps.	General Fund accounting and banking costs; keep separate records for money with restricted uses.
F4 Paying for major projects and using grants	Administrator With Treasurer, Board, Attorney, engineer, grant partners	A 2027 major-project schedule; update yearly	Five-year outlook by fund with funding gaps, required City contributions and grant repayment timing.	Approval is not assumed for work without funding; separate one-time money from yearly income.
F5 Procurement purchasing and financial policy	Board With Administrator, Treasurer, Clerk and Attorney	A Final plan review or early 2027	Policy adopted; responsibilities explained; purchase and payment checks documented.	General Fund staff time, legal review and training; follow adopted purchasing and approval requirements.

Every row currently has Proposed status. After Board direction, staff will add the approved spending or funding status, next step, due date, actual result and any reason the work differs from the plan.

Order of work: F1 checks starting resources and F2 sets financial-cushion assumptions so F4 can show what major projects are affordable. Reports must show transfers, income and expenses separately.

Organizational Excellence

Objective	Who leads and helps	When to begin	What progress would look like in 2027	Costs and steps needed first
O1 Written instructions and shared records	Administrator With Clerk, staff, IT, accountant, Attorney	A Throughout 2027 then yearly review	Priority instructions listed with responsible person and review date; backup and access arrangements checked.	Current systems and staff time; price records or IT help where needed.
O2 Requests for help and ways to reach us	Clerk With Administrator, Public Works, Code Enforcement, outside agencies	B 2027 then ongoing	Track five-business-day follow-up where it applies; record responsible person and next step; review waiting requests.	Current Forms and tracker; follow-up time differs from time to finish a repair.
O3 Public Works staffing and equipment	Administrator With Public Works, Board, contractors, Treasurer	A 2027 budget and first-half review; then yearly	Service arrangement and work calendar; equipment recommendation includes purchase, operation and maintenance costs.	Separate yearly staff costs from equipment purchases; give safety and reliable service priority.
O4 How court services are provided	Administrator With Attorney, court staff, receiving court, Board	A Decide in 2027; change in stages if approved	Current written comparison and Board direction; case and record lists and changeover plan if selected.	Separate yearly service and one-time changeover costs; do not judge court service by fines collected.

Every row currently has Proposed status. After Board direction, staff will add the approved spending or funding status, next step, due date, actual result and any reason the work differs from the plan.

Order of work: O3 helps determine how much work the City can deliver. O4 needs a receiving-court arrangement, case and record lists, and formal approval before a change begins.

5 Connecting the 2027 budget to the plan

Use these tables with the actual budgets for each fund. They explain why a proposed item is included, what it would pay for and what still needs funding. The 2027 spending amounts remain to be decided. September estimates are shown as earlier planning examples, not money confirmed available today.

Suggested steps for building the budget

1. Check the money available in each fund at the start of the year, existing bills and commitments, and expected income.
2. Provide for required and essential services and the staff or contractors needed to deliver them.
3. Agree on how to calculate and protect the City's financial cushion and include the approved schedule for repaying money owed between funds.
4. Choose first-year work we can afford, including any research or design needed before a project can begin.
5. Commit money to construction, equipment or expanded services once the work, future costs and funding are clear.
6. Show which work still needs funding or depends on another step, and what decision would move it forward.

How to determine money available for new work

Budget calculation	Basis	How it is used
Resources available for the purpose	Updated reconciled fund records	Separate money with restricted uses from General Fund resources.
Existing commitments and adjustments	Outstanding bills, approved obligations and interfund schedule	Identify each adjustment and count it once.
Reserve requirement	Board-selected policy and expense calculation	Calculate the reserve consistently and show any approved exception.
Amount available for one-time work	Resources less commitments, adjustments and reserve	Use for selected projects; evaluate ongoing costs against recurring revenue.

Start with reconciled resources available for the purpose, then account for outstanding commitments, amounts owed between funds and the approved reserve requirement. Show each adjustment once. The remaining amount can inform one-time project choices; recurring services need dependable annual revenue.

Choices that change the budget

Police: The earlier estimates of \$168,000, \$225,000 and \$300,000 suggest yearly increases of about \$57,000 or \$132,000 above the current estimate. Those added costs would return each year. We need written prices and comparable service descriptions before choosing. Public Works: Show staff pay, seasonal contracts, vehicles and equipment separately. Court: Include the work of changing providers and any period when two services must be paid for. Tree grant: Show the full covered expenses, the City's share and when the grant will repay the City, using the signed agreement.

How budget items connect to the plan

Budget item	Objective IDs	Suggested 2027 approach	Possible funding source	What we need to decide
Governance and training	G1-G4	Keep reliable and improve	General Fund day-to-day work and training	Staff time and selected training costs; a new staff position is not assumed.
Property condition checks and engineering	I1, I2, F4	Research and pay for a clear work plan	General Fund or allowed major-project money	Description of work and price; checking condition is separate from construction.
Street and sidewalk work	I2, I3, P2	Fund selected repairs	Allowed major-project funds, General Fund and confirmed grants	Projects, estimates, ownership, future maintenance and approved spending.
City buildings and public spaces	I4, C4	Keep reliable and define needed work	General Fund; allowed major-project funds; lease income	Condition, building responsibilities and needed work; new features still need a decision.
Police contract	P1, P4	Keep or change after Board direction	Public Safety and other lawful sources	Chosen service, full yearly cost, contract and agreed expectations.
Traffic and safety options	P2, P3, I3	Research then address selected needs	Allowed service or major-project money	Information and design first; equipment or cameras need separate approval.
Property rental and zoning services	N1, N2, N5	Keep reliable; review zoning with community input	General Fund; report fees separately	Inspection coverage, case follow-up, zoning review scope, planning help and public notices.
Forestry and islands	N3, N4	Maintain and leverage grant	General Fund; approved grant and City share	Full costs, timing of payments, future maintenance and volunteer roles.
Communication and connection	C1-C3	Keep reliable and choose focused improvements	General Fund; money set aside for support	Publication and event schedule that fits staff and partner time.
Financial records banking and purchasing policy	F1–F3, F5	Adopt policy; finish checks and keep current	General Fund; show transfers separately	Adopt policy; set approval roles, checks, training, reserve and banking choices.
Major projects and grants	F4, I2	Plan before committing	Major-project money by fund and confirmed grants	Cautious forecasts, allowed fund uses, City grant share and future operating cost.
Staff systems and equipment	O1-O3	Provide needed staff and equipment	General Fund; allowed equipment funding	Bring existing procedures together; include staff time and equipment costs over time.
Court services	O4	Compare options or change if approved	General Fund and court-related money	Current offers, records work, receiving-court agreement and any overlapping costs.

The suggested funding sources still need to be checked against fund restrictions, money already set aside and grant rules. Listing a fund here does not mean it can pay for every expense in that row.

Decisions to make for the yearly budget

Complete this decision table for each selected project before the budget is approved. Keep current services visible in the budget even when they are not new strategic projects. Give each funded project one label so a project that supports several goals is not counted more than once.

Selected item and objective	One-time cost	Cost each year	Fund and checked resources	2027 spending and help needed	Decision and current stage
Street condition and capital schedule I1 I2 F4	To be decided after defining the work	Yearly update costs to be decided	To be decided after checking allowed use and forecasts	To be decided; include lead and engineer time	Work description proposed
Police service choice P1	Cost of changing service if any	To be decided from confirmed contract	To be decided using allowed sources	To be decided after Board service choice	Decision needed
Public Works model and equipment O3	To be decided from equipment options	Staff and maintenance costs to be decided	To be decided after reviewing needed help	To be decided; seasonal calendar needed	Decision needed
Tree grant and annual program N3	Work covered by the signed grant	Yearly tree and watering costs	Check grant, City share and grant repayment	To be decided; track work spanning both years	Check agreement
Court service model O4	Records and changeover costs to be decided	Agreement and yearly fees to be decided	To be decided; estimate fine income cautiously	To be decided; assign help for the change	Compare options
Other selected priority _____	_____	_____	_____	_____	_____

Suggested explanation to include with the approved budget

The 2027 budget pays for essential services and the selected work in the annual plan. The accompanying table identifies each item's objective, funding source, approved spending amount, future yearly cost and lead person. Other objectives remain planned for later, dependent on another step or waiting for funding. The annual progress report will explain what was completed and any important changes.

Financial information to check before approval

Before approving the budget, check starting balances and transfers, the final tax rates and a cautious income estimate. Finish checking debt payments, contracts and unpaid bills. Calculate the financial cushion under the proposed policy, confirm grant payment dates and show the full future cost of each new service. Record borrowing proceeds, major purchases, loan principal, interest and transfers separately so readers can understand where money came from and how it was used.

6 Annual Strategic Plan Scorecard

Reporting year _____ Prepared by _____ Board review date _____

These are suggested measures for the first year. Fill in what happened and how it was checked. Missing information should not be counted as zero. Agree on targets that fit the funded yearly work plan, and keep the starting figures and targets so future results can be compared.

Area and IDs	What we track	Where we are starting	Suggested 2027 result	How to check and who reports
Governance G1-G3	Shared commitments, clear working steps and yearly review	Approval not confirmed	Approve commitments and working steps; share annual progress report	Minutes, written working steps and report; Administrator
Planning major repairs and projects I1 I2 F4	Checked public-property list and funded five-year schedule	Working maps and maintenance records; coordinated condition review proposed	Checked street list, urgent repair needs and schedule reviewed by Board	Property list and schedule; Administrator or engineer
Police services P1	Annual service and cost review	Contracted service; estimates being discussed	Written review and service choice reflected in the budget	Contract and yearly review; Administrator
Traffic safety P2 I3	Priority locations with starting information and next step	Repeated complaints; combined starting information not available for review	Rank locations; assign an approved response or next step	Police and engineering record; Administrator
Following up on property concerns N1	Cases with a recorded next step and yearly rental schedule	Ongoing property follow-up, inspections and iWorQ records across 2026	Review cases quarterly; record rental cycle and follow-up	iWorQ report; Code and Administrator
Tree care N3	Grant work, replacement trees and whether new trees survive	2026 grant and tree work underway	Meet signed grant deadlines; keep yearly risk and planting records	Grant and tree records; Administrator or Tree Board
Communication C1 C2	Scheduled content and feedback explanation	Website, newsletters and meetings in use	Keep key information and agreed publication schedule current	Publication and feedback log; Clerk
Zoning N5	Review of rules and map, participation and proposed updates	Current zoning rules and map; review proposed	Complete initial review; record input; present recommended updates	Review summary, public input and Commission recommendations; Administrator

Yearly progress on finances staffing and results

Area and IDs	What we track	Where we are starting	Suggested 2027 result	How to check and who reports
Financial cushion F2	Financial-cushion months and exceptions to policy	Eight months suggested; approval of policy not confirmed	Meet approved policy or report an approved exception	Checked available General Fund money ÷ monthly expense under policy; Treasurer
Accounting F1 F3	Checked reports for funds and money owed between them	Older records being checked	12 monthly reports; explain differences and repayment progress	Bank and fund reconciliation; Treasurer
Written instructions O1	Selected instructions with a lead and review date	Several written instructions already developed	Complete the Board-approved priority set	List of instructions and access check; Administrator
Resident service O2	Requests assigned with timely follow-up	Tracker in use; starting follow-up rate unknown	Set target after first-quarter information; report follow-up and pending requests quarterly	Tracker; Clerk and operational leads
Staffing and equipment O3	Yearly work plan supported by staff and equipment	Staffing changes; equipment needs discussed	Approved service arrangement and yearly work that fits available help	Work calendar and budget; Administrator
Court O4	Court-service decision and approved steps for changing providers	Alternatives under review	Make decision; if approved, complete agreement and record-transfer steps	Board decision and changeover checklist; Administrator
Overall all IDs	Selected yearly results completed or on track	First year; yearly results not yet selected	Set target after approval of yearly work	Current work schedule and quarterly report; Administrator
Purchasing and financial policy F5	Policy adoption, orientation and documented approvals	Policy drafted in 2026; adoption proposed	Adopt policy; orient staff and officials; review purchase and payment records	Adopted policy, training and financial records; Administrator and Treasurer

For each measure, fill in: actual result _____ status _____ explanation _____ next decision _____. Use Completed, On track, At risk, Blocked or Not scheduled. If information is unavailable, say so separately; missing data alone does not tell us how well the work was done.

What the measures mean: Financial-cushion months use the calculation in the approved reserve policy. Timely follow-up means contact or a useful update within the City's agreed time, not finishing every repair in that time. A code-case completion rate must follow the same defined group of cases; monthly inspection and closure totals do not automatically provide that rate. Overall progress counts only the results selected for that year. Work moved to a later year is shown separately.

Yearly review and next steps

Share a short explanation with the annual scorecard: what was completed, what changed for residents, what is delayed and why, and what help or decisions are needed next. Explain the difference between a step completed and a community result. For example, a street-condition list helps us plan repairs; completing the list does not mean the streets have already been repaired.

- What improved in service, condition or reliability, beyond the number of tasks completed?
- Which commitments were delayed by money, available help, another agency's responsibility or changing conditions?
- Which measures have a useful starting point, and where do we need better information?
- What should continue, stop, be changed or move to a later year?
- Which actions need money in the next budget, a contract change or another Board decision?
- How did the way the Board worked together help or slow our progress?

Action after annual review

Issue or objective	Decision needed	Responsible lead	Return date

After the review, update the work schedule and budget tables together. Keep the previous year's report and a record of changes so residents and future Boards can follow the plan through 2031.

Planning foundation

Bel Nor 2031 brings together the community's planning input and the City's operational work throughout 2026. Its foundation includes:

1. Resident surveys, written comments and public planning activities.
2. Board and public discussions about community values, priorities, services and budgeting.
3. Planning presentations, meeting materials and summaries.
4. City service reports, financial analyses and administrative records.
5. Mapping of streets, sidewalks, islands, gardens and public spaces.
6. Ongoing discussions about housing, zoning, trees, public safety, facilities and regional partnerships.

Across these sources, recurring priorities include protecting neighborhood character, caring for trees and public spaces, improving infrastructure, providing dependable services, strengthening communication and managing public money responsibly.

The draft translates those priorities into proposed goals, responsibilities and measures. Board and community review will help refine the recommendations and establish the work to begin in 2027.

Completing the plan and first year of work

Before adoption, the City will bring the plan, implementation schedule and proposed budget into alignment. This includes updating financial figures and service arrangements, confirming project responsibilities, and selecting first-year actions that fit available funding and staff time.

Area	Next step
Community direction	Incorporate feedback received during draft review.
Community and property information	Identify the sources and dates for population, housing and mapped measurements.
Financial planning	Update fund balances, repayment progress, debt closeout and revenue projections for the proposed budget.
Financial policies	Consider adoption of the procurement, purchasing and financial policy and establish the reserve target.
Services and agreements	Incorporate current contract terms, court arrangements, grant requirements and the outcome of restaurant lease negotiations.
Implementation	Confirm first-year priorities, responsible leads, funding, schedules and progress measures.

The final plan will provide shared direction for 2027–2031. Annual budgets and individual approvals will determine when and how specific actions move forward.