



2026 STRATEGIC PLAN

BEAR VALLEY COMMUNITY SERVICES DISTRICT

Prepared by: Rauch Communication Consultants Inc.



Board of Directors

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Executive Introduction and Plan Overview

Planning is strategic when it helps move an organization forward from its current situation to its desired future.

Bear Valley Community Services District (BVCS D) provides essential public services that protect the quality of life and long-term viability of Bear Valley Springs. As the community’s local government, the District provides critical community services. (see page 4 for a complete list).

Purpose

This five-year Strategic Plan represents the Board’s policy direction and serves as the District’s highest-level planning document. It defines the District’s mission, vision, and core values and establishes goals and objectives to guide budgets, capital investment, service decisions, and annual work planning over the next five years.

The Plan is a governance document—not a detailed work program, and it provides clear direction to the General Manager and Staff regarding priorities and desired outcomes.

Plan Development

The planning process included background research, review of key District documents (including the 2022 Capital Improvement Plan and prior strategic planning materials), and discussions with the General Manager.

Confidential interviews were conducted with the Board, General Manager, and Staff Leadership Team to gather candid perspectives on current conditions, priorities, and future challenges.

The process also included public workshops facilitated by the Consultant/Strategic Planner to review themes, assess the District’s current state, identify issues and opportunities, and refine priorities.

A draft plan was developed, then reviewed and refined in a second public workshop, which included the mission, vision, values, goals, and objectives.

Implementation & Accountability

The General Manager and Leadership Team will develop an implementation Work Plan, along with a reporting, monitoring, and oversight plan aligned with this Strategic Plan. Progress will be reported to the Board and the community on a regular basis.

Bear Valley Community Services District Background

Bear Valley Community Services District (BVCS D) serves as the local government for the private, gated community of Bear Valley Springs in Kern County, California. The District provides critical community services, including police protection, potable water, road maintenance, storm drainage, solid waste disposal, wastewater treatment, parks and recreation, and gate. These services are funded primarily through local property taxes, special assessments, and user fees.

The District was formally established on May 4, 1970. It was created to provide infrastructure and essential services for the newly developing community of Bear Valley Springs.

Bear Valley Springs is a semi-public, gated community in the Tehachapi Mountains, covering nearly 25,000 acres with approximately 3,000 residences. Unlike purely private communities, public infrastructure such as roads and utilities in Bear Valley Springs is owned and maintained by a public government agency — the Community Services District — while the Bear Valley Springs Association (BVSA) administers residential rules and, through a lease agreement with the District, manages the amenities.

The District is governed by a five-member Board of Directors, each elected at large to four-year staggered terms. The Board sets policy and strategic direction, delegating day-to-day administration and policy implementation to a General Manager. As a multi-service local government agency, BVCS D’s operations, fiscal policies, and organizational structure are shaped by state law, local ordinances, and community priorities.

Bear Valley Community Services District’s unique role — providing municipal infrastructure and services while operating within a gated, private community — underscores its importance to the safety, quality of life, and long-term viability of Bear Valley Springs as a residential community.



Road Maintenance

Strategic Framework

Bear Valley Community Services District built the Strategic Plan from a series of logical and integrated components described below.

Mission. The mission statement explains why the organization exists and articulates its essential work in a brief sentence or two.

Vision. The vision articulates what the organization will become at a given time in the future. It is the strategic target that, when achieved, fulfills the organization’s mission. As such, it is at the heart of the strategic planning process.

Values. Values help govern attitudes and behaviors and provide guidance when an organization faces challenging decisions that require trade-offs. Values generally remain constant over time. The Board sets values.

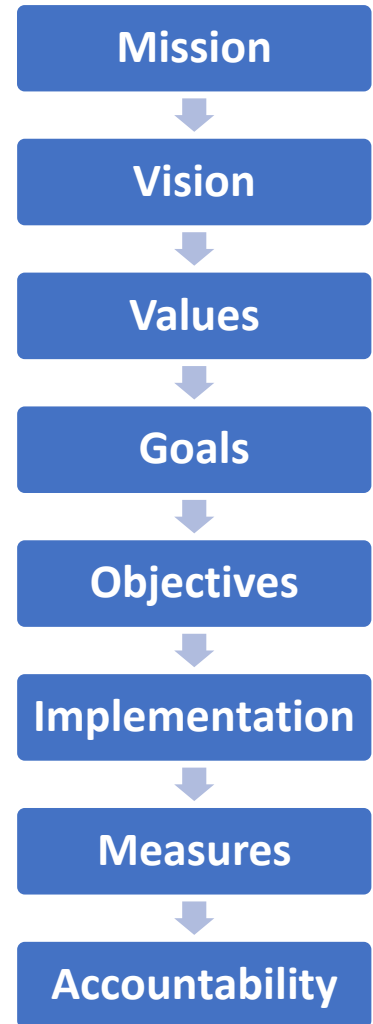
Goals. Goals describe broad, primary management, operations, and planning areas that will be addressed to accomplish the mission. Goals are not connected to timelines.

Objectives. Objectives are specific directions established by the Board, which expand upon and refine the goals. There may be multiple objectives for each goal. Objectives are related to goals but are more specific, measurable, attainable, and time-bound.

Implementation Plan. The Implementation Plan includes tasks/actions required to accomplish the mission, goals, and objectives through the annual budget process. The tasks/actions in the Plan are assigned to members of the Leadership Team and have timelines. There may be multiple tasks for each objective.

Measures. Progress on the Plan will be monitored, analyzed, reported to the Board, and used to adjust course as needed.

Accountability: Reporting, Monitoring, and Oversight. These actions are taken by the Board, Leadership Team, and Staff to ensure that the Plan is implemented and updated over time.



Mission, Vision, and Values

Mission

The Mission of Bear Valley Community Services District is to reliably deliver the essential public services — infrastructure, water, wastewater, solid waste, public safety, and recreation — that Bear Valley Springs residents depend on, managed responsibly, with accountability to our community, and with care for the natural environment we share.

Vision

Bear Valley Community Services District will continue to strengthen its bond with the community as a well-run provider delivering essential services. The results of that work will be visible throughout Bear Valley Springs — in roads residents are proud of, water they trust, a natural environment that thrives, and a community that remains a desirable and distinctive place to live.

Quality Services and Infrastructure. Water is clean, reliable, and available. Roads are well-maintained and safe to drive. Wastewater, solid waste, public safety, and recreation services are dependable, fully funded, and compliant with all regulatory requirements. Infrastructure improvements are planned, funded, and delivered on schedule.

A Beautiful, Sustainable Community. The District manages its natural and built environment responsibly. Lakes are clean, wetlands and woodlands are protected, and the rural mountain character of Bear Valley Springs is preserved. Resource use is efficient, and planning is proactive rather than reactive.

Financial Sustainability and Accountability. The District operates within a sound, long-term financial framework. Rates and assessments are structured to fund both operations and capital investment. Performance is measured against clear goals, reported publicly, and used to drive improvement. Residents can trust that their money is spent wisely and that the District is telling them the truth about its progress.

A Trusted, Effective Organization. The Board governs with discipline and a long-term perspective. Staff are competent, well-supported, and proud of the services they provide. The District communicates consistently and honestly, earns public confidence through results, and holds itself accountable to the community it serves.

Values

Bear Valley Community Services District is guided by the following core values in everything we do — in how we serve residents, manage resources, make decisions, and treat one another.

Accountability. We take responsibility for our decisions and our performance. We set clear goals, measure our results, and report honestly to the community we serve. Public trust is earned through consistent action, not words alone.

Community Engagement. We keep residents informed — not just about what we are doing, but why, when, and how. We invite meaningful participation in decisions that affect the community, listen before we respond, and treat public input as a resource, not an obstacle.

Integrity and Honesty. We do the right thing, even when it is difficult. We provide accurate, complete, and truthful information, treat everyone with courtesy and respect, and hold ourselves to the same standards we expect of others.

Responsible Stewardship. We manage public funds, infrastructure, and natural resources with discipline and a long-term perspective. We make financially sound decisions — even unpopular ones — to protect service reliability and the community’s future.

Quality and Dedication. The public deserves our best work. We approach every task with care, diligence, and a commitment to continuous improvement. We take pride in the services we provide and in the community we serve.

Big Picture View of the Strategic Direction

Bear Valley Community Services District's highest priority, strategy, and new direction are summarized below.

Our Priority: Delivering Quality, Reliable, and Affordable Services.

The District's highest priority is delivering quality, reliable, and affordable services — infrastructure, water, wastewater, solid waste, public safety, and recreation — that Bear Valley Springs residents depend on every day.

Our Strategy: Our Infrastructure is Aging. Fixing It Starts with Trust.

Bear Valley Springs' water systems and roads are aging. Significant portions of both need repair, replacement, or upgrade, and addressing that requires substantial, sustained capital investment over many years.

That level of investment cannot happen without reliable public funding. And that funding will not come — nor should it — without residents having genuine confidence in how the District operates.

That means clear communication, sound governance, current financials, and disciplined management demonstrated in practice, not just promised. Once residents have the information and confidence they deserve, they will be in a position to make informed decisions about rates, taxes, and fees, including the March 2027 special tax for public safety.

That funding, in turn, supports a prioritized capital improvement program led by water systems and roads, guided by a long-range master plan, and backed by cost-benefit analysis.

What Will Be New or Different as the District Implements This Plan

The District is committing to change in three concrete ways.

Facing the problem honestly. Up-to-date financial reporting. All audits and financial reports will be brought up to date and kept current, restoring the transparency and credibility that sound decision-making requires. Performance reporting. The District will regularly report progress on goals and commitments in plain language so residents can see what is working, what isn't, and why.

Operating with discipline. Structured public input. The District will create reliable, organized channels for community input so that decisions reflect the priorities of residents across the community, not just the most vocal voices. Proactive communication. The District will move from reactive to proactive by explaining conditions, trade-offs, and decisions well before major funding actions are required.

Thoughtful, Long-Term Planning and Investment. The District will initiate projects only after thorough planning and vetting, not in response to pressure or urgency alone. For the first time, a long-range facility master plan will guide capital infrastructure decisions rather than making them project by project. Capital investment decisions will be based on cost-benefit analysis and risk assessment, ensuring limited funds go to the highest-priority needs first.

Goals, Objectives, and Implementation Phase

These notes introduce the strategic goals and objectives in the following pages.

Key Areas of Change. This Strategic Plan targets critical areas where the Board has indicated a need for change or greater clarity. While the District has many other existing and ongoing initiatives, programs, and actions, these are not included in this Plan.

Timing. The Work Plan will contain details on timing. Staff will report on all objectives and the entire Plan at least once a year, early in the budget season. This timing allows the General Manager to incorporate Board feedback into the preparation of the new fiscal year budget.

Implementation. Following the Board's review and approval of the goals and objectives, District staff will develop a Work Plan to implement them.

Priorities. Priorities will be identified during the development of the implementation plan. If time or resources are short, lower-priority objectives or work actions may be deleted or postponed, ensuring resources are available for high-priority objectives.

GOAL 1. INFRASTRUCTURE: Reliable Water and Well-Maintained Roads and Facilities.

Strategic Background. Bear Valley’s infrastructure is aging and needs replacement, yet the District does not currently have the staff, funding, or equipment to fully maintain, upgrade, or replace it.

Strategic Challenges and Opportunities. Funding is a key challenge. Maintenance, upgrades, and replacements can only proceed as fast as funds allow, creating a Catch-22: the District needs funds to move forward with big projects, but increasing funds is challenging.

Roads are degraded by potholes, settlement, uneven and loose asphalt, and water leaks that undermine roadways and create unseen ice slicks in winter.

Water infrastructure, quality, and supply face challenges. Much of the District’s water infrastructure is over 50 years old and, while currently acceptable, much of it is beyond its planned lifespan. There are water quality and treatment issues, water availability and dependence on limited imported water, and increasing state regulations that may add cost and oversight. Water loss through leaks and breaks is driving up operations and maintenance costs.

The sanitary wastewater system is aging. Due to the small number of parcels the system serves, the cost of operating and maintaining it places a significant financial burden on those served.

Strategic Response. Accountability is a high priority for the Board. Without proactive planned maintenance and upgrades—and good finances—priorities cannot be reliably accomplished. Better planning is needed to ensure future requirements are met. To ensure long-term reliability, the District will rehabilitate and replace the entire water system, essentially and systematically repair, resurface, and upgrade roads over the coming years and decades, while appropriately maintaining the sanitary sewer system. The District will ensure a safe, reliable, and affordable water supply through continued operational and system improvements and by increasing local water production and reducing reliance on imported water.

The following objectives define the outcomes needed to fulfill Goal 1.

OBJECTIVE 1.1: District capital infrastructure decisions are guided by an adopted long-range facilities master plan that balances the needs of the water, road, drainage, sanitary sewer systems, and other critical infrastructure, within available and projected financial resources.

OBJECTIVE 1.2: The District maintains a comprehensive asset management approach that supports long-term system reliability, lifecycle cost control, and transparent prioritization of infrastructure investments.

OBJECTIVE 1.3: Long-range facilities and asset management plans are regularly evaluated and updated to ensure alignment with realistic funding capacity, implementation timelines, and annual budget commitments.

OBJECTIVE 1.4: The District strengthens infrastructure resilience and preparedness for a range of risks, such as wildfires, water shortages, earthquakes, cyberattacks, climate change impacts, pandemics, and financial threats such as inflation, unfunded mandates, and revenue volatility.

OBJECTIVE 1.5: Solid waste disposal is managed with clear accountability, appropriate oversight, and service expectations, ensuring that the system supports community needs.

GOAL 2. FINANCE. Sustainable Financial Planning and Management to Support Essential Services

Strategic Background. The District’s financial challenges largely reflect aging infrastructure—much of it built in the early 1970s—and decades of limited reinvestment. These systems now require significant maintenance and replacement.

Strategic Challenges and Opportunities. Current revenues are not keeping pace with the cost of maintaining aging infrastructure and essential services. Responsible long-term management will require aligning rates and fees with actual costs — done carefully and with full transparency about where every dollar goes. With limited staffing and constrained spending, further cost reductions would affect service levels. Past delays in audits and forecasting weakened transparency, but recent progress in financial management and rate studies is strengthening accountability and planning.

Strategic Response. The Board prioritizes fiscal responsibility and long-term stability. The District will strengthen financial forecasting and align expenditures with realistic revenue capacity. Rates and fees will be updated as necessary, with attention to affordability. The District will also pursue non-operating revenue through responsible asset use, partnerships, and cost efficiencies. The Board will clarify the balance between funding police services and investing in critical infrastructure (see Goal 5).

The following objectives define the outcomes needed to fulfill Goal 2.

OBJECTIVE 2.1: Audits, financial reporting, and rate and revenue analyses are current, transparent, and sufficient to demonstrate a responsible and healthy financial position to the Board and the public.

OBJECTIVE 2.2: The District maintains a clear long-term financial plan that aligns revenues, expenditures, reserves, operating, and capital needs, and strategic priorities to support both current operations and future obligations.

OBJECTIVE 2.3: The District evaluates and responsibly leverages District assets and opportunities to diversify revenue sources, including public-private partnerships and external funding opportunities, to improve long-term financial sustainability.

OBJECTIVE 2.4: Expenditures, staffing costs, and service levels are proactively managed and regularly evaluated to control costs and to ensure resources are used efficiently and effectively.

GOAL 3. OUTREACH & ENGAGEMENT: Building Public Trust, Community Understanding, and Support

Strategic Background. Public trust directly affects the District’s ability to plan, fund, and deliver services. Inconsistent messaging and reactive communication have weakened confidence and allowed misinformation—particularly on social media—to shape public perception. Limited collaboration with key partners, including Bear Valley Springs Association (BVSA), has further complicated public understanding of roles and responsibilities.

Strategic Challenges and Opportunities. Without public understanding and confidence, the District cannot secure support for infrastructure investment, rate adjustments, or long-term planning. Residents deserve clear, straightforward information about aging systems — especially water and roads — and the financial realities of maintaining them. Consistent communication, transparent reporting, and visible progress on major initiatives—such as the Capital Improvement Program (CIP), audits, and financial planning—can restore confidence and build durable support.

Strategic Response. The District will move from reactive communication to disciplined, coordinated outreach. It will clearly explain infrastructure conditions, water reliability, financial realities, and decision-making processes—well before major funding actions are required.

Performance reporting will be regular, understandable, and tied to stated commitments. Messaging will be consistent following Board action. Relationships, including with BVSA, will be strengthened through deliberate collaboration around shared community goals. By pairing measurable performance with clear communication, the District will rebuild trust and secure sustained community support for essential services.

The following objectives define the outcomes needed to fulfill Goal 3.

OBJECTIVE 3.1: The public has timely, clear, and easily accessible information about District plans, infrastructure conditions, financial realities, and performance outcomes.

OBJECTIVE 3.2: District communications are consistent and coordinated, improving understanding of why infrastructure investment, rates, and long-term planning are necessary while actively reducing misinformation.

OBJECTIVE 3.3: The District strengthens its credibility by clearly demonstrating and communicating progress and outcomes on major efforts, including capital improvement projects, audits, and financial planning.

OBJECTIVE 3.4: The District has established methods to listen to and understand what most District customers expect from the District. Individual comments and feedback, including those expressed through social media or public meetings, are considered within the broader context of community-wide input.

OBJECTIVE 3.5: Key relationships, including with BVSA, local agencies, and professional organizations, are more collaborative and support shared goals, improved coordination, and enhanced public trust and confidence.

GOAL 4. BOARD & STAFF: Clear Governance, Unified Leadership, and a Capable, Supported Workforce

Strategic Background. In the past, unclear boundaries between Board governance and day-to-day operations reduced effectiveness, increased risk, and diverted attention from critical priorities. Recent improvements in Board governance and professional management have begun to strengthen accountability.

The District relies on a committed workforce that continues to perform well despite limited resources and the challenges of operating in a rural, geographically isolated community. Capacity constraints and long-term workforce risks remain.

Strategic Challenges and Opportunities. A key challenge is ensuring consistent governance discipline, Board alignment, and unified messaging following Board decisions. When governance roles blur or messaging is mixed, staff effectiveness and public trust are undermined.

Workforce challenges include attracting and retaining qualified staff, maintaining continuity in key positions, and keeping operations current with regulations and industry best practices. While staff commitment is strong, staffing, training, and succession constraints increase vulnerability.

Strategic Response. The Board will reinforce clear governance roles, focusing on policy leadership, oversight, accountability, and unified messaging following Board action.

The District will prioritize workforce stability, succession and continuity planning, staff support and recognition, and adherence to professional standards. Through disciplined governance and workforce investment, the District will improve effectiveness, reduce risk, and ensure reliable service delivery over the long term.

The following objectives define the outcomes needed to fulfill Goal 4.

OBJECTIVE 4.1: Board members consistently operate within clearly defined governance roles, focusing on policy, oversight, and accountability rather than day-to-day operations, thereby improving effectiveness and reducing organizational risk.

OBJECTIVE 4.2: Board decisions are communicated with consistent, unified messaging, actively improving public trust, organizational stability, and confidence in leadership.

OBJECTIVE 4.3: The District maintains a stable and capable workforce, supported by succession planning, professional development, and continuity planning, ensuring that critical functions and services are sustained despite recruitment and retention challenges.

OBJECTIVE 4.4: Staff feel supported, recognized, and encouraged to perform at a high level, contributing to strong morale, accountability, and overall organizational performance.

OBJECTIVE 4.5: District operations remain current with applicable regulations, industry best management practices, and professional standards, reducing risk and supporting efficient and effective service delivery.

GOAL 5. PUBLIC SAFETY: Sustainable, Community-Supported Public Safety Services

Strategic Background. Bear Valley Springs' safety and security rests on two distinct elements: gated access, which controls entry to the community, and local police services, which provide enforcement, response capability, and visible patrol. They face different funding considerations.

Police service costs have risen steadily while revenue options remain limited. Without a dedicated funding source, public safety expenditures will consume an increasing share of the General Fund — crowding out capital improvements and other essential services. Recognizing this, the Board has voted unanimously to place a special tax measure on the March 2027 ballot to establish a stable, dedicated funding source for Police. The District also recognizes that earning voter approval requires demonstrated trustworthiness and a clear accounting of how existing funds are being managed — which is why transparency and public engagement are central to the District's approach to this election.

Strategic Challenges and Opportunities. The District must resolve two interconnected questions: how public safety services should be structured, and how they should be funded. Some community members support maintaining the District's own police department; others believe contracting with the Kern County Sheriff would reduce costs. Still others believe that public safety can be provided via general Kern County Sheriff coverage without a dedicated contract. This issue requires honest, factual public communication before the March 2027 vote.

Strategic Response. The District will conduct a thorough public engagement program in advance of the March 2027 special tax election. Residents will have meaningful opportunities to ask questions, review data, and reach an informed decision before voting.

The Board has established its policy direction: a dedicated special tax is the preferred path to sustainable public safety funding. If approved by voters, the tax will stabilize the department's budget, protect the General Fund, and preserve local control of public safety services.

If the measure does not pass, the Board will evaluate alternative service configurations to maintain public safety while balancing limited revenue across public safety, capital improvements, and all other District needs.

The following objectives define the outcomes needed to fulfill Goal 5.

OBJECTIVE 5.1: The District develops and delivers a public engagement program that gives residents access to clear, factual information on public safety service options, costs, and funding implications in advance of the March 2027 special tax election.

OBJECTIVE 5.2: The Board adopts and updates over time a long-term public safety policy that defines service levels, funding responsibility, and accountability measures.

GOAL 6. STEWARDSHIP: The Character, Environment, And Long-Term Quality of Life of Bear Valley Springs Is Protected.

Strategic Background. Bear Valley Springs is a unique community, defined by its beautiful natural environment, rural character, and quality of life. Residents consistently identify the area’s clear lakes, abundant wildlife, open spaces, and scenic landscape as core assets that make Bear Valley Springs a desirable place to live, raise families, and retire.

Demographic shifts over the past decade have brought a growing number of younger families alongside a long-standing retiree population. Younger households may be more receptive to investment in infrastructure, recreation, and community amenities, while fixed-income residents are likely more sensitive to taxes, fees, insurance costs, and broader cost-of-living pressures.

Strategic Challenges and Opportunities. The strategic challenge is how to plan intentionally for long-term sustainability, ensuring that services are reliably delivered, resources are managed responsibly, and the needs of a changing community, including younger families, retirees, and new residents, are met.

Strategic Response. The District will balance affordability with the need to maintain and improve services, facilities, and environmental stewardship. This includes aligning, capital investment and service levels with realistically available finances, while remaining sensitive to the community’s diverse economic circumstances.

The following objectives define the outcomes needed to fulfill Goal 6.

OBJECTIVE 6.1: The District protects and enhances the natural environment and community character through policies and actions that balance change with environmental responsibility, including water, wildfire, and other risk reduction, and habitat and open-space stewardship.

OBJECTIVE 6.2: District services, communication, and programs are adapted to reflect changing demographics, community needs, and quality of life expectations, ensuring that all residents benefit from well-managed, relevant services.

OBJECTIVE 6.3: Transparency and accountability are strengthened through regular, understandable public reporting, performance measurement, and open decision-making, ensuring that the community is informed and confident in District operations.

OBJECTIVE 6.4: Recreation facilities and programs—including lakes, parks, golf course, equestrian center, trails, and related services—are managed with accountability, appropriate oversight, and service expectations that support community needs and long-term stewardship.

Monitoring, Reporting, Oversight, and Accountability

The Board, Leadership Team, and Staff will take the following actions to ensure that the Plan is implemented and updated over time.

Communicate with Staff

Meet with all employees to ensure all staff members understand the Plan and which parts they are responsible for, and report at least annually to the entire Staff on Plan progress.

Display the mission, vision, goals, and objectives on posters, handouts, and business cards.

Incorporate the mission, vision, goals, and objectives in the employee handbook and in orientation and training materials for new employees.

Communicate with the Public

Include the Plan and progress in the annual budget document.

Clarify Roles and Expectations

Include accomplishment of strategic priorities in performance reviews for the General Manager, Leadership Team, Non-Management Staff, and collective bargaining units

Allocate Resources to Meet Strategic Objectives

Ensure the District's annual budget and hiring practices both reflect strategic goals and objectives.

Board Oversight and Monitoring

Staff notes in the agenda packet and reference materials when an item fulfills or supports a particular goal or objective.

The Board and its committees consider Strategic Plan goals and objectives when deliberating.

The General Manager will provide the Board with a comprehensive report on the Strategic Plan's progress annually, as part of the budget development process.

Incorporate the mission, vision, goals, and objectives into orientation and training materials for the Board and Committee members.

Include an introduction to the strategic plan in the new board member onboarding.

Review and Update the Plan

The Board holds a brief workshop early in each budget development process to review progress on the Strategic Plan and consider making appropriate adjustments to the Plan.

Staff update implementation-related tasks as appropriate, and the Board undertakes a complete update of the Plan every three to five years.

Single-Page View of the Core Elements of the Strategic Plan

MISSION	Reliably deliver the essential public services — infrastructure, public safety, recreation, and environmental stewardship — that Bear Valley Springs residents depend on, managed responsibly and with accountability to the community we serve.					
VISION	Quality Services and Infrastructure		A Beautiful, Sustainable Community		Financial Sustainability & Accountability	A Trusted, Effective Organization
VALUES	Accountability	Community Engagement		Integrity & Honesty	Responsible Stewardship	Quality & Dedication
GOALS	1. INFRASTRUCTURE: Reliable, Well-Maintained Roads and Facilities and Supplies	2. FINANCE: Sustainable Financial Planning and Management to Support Essential Services	3. OUTREACH & ENGAGEMENT: Building Public Trust, Community Understanding, and Support	4. BOARD & STAFF: Clear Governance, Unified Leadership, and a Capable, Supported Workforce	5. PUBLIC SAFETY: Sustainable, Community-Supported Public Safety Services	6. STEWARDSHIP: The Character, Environment, And Long-Term Quality of Life of Bear Valley Springs Is Protected
OBJECTIVES	<p>1.1: District capital infrastructure decisions are guided by an adopted long-range facilities master plan that balances the needs of the water, road, drainage, sanitary sewer systems, and other critical infrastructure, within available and projected financial resources.</p> <p>1.2: The District maintains a comprehensive asset management approach that supports long-term system reliability, lifecycle cost control, and transparent prioritization of infrastructure investments.</p> <p>1.3: Long-range facilities and asset management plans are regularly evaluated and updated to ensure alignment with realistic funding capacity, implementation timelines, and annual budget commitments.</p> <p>1.4: The District strengthens infrastructure resilience and preparedness for a range of risks, including wildfires, water shortages, earthquakes, cyberattacks, climate change impacts, pandemics, and financial threats, including inflation, unfunded mandates, and revenue volatility.</p> <p>1.5: Solid waste disposal is managed with clear accountability, appropriate oversight, and service expectations, ensuring that the system supports community needs.</p>	<p>2.1: Audits, financial reporting, and rate and revenue analyses are current, transparent, and sufficient to demonstrate a responsible and healthy financial position to the Board and the public.</p> <p>2.2: The District maintains a clear long-term financial plan that aligns revenues, expenditures, reserves, operating, and capital needs, and strategic priorities to support both current operations and future obligations.</p> <p>2.3: The District evaluates and responsibly leverages District assets and opportunities to diversify revenue sources, including public-private partnerships and external funding opportunities, to improve long-term financial sustainability.</p> <p>2.4: Expenditures, staffing costs, and service levels are proactively managed and regularly evaluated to control costs and to ensure resources are used efficiently and effectively.</p>	<p>3.1: The public has timely, clear, and easily accessible information about District plans, infrastructure conditions, financial realities, and performance outcomes.</p> <p>3.2: District communications are consistent and coordinated, improving understanding of why infrastructure investment, rates, and long-term planning are necessary while actively reducing misinformation.</p> <p>3.3: The District strengthens its credibility by clearly demonstrating and communicating progress and outcomes on major efforts, including capital improvement projects, audits, and financial planning.</p> <p>3.4: The District has established methods to listen to and understand what most District customers expect from the District. Individual comments and feedback, including those expressed through social media or public meetings, are considered within the broader context of community-wide input.</p> <p>3.5: Key relationships, including with BVSA, local agencies, and professional organizations, are more collaborative and support shared goals, improved coordination, and enhanced public trust and confidence.</p>	<p>4.1: Board members consistently operate within clearly defined governance roles, focusing on policy, oversight, and accountability rather than day-to-day operations, thereby improving effectiveness and reducing organizational risk.</p> <p>4.2: Board decisions are communicated with consistent, unified messaging, actively improving public trust, organizational stability, and confidence in leadership.</p> <p>4.3: The District maintains a stable and capable workforce, supported by succession planning, professional development, and continuity planning, ensuring that critical functions and services are sustained despite recruitment and retention challenges.</p> <p>4.4: Staff feel supported, recognized, and encouraged to perform at a high level, contributing to strong morale, accountability, and overall organizational performance.</p> <p>4.5: District operations remain current with applicable regulations, industry best management practices, and professional standards, reducing risk and supporting efficient and effective service delivery.</p>	<p>5.1: The District develops and delivers a public engagement program that gives residents access to clear, factual information on public safety service options, costs, and funding implications in advance of the March 2027 special tax election.</p> <p>5.3: The Board adopts and updates over time a long-term public safety policy that defines service levels, funding responsibility, and accountability measures.</p>	<p>6.1: The District protects and enhances the natural environment and community character through policies and actions that balance change with environmental responsibility, including water, wildfire, and other risk reduction, and habitat and open-space stewardship.</p> <p>6.2: District services, communication, and programs are adapted to reflect changing demographics, community needs, and quality of life expectations, ensuring that all residents benefit from well-managed, relevant services.</p> <p>6.3: Transparency and accountability are strengthened through regular, understandable public reporting, performance measurement, and open decision-making, ensuring that the community is informed and confident in District operations.</p> <p>6.4: Recreation facilities and programs—including lakes, parks, golf course, equestrian center, trails, and related services—are managed with accountability, appropriate oversight, and service expectations that support community needs and long-term stewardship.</p>



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