

DRAFT



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 and then reviewed and refined in a second public workshop, including 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, and parks and recreation. 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 execution of policies 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, semi-public community — underscores its importance to the safety, quality of life, and long-term viability of Bear Valley Springs as both a residential and community destination.



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.

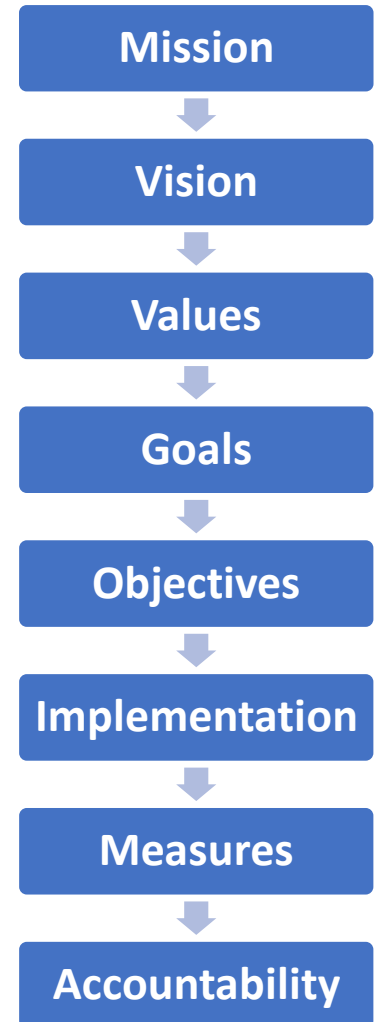
Goals. Goals describe broad, primary management, operations, and planning areas that will be addressed to accomplish the mission. Goals are not connected to timelines.

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

Current Mission Statement

To provide safe, stable, sustainable municipal services [WHAT] that enhance the quality of life [PURPOSE] of Bear Valley Springs residents [WHO] in an environmentally conscious manner [SUCCESS].

Suggested updates:

OPTION 1: To provide the essential services Bear Valley Springs residents depend on — reliably, responsibly, and with accountability to our community.

OR

OPTION 2: To reliably deliver the essential public services — water, roads, public safety, and more — that Bear Valley Springs residents depend on, managed responsibly and with accountability to the community we serve.

See Appendix A for workshop notes and participant responses on the Mission Statement.

Vision

Current Vision

To do our part in making Bear Valley Springs southern California's premier gated community. We will improve upon the services we offer through partnership with the community, thoughtful planning, and investment in infrastructure improvements that are fiscally sustainable and environmentally conscious.

Proposed Vision

BVCSD Vision

Within five years, Bear Valley Community Services District will be a trusted, well-run service provider delivering on the essential needs of its community. Within ten to twenty years, 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.

See Appendix B for workshop notes and participant responses on the Vision.

Values

Proposed BVCS D Core 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.

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.

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.

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 the reliability of services and the District'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.

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.

See Appendix C for workshop notes and participant responses on Values.

Big Picture View of the Strategic Direction

THE CONTENT ON THIS PAGE WILL BE DEVELOPED IN THE SECOND WORKSHOP

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

ANYTHING MISSING. Are there any goals or objectives missing from the Plan?

OUR HIGHEST PRIORITY: What is our highest priority or priorities? Why?

WHAT'S NEW OR DIFFERENT: What are we going to do for the first time, more of, less of, or stop doing?

Priorities (Areas of Current Emphasis)

In Workshop #1, participants were asked to identify the most crucial issues that the District needs to address in the coming years. The findings are summarized below. The areas of current emphasis are ordered from most Board votes to fewest. This exercise aimed to facilitate discussion and highlight current areas of focus, rather than to establish actionable quantitative priorities.

THESE PRIORITIES (AREAS OF CURRENT EMPHASIS) ARE PRESENTED TO ASSIST WITH THE REVIEW PROCESS AND WILL BE DELETED IN THE FINAL VERSION.

CATEGORY	ITEM	Board Vote	Staff Vote	Total Vote
Build Community Understanding and Trust		9	4	13
Accountability	<ul style="list-style-type: none"> • To ourselves • Our goals • Say out loud what we will do and do it, and report • Meet regulations, law, and thereby minimize risk 	5	6	11
COMBINED		14	10	24
Financial Sustainability	<ul style="list-style-type: none"> • Long-term plan • Near-term plans and cleanup • Affordability and balancing with needs 	7	8	15
Reliable infrastructure and services	<ul style="list-style-type: none"> • Reliable infrastructure and services • Proactive planned maintenance and upgrades • If do this and good finances then rest can follow 	4	7	11

See Appendix D for workshop notes and participant responses on Strategic Priorities.

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, Well-Maintained Roads and Facilities and Supplies.

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

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

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

Water infrastructure faces similar 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.

Water supply and quality also present critical challenges, including water quality and treatment issues, water availability and dependence on limited imported water, and increasing state regulations that may add cost and oversight.

The sanitary wastewater system is aging. Due to the small number of parcels served by the system, the cost of operating and maintaining 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 essentially the entire water system and systematically repair, resurface, and upgrade roads over the coming years and decade, 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, 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, including wildfires, water shortages, earthquakes, cyberattacks, climate change impacts, pandemics, and financial threats such as inflation, unfunded mandates, and revenue volatility.

See Appendix E for workshop notes and participant responses on Goal 1: Infrastructure.

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 insufficient to fully support both operations and critical capital needs, making updated rates, taxes, and fees increasingly necessary while affordability remains a concern. 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.

See Appendix F for workshop notes and participant responses on Goal 2: Finance.

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 need 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, regional agencies, and professional organizations, to be more collaborative and support shared goals, improved coordination, and enhanced public trust and confidence.

See Appendix G for workshop notes and participant responses on Goal 3: Outreach & Engagement.

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 and contractors, 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.

See Appendix H for workshop notes and participant responses on Goal 4: Board & Staff.

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

Strategic Background. Local police services, gated access, and visible enforcement have contributed to low reported crime and a strong sense of security.

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. The Board has voted unanimously to place a special tax measure on the March 2027 ballot to establish a stable, dedicated funding source for public safety services.

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. Staff analysis indicates that a County contract would likely capture the same tax revenues the District needs for capital improvements, result in comparable or higher costs, reduce service levels, and eliminate local control. These trade-offs require 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. This program will present residents with clear, factual information on all viable public safety options — including maintaining the District's own department and contracting with the County Sheriff — along with the service, cost, and governance implications of each. 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 all 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 District presents an honest, data-supported analysis of all viable service models — including a District-operated department and a County Sheriff contract — so residents can make an informed vote.

OBJECTIVE 5.3: If the special tax is approved, the Board adopts a long-term public safety policy that defines service levels, funding responsibility, and accountability measures.

See Appendix I for workshop notes and participant responses on Goal 5: Public Safety.

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

Strategic Background. BVCS D 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 population of retirees. 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 that the needs of a changing community, including both younger families and retirees, 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.

Financial affordability impacts related to climate, wildfire, and insurance risks are addressed under Goal 2 (Finance).

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 to 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.

OBJECTIVE 6.5: Storm drainage is managed with clear accountability, appropriate oversight, and service expectations, ensuring that the system meets community needs.

OBJECTIVE 6.6: Solid waste disposal is managed with clear accountability, appropriate oversight, and service expectations, ensuring that the system supports community needs.

See Appendix J for workshop notes and participant responses on Goal 6: 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.

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

THIS WILL BE UPDATED WITH THE PROPER INFORMATION WHEN THE DOCUMENT IS FINALIZED

MISSION	Bear Valley Community Services District onsectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis			
VISION	Nostrud	Incididunt	Labore	Consectetur Magna
VALUES	Lorem	Ipsum	Amet	Dolor Adipiscing
GOALS	1. STAFF: Lorem ipsum dolor sit amet, consectetur adipiscing	2. FACILITIES: Lorem ipsum dolor sit amet, consectetur adipiscing	3. ORGANIZATIONAL EXCELLENCE: Lorem ipsum dolor sit amet,	4. OUTREACH Lorem ipsum dolor sit amet, consectetur adipiscing.
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Appendix A: Mission — Notes and Participant Responses

The notes and raw responses below document participant comments and consultant observations gathered during the planning process. They are provided for reference — to support implementation planning and to preserve ideas that may inform future work. This content will be deleted before the final document is published.

Below Are Some Considerations to Help Evaluate the Mission Statement.

People have differing ideas about what they “like” in a mission statement. That is ok, but having a more objective basis for judging a mission statement can be helpful. Below are four elements that any good mission statement should include:

1. (PURPOSE) The opportunities or needs that we exist to address?
2. (WHAT) What are we doing to address these needs—the actual work of the organization?
3. (WHO) Whom do we serve?
4. (SUCCESS) How do we measure the success or excellence of the work we do?

Step 1: Evaluate the Current Mission Statement Against the Four Elements

Current statement: To provide safe, stable, sustainable municipal services that enhance the quality of life of Bear Valley Springs residents in an environmentally conscious manner.

Element	Current Language	Assessment
WHO	Bear Valley Springs residents	Clear and specific. Keep it.
WHAT	Municipal services	Vague. Doesn't name what the District actually does. "Municipal" was also flagged by one participant as implying city status, which is inaccurate.
PURPOSE	Enhance the quality of life	Weak. Generic and used by nearly every government agency. Doesn't distinguish BVCSD.
SUCCESS	Safe, stable, sustainable / environmentally conscious	Overloaded with adjectives. Three S-words feel like a slogan. "Environmentally conscious" drew criticism as not resonating with residents who are more concerned about cost and reliability.

Step 2: What the Participants Told Us

Organizing participant input through the four-element lens:

WHO — Strong consensus: Bear Valley Springs residents. One participant broadened it to include visitors and colleagues, but that is a values statement, not a mission statement. Keep the focus on residents.

WHAT — Two clear patterns emerged. First, several participants wanted to name specific services, particularly water and roads, which were cited as the District's highest-priority responsibilities. Second, others preferred the broader term "public services" or "services." The word "municipal" was specifically recommended for removal.

PURPOSE — Participants were less focused on articulating purpose as a distinct element. The closest expressions were: meeting residents' needs, accountability, and reliability. One participant

emphasized that the mission must be backed by action, not just words — suggesting purpose language needs to feel concrete, not aspirational.

SUCCESS — The most mentioned success qualities were: reliability, cost-effectiveness, accountability, and environmental responsibility. "Environmentally conscious" lost ground to cost-consciousness and reliability as the defining measure of success. Integrity, accountability, and respect appeared in one full draft submission.

Phrases from Those Who Commented on the Mission

THIS SHOULD BE COMPLETE AND SHOW HOW MANY TIMES EACH STATEMENT WAS MADE

WHO	WHAT	PURPOSE	SUCCESS
<ul style="list-style-type: none"> -Bear Valley Springs residents -the public -our community -the residents -every resident, visitor, and our colleagues 	<ul style="list-style-type: none"> -municipal services -reliableservices x2 -potable water and safe/passable roads.x3 - water quality and pressures - roads and water infrastructure -delivering reliable services -parks & rec -sewer -public safety 	<ul style="list-style-type: none"> -meet the needs of the Bear Valley Springs residents -encourage community participation -remaining compliant with regulatory requirements -prioritization -Hold district accountable -accelerating/empowering the district’s improvements -safeguarding public trust 	<ul style="list-style-type: none"> -sustainable, cost-effective, environmentally responsible manner -sensitive to natural resources and beauty -cost conscious manner -integrity, accountability, and respect -increasing revenue - professionalism and care reliable

Summary Of Responses About the Mission Statement

Mission Statement- Comments #1

provide municipal services

[Mission Statement- Comments #1](#)

meet the needs of the Bear Valley Springs residents

[Mission Statement- Comments #2](#)

Our mission is simple: provide services.

[Mission Statement Comments #4](#)

The mission of the Bear Valley Community Service District is to serve our community

[Mission Statement Comments #4](#)

we are committed to delivering reliable services,

Roads and Water are top priorities

[Mission Statement Comments #3](#)

We must serve the residents' absolute need for potable water and safe/passable roads.

-Our water quality and pressures vary, causing issues along with tank failures and property damage.

-Our lack of following the counties fire clearance requirements, have left homes, district property including water tanks and wells at risk.

Finance: we must stick to priorities in the budget (water and roads)

[Mission Statement Comments #3](#)

-Hold district accountable for general fund allocations by absolute prioritization.

Finance: we must stick to priorities in the budget (water and roads)

[Mission Statement Comments #3](#)

Hold district accountable for general fund allocations by absolute prioritization.

[Mission Statement Comments #3](#)

serve the residents

[Mission Statement- Comments #1](#)

sustainable

Mission Statement- Comments #1
cost-effective

Mission Statement- Comments #1
environmentally responsible manner

Mission Statement Comments #4
integrity

Mission Statement Comments #4
accountability

Mission Statement Comments #4
respect

Mission Statement- Comments #1
encourages community participation in the decision-making process

Mission Statement- Comments #1
remaining compliant with regulatory requirements

Mission Statement- Comments #1
sensitive to the valley's natural resources and beauty.

Mission Statement Comments #4
by living our values through our daily actions.

Mission Statement Comments #4
We believe culture is defined by what we value and how we behave,

Mission Statement Comments #4
safeguarding public trust

Mission Statement Comments #4
treating every resident, visitor, and our colleagues with professionalism and care.

Mission Statement- Comments #1The Bear Valley CSD will provide municipal services to meet the needs of the Bear Valley Springs residents in a sustainable, cost-effective, environmentally responsible manner that encourages community participation in the decision-making process. This will be done by remaining compliant with regulatory requirements while being sensitive to the valley's natural resources and beauty.

Mission Statement- Comments #2
Our mission is simple: provide services. It is difficult to embellish that simple task. So while I don't have a new statement to offer, I do have a couple of changes to suggest.

I would remove the word municipal, as it implies we are a city (we are not) and the LAFCO is removing it from their Municipal Services Reviews.

I don't find the phrase "in an environmentally conscious manner" strongly resonates with my constituents. I believe they are much more interested in a cost conscious manner.

The What is contained across the terms provide ... services.

What it takes for a great "Mission Statement"

Mission Statement Comments #3

-We must avoid "word salads" & "corporate style jargon or meaningless jargon" & "vague action".

-We must be active & compelling, stating a positive resident impact/purpose.

-We must be specific: LAFCO prescribed responsibilities, which should reflect what we deliver, not the outliers (nice to have).

We must prioritize.

Roads and Water are top priorities

Mission Statement Comments #3

We must serve the residents' absolute need for potable water and safe/passable roads.

-Our water quality and pressures vary, causing issues along with tank failures and property damage.

-Our lack of following the counties fire clearance requirements, have left homes, district property including water tanks and wells at risk.

Finance: we must stick to priorities in the budget (water and roads)

Mission Statement Comments #3

-Hold district accountable for general fund allocations by absolute prioritization.

Outreach: Actions more important than words

Mission Statement Comments #3

- There has been plenty of time to get positive messages out to the residents, independent of a new website. This mission statement will mean nothing without measurable commitments to the residents. The district needs to tell its story by action &

not just words. Unfortunately, directors & staff have disenfranchised residents over the years and it still happens in the meetings.

-The Manager's Minute was just added to the website. It's a great start.

-What do they say? Action speaks louder than words. How can messaging improve when statements like, "they can read the agenda, it's on the website, etc."? We should make every effort not to alienate the public with better statements like, "I understand your concern, I hear you, or we will make every effort to get the message out until we have our new systems in place". Statements like that are still factual and recognize the public interests'. IMHO, presently, many residents do not feel like they are being recognized or heard. Stop throwing the baby out with the bath water. All resident concerns should be recognized appropriately.

Water above police

[Mission Statement Comments #3](#)

We serve the public first, which is roads and water. The lack of an in-house BVPD will not result in our homes being condemned, whereas, a failed water system would.

[Currently making progress with finance Mission Statement Comments #3](#)

-We are presently accelerating/empowering the district's improvements regarding budgeting, accounting, managing, increasing revenue through various enterprise rate increases & rate fees.

Public Safety: Votes and Survey show little taste for extra police funding

[Mission Statement Comments #3](#)

Example: PD tax has been voted down twice and the ~\$47,000 survey indicated little taste for a third PD tax measure. The directors have a fiduciary responsibility to right this ship & make the hard decisions, which may be a positive mission statement to recognize failures (shortcomings) and provide a clear action statement.

Morale of staff is placed above customers

[Mission Statement Comments #3](#)

Despite what many individuals report, the CSD has a poor identity or brand. Part of the reason, IMHO, is that morale of the staff is placed over their responsibilities to the residents. What is the underlying cause that many residents don't feel the district adequately addressed their issues? I'm guessing that most residents would come away with a more positive interaction with staff if there was proper training regarding the facts of any situation & conflict resolution training. They need the tools to be successful. It must be a very difficult job to be the face of CSD and not have all the information to bring a mutual, respectful conclusion to office, phone call, or email interactions.

Morale of staff is placed above customers

[Mission Statement Comments #3](#)

-How can the district improve their brand, when nearly every board or committee meeting the staff is constantly defended, their morale, pay, closing the office an additional 2 days through the holidays & trash hours is elevated above the residents needs? The public is fully aware of missed mandatory state reporting dates, work without proper licensing and yet those employees remain. Whatever mitigating circumstances or cover that may be legally provided, the residents only see negative branding.

-How does one overcome the district's branding, paraphrasing "BVPD over roads & water"? There is already an effort to brand (tell the story) for an increased BVPD tax. There has been increased calls for environmental awareness regarding infrastructure, when we are already accountable under the California and Federal laws and regulations. How is this balanced?

Making progress with infrastructure but need better messaging

[Mission Statement Comments #3](#)

-The district is moving forward with water & roads infrastructure. Every meeting there are either proposals, RFPs, bids or discussions regarding infrastructure. Yet the residents still keep questioning if we are ever going to fix these issues. A clear example of a lack of messaging, which appears to be addressed by the Manager's Minute.

Outreach Suggestion: Survey, training, feedback emails

[Mission Statement Comments #3](#)

-Resident community survey. Let them speak for themselves. Don't be afraid to ask any and all hard questions.

-Provide staff training or aids so they can excel at customer satisfaction & conflict resolution.

-Have customer satisfaction paper surveys at desk & follow up emails. We shouldn't be afraid to receive feedback. It can be a data point/ metrics for customer satisfaction goals.

MISSION

[Mission Statement Comments #4](#)

"The mission of the Bear Valley Community Service District is to serve our community with integrity, accountability, and respect by living our values through our daily actions. We believe culture is defined by what we value and how we behave, and we are committed to delivering reliable services, safeguarding public trust, and treating every resident, visitor, and our colleagues with professionalism and care".

Appendix B: Vision — Notes and Participant Responses

The notes and raw responses below document participant comments and consultant observations gathered during the planning process. They are provided for reference — to support implementation planning and to preserve ideas that may inform future work. This content will be deleted before the final document is published.

Step 1: Evaluate the Current and Proposed Vision Statements

Current Vision: *To do our part in making Bear Valley Springs southern California's premier gated community. We will improve upon the services we offer through partnership with the community, thoughtful planning, and investment in infrastructure improvements that are fiscally sustainable and environmentally conscious.*

Assessment of Current Vision:

The opening phrase — "southern California's premier gated community" — is aspirational but problematic. The District doesn't control what makes Bear Valley Springs a premier community; it controls services and infrastructure. Claiming to be the "premier gated community" is a marketing claim the District cannot deliver on its own and that many residents may find hollow given current road and water conditions. It also ages poorly. The rest of the statement is generic planning language with no time horizon and no specific commitments.

Step 2: What Participants Told Us

Organizing participant input by theme:

Quality Services and Infrastructure was the most cited theme. Water and roads dominated. Specific and vivid language emerged: "roads we are proud of," "clear fresh tasting water," "no potholes," "no MCLs exceeded." Participants wanted measurable outcomes, not general commitments. Several offered specific numeric targets: 25% reduction in water loss, no more than 70% imported water, zero regulatory violations, \$50M in infrastructure over ten years.

Financial Sustainability was the second strongest theme. Participants used phrases like "financial escalator," "get away from short-term thinking," "money well spent," and "healthy rate structure." There was consistent concern about affordability alongside investment — residents want both fiscal discipline and infrastructure progress.

Accountable, Trusted Government appeared repeatedly and with some urgency. Participants want KPIs published, audits produced on time, and performance reported transparently. Several comments reflected distrust of current operations, making accountability a vision element with real emotional weight, not just procedural language.

Desirable Community and Environment was a strong theme. Phrases like "desirable place to live," "safe community living in harmony with nature," "crystal clear lakes," "abundant wildlife," and "recreational lifestyle sustained long-term" reflect a community that cares deeply about its character and natural setting. This is distinctively Bear Valley Springs and belongs in the vision.

Workforce and Culture appeared in several responses — well-compensated employees, passionate staff, opportunities for advancement. This is more internal and belongs more in values or a strategic goal than in the public-facing vision, but it signals that organizational health is a real concern.

Organized Vision Comments

Finance Light Green
Operations/Infrastructure Green
Culture Orange
Communication purple
Programs, Services – Pink
Staff/Board– Blue

Quality Services & Infrastructure

Water

- Clean, safe, reliable water supply

- No MCLs exceeded
- New and refurbished wells built to capacity
- Hedge against future reductions from TCCWD
- Reduce water loss by 25%
- Import no more than 70% of potable water
- Clear, fresh tasting water
- No scale buildup from hard water

- Reliable quantity, quality, and availability

Roads

- Roads we are proud of
- No potholes, erosion, or delamination
- Reduce vehicle damage
- Proud of roads
- Clean, drivable roads

Wastewater / Solid Waste

- Adequate, well-maintained wastewater services
- Solid waste handled efficiently
- Trash services maintained

Facilities & Fleet

- Well-maintained fleet and facilities
- District facilities:
- Board room
- District office
- Police department
- Gatehouse
- Public works yard

Capital Planning & Performance

- Infrastructure improvements aligned with Capital Improvement Plans
- New projects designed and constructed annually
- \$50M infrastructure completion (10 yrs)
- Measure and report performance using KPIs
- Perform against KPIs within 5 years
- Zero annual regulatory violations
- Robust regulatory compliance program

Public Safety Infrastructure

- Sustainable police and fire services
- Lowest crime rate in county
- Community safety from crime and fire hazards

Environmental Stewardship: Beautiful Community and Sustained Environment

- Crystal clear lakes
- Abundant wildlife
- Maintain wetlands, woodlands, meadows

- Environmentally responsive organization
- Reduce energy consumption

Proactive planning and sustainable service delivery

Affordability & Financial Sustainability

- Affordability and pristine environment
- Affordability for future growth
- Financial escalator to maintain and promote growth
- Healthy rate structure and financial escalators (near and long term)
- Get away from short-term thinking
- Financial responsibility and money well spent
- Customers and stakeholders feel cost effectiveness
- Stable and sufficiently funded public services
- Solid continuing financial plans
- Regular audits
- Confidence in finances
- Take advantage of outside properties for revenue
- Lease land to outside investors to generate sales tax
- \$50M+ infrastructure improvements achieved in 10 years
- Continue annual infrastructure investment

Cost Management & Efficiency

- Cost-effective organization
- Reduce energy use by 10% (10 yrs)
- Competitive services
- Stability and predictability

Desirable Community

- Beautiful community and sustained environment
- Desirable place to live (now and in 2035)
- Ideal community to raise kids and retire
- Waiting list to buy or rent
- Pride in roads and infrastructure
- Unified, stable community

- Healthy, collaborative community
- Safe community living in harmony with nature
- Recreational lifestyle sustained long-term
- Employees passionate about service
- Employees feel valued
- Build on clubs, culture, environmental support
- Ever-increasing polarity makes consensus difficult

Accountable, Reliable, Trusted Service Provider

- Transparent and responsible operations
- Publish KPIs and plans for accountability
- Report KPIs as part of budget process
- Produce timely audits
- Public outreach and education program (GM and staff led)
- Accountability to residents in all service areas
- Public trust and confidence
- Healthy community engagement
- Demonstrate competence to build trust
- Stand firm on tough decisions to protect district assets
- Fully functional government holding itself accountable

Accountability to all service areas

- All needed public services maintained
- No service left behind (trash, recreation, mail, etc.)
- Parks & Recreation – “more to do than people can do”
- Seasonal attractions (concerts, corn maze)
- Sustainable public safety programs
- Sustainable service delivery model
- Expand services on district property and outside the gate
- Opportunity: Outreach & Education program
- Snow plowing
- Transfer station
- Public safety services

- Water services
- Safe roads
- Mail services

Functional Government

- Well-compensated employees
- Opportunities for advancement
- Attract creative, strategic, community-oriented employees
- Passionate employees who enjoy serving the community
- Board focused on future and sustainability
- Strategic and proactive leadership
- Productive, strategic planning (3-year focus)
- Rules and protections to improve infrastructure and wildlife
- Accountable, reliable, trusted service provider
- Holds itself accountable to residents

Raw Vision Comments

Vision- Small Group Responses

Beautiful Community and Sustained Environment

Vision- Small Group Responses

District responsibilities, maintaining, resources, promote growth, crystal clear lakes, abundant wildlife and to fix and maintain infrastructure for all.

Fully functional government—infrastructure -> wildlife

Vision- Individual Responses

Affordability and Pristine Environment

Build an environment with sustainability and beauty by creating a financial escalator to maintain any tile Affordability for future growth.

Crystal clear lakes

Fix and maintain an infrastructure for all

Vision- Small Group Responses

With sustainability and beauty

Stable and protects the community

Financial escalator to promote growth. Crystal clear lake, abundant wildlife and fix and maintain infrastructure for all.

Desirable place as ever to live. All needed public services with plans to keep it that way.

Desirable Community

Bear Valley is as desirable a place to live now as it has ever been. We have all the public services we need, they are all sufficiently funded and we have. Solid continuing plans to keep it that way.

Vision- Small Group Responses

Goal 2035

Desirable place to live

Vision- Individual Responses

BVS residents enjoy the services

Offered and there is a waiting list for people to buy or rent. – 10 yrs.

Vision- Individual Responses

Bear Valley Springs is an ideal community to raise kids and retire. –10 yrs.

Vision- Individual Responses

BVCSD focuses on the future

In a productive and strategic manner and plans for a sustainable service delivery model. –3yrs.

BVCSD quality services and infrastructure.

Vision- Individual Responses

Infrastructure is in top shape

- Road
- Water- clean, available
- Waste- solid and water gone without a trace
- Public Safety- Lowest crime rate in county
- Parks and Rec- More to do than people can do
- Administration- Trusted, effective, efficient

Vision- Individual Responses

Clean, safe and reliable water supply

- Fixtures and appliances lasting and no scale build up from hard water
- No MCLs exceeded
- New and refurbished wells built to capacity to provide a hedge against future water supply reductions from TCCWD.
- So nice to have clear, fresh tasting water to drink and cook with
- R&R 10 to 20 years and it will make the district a great place to live.

Vision- Individual Responses

Roads that we are proud of

- Nice to drive and stay in my lane, not having to miss potholes, delimitations (road separation), or eroded road edges.
- All of us will save on wheel alignments and tire replacements
- Likely 15 to 20 years
- Pride in our roads vs embarrassment and having to warn our visitors of the road conditions
- Great not to bounce all over the roads.

Vision- Individual Responses

- The District Will be an effective, environmentally responsive, cost-effective organization maintaining
- responsible, well-maintained, cost-effective water supply systems,
- with well-maintained road and streets,
- adequate and well-maintained waste water services, and
- well maintained fleet, facilities, and solid wastes.
- Staff will be well compensated with opportunity for advancement.
- Customers and stakeholders will have a feeling of cost effectiveness

Vision- Small Group Responses

District Facilities

- Board room
- District office
- Police Dept
- Gatehouse
- Public Works Yard

Easel Board- Group Responses

Proactive, planning and sustainable service delivery

- 5 yrs – perform against KPIs
- 10 yrs – Reduce water loss by 25%
- 10 yrs – Import no more than 70% of water
- 10 yrs – Reduce energy use by 10%
- 20 yrs – Proud of Rds
- Public safety sustainable

Vision- Individual Responses

In 5 years

We will be constructing infrastructure improvements in accordance with capital improvement plans with new projects designed and constructed every year.

Vision- Individual Responses

In 5 years

We will be measuring and reporting performance in all areas of operation

Using key performance indicators (KPIs)

Vision- Individual Responses

In 10 years

We will have achieved successful completion of infrastructure improvements valued at \$50M or more.

We will continue to invest annually in new infrastructure improvements.

Vision- Individual Responses

Focus on Progress to achieve goals

- Sustainable
- Efficient
- Healthy, collaborative community
- Manage and protect resources
- Provides full trust and confidence with public, improves staff efficiency and to stand firm on tough decisions to protect the Districts assets and reduce liability to ensure community success and overall well being
- To achieve; stay the course and focus on progress big or small over next few years

Vision- Individual Responses

Functional Government

- By having a fully functional government that holds itself accountable to the betterment and future of BVS.
- This can be achieved by putting rules and protections in place that improves everything from infrastructure to wildlife.
- A stable and well-maintained environment will encourage the public to participate in protecting the entire community.

Vision- Small Group Responses

Ever increasing polarity

Very difficult to obtain consensus makes 2/3 votes improbable

Vision- Individual Responses

BVCSD is an organization that attracts creative, strategic, community-oriented employees who enjoy serving the BVC community. –5yrs.

Vision- Individual Responses

Vision- Small Group Responses

Accountable, Reliable, Trusted Service Provider

Vision- Individual Responses

BVCSD holds itself accountable

To its residents for all service areas and operates in a transparent and responsible manner – 1 yr.

- Producing timely audits, confidence in regular public services. (Snow plowing, transfer station, public safety, water service, safe roads.)

Vision- Small Group Responses

Sustainability

Financial escalators to ensure healthy rate structures that support day to day operations as well as plan ahead for the future.

Easel Board- Group Responses

- Healthy rate structure and financial escalators cover near and long term
- Get away from short term thinking
- Take advantage of outside properties for revenue

Vision- Small Group Responses

Vision- Small Group Responses

Focus on Future and Sustainability

1. BVCSD focuses on the future in a proactive and strategic manner and plans for a sustainable service delivery model. Within 5 years measuring against KPIs established in year 1. These are reported as part of the budget process.
 - 10. Import no more than 70% of our potable water.
 - 10. Reduce energy use by 10%

15-20. Roads to be proud of and reduce damage to vehicles.

Accountability to all service areas

Healthy community engagement.

Financial responsibility and money well spent.

Public confidence and well-being.

Easel Board- Group Responses

-No service is left behind

-Trash

-Rec

-Mail

-Operate transparent and responsible manner

-Publish KPIs plans, etc. for accountability

Healthy engagement and demonstrate competence for trust

Vision- Small Group Responses

Accountability and Sustainability

2. BVCSD holds itself accountable to its residents for all service areas and operates in a transparent and responsible manner.

5. Employees are well-compensated, passionate about service and opportunities to learn and advance.

1-3. Take advantage of local resources to expand services on district property on outside of the gate.

1. Sustainable public safety programs.

Easel Board- Group Responses

Stability – Predictability

-Regular audits

-Can count on regular service

-Competitive

Vision- Small Group Responses

E/C- Public Safety

Ensure our community safety from crime, fire hazards, etc.

Vision- Individual Responses

Opportunity: Outreach & Education

Create a formal public outreach and education program provided by GM and staff leads

Vision- Individual Responses

In 5 years

We will have a robust regulatory compliance program and will have zero annual violations of any regulatory requirements.

Vision- Individual Responses

In 10 years

We will have achieved a 25% reduction in water loss

We will import no more than 70% of our potable water

We will reduce energy consumption by 10%

Vision- Individual Responses

Confidence in the Future

I see a community where the residents can be confident in their future here. This should include things like a solid water system, clean drivable roads, and finances. In my opinion, this creates a unified stable community that has involvement and pride.

Vision- Individual Responses

I believe a positive impact for the people of BVS and community is:

A safe community living in harmony with our natural environment, enjoying a quality of life and environment of the recreational activities. This lifestyle will be sustainable for many years to come due to fiscal and operational management by BVCSD and its board.

This is evident by the reliability of quantity, quality, and availability of potable water.

Maintained roads

Sustainable public safety both police and fire services
Maintained natural resources i.e. wetlands, woodlands, and meadows for wildlife to thrive.

Employees who are passionate about the services they provide.

Employees who feel valued by CSD and the public with opportunities for advancement.

This can be achieved and a planned direction in 5-20 years considering breadth of infrastructure needs.

Vision- Individual Responses

Take advantage of all our resources and assets

Seasonal attractions to pull in the surrounding community visitors/residents

-Annual concerts, corn field maze, leased land to outside investors to bring in sales taxes (1-3 yrs)

-Build on clubs culture/environmental support.

Appendix C: Values — Notes and Participant Responses

The notes and raw responses below document participant comments and consultant observations gathered during the planning process. They are provided for reference — to support implementation planning and to preserve ideas that may inform future work. This content will be deleted before the final document is published.

What Participants Told Us

Integrity and Transparency was the single most cited value, named directly or implied in nearly every response. Participants specifically valued honesty even when it means admitting mistakes, accurate reporting, and operating without hidden agendas. One participant cited a specific staff member who exemplified this — truthful, thorough, accurate — as the standard the District should aspire to.

Accountability appeared frequently and with urgency. Several participants felt accountability was currently lacking at both Board and staff levels. The value of accountability needs to be stated as a behavioral commitment, not just a word.

Respect and Dignity came through clearly — in how staff treat residents, how the Board treats staff, and how the organization handles conflict. One participant specifically noted that interactions should be cooperative and collaborative rather than defensive or accusatory.

Fiscal Responsibility was named explicitly by multiple participants as a core value. Phrases included "decisions in the best interest of long-term sustainability," "even if the decisions are unpopular," and "asset and resource management." This maps to the Responsible Stewardship value.

Quality and Dedication was well-represented. Words like "conscientious," "diligent," "dedicated," and "best work" appeared across multiple responses. Notably, one staff respondent pointed out that staff already hold these values even when they aren't recognized for it — suggesting this value has genuine organizational resonance.

Community Engagement was stated explicitly by one participant as a full value with its own definition: informing residents on the what, why, when, and how of decisions. This reflects a broader theme of building public trust through communication, not just service delivery.

One difficult signal: The raw comment raises a serious concern about values alignment between Board members and staff. This is not a drafting problem — no values statement fixes a governance culture issue. However, it reinforces why stating values clearly and publicly matters: it creates a standard the community and Board can be held to.

Raw Data - Organized

Values from the Group on the Easel Boards from the Workshop

Categories

1. **Integrity/Transparency/honestly/owning up – Dark Blue**
2. Fiscally responsible, Sustainable
3. Work Ethic Quality → conscientious thorough, diligent and accurate
4. Understanding Family Culture, ~~Dignity, Respect – Blue~~
5. **Cooperative/Collaborative Purple** Responsiveness to Public, Accountable

Integrity/Transparency/honestly/owning up

Vision Comments

preparing **truthful, honest, thorough and accurate** reports/presentations. He has gone far above any other staff reporting during district meetings. I could always trust what he said. His products represent the best of the district and should be duplicated. And yes, there are other great employees, which I rarely see or even get to meet.

Vision Comments

Integrity & Transparency: We do the right thing in an open and honest manner, even if it means admitting a mistake.

Vision Comments

Integrity, Family Atmosphere, Supportive, Committed, Professional, Dignity, Conscientious, Respectful. There is no hurdle too high.

Vision Comments

The underlying values would be **Transparency** and **Conscientious**.

Vision Comments

Dedication, the District **has dedicated staff** even when they aren't appreciated. We all want to do the right thing.

Vision Comments

to operate diligently, transparently and with integrity. Dedication is definitely a top value.

Culture: Focus on Serving customers

Vision Comments

Customers are valued; customers are all treated equally. Staff are conscientious of residents' well-being and quality of life. The services are intended to be provided with the **highest quality** t

Vision Comments

-I believe the culture is improving, hopefully.

Vision Comments

Put the customers first and accountability.

Vision Comments

Values support culture and people care about that...

Vision Comments

Each **interaction with residents should be positive & not defensive, accusatory, etcetera**. Hold truth to the old saying, **"When you point a finger at someone else, you have three pointing back at you"**. Many folks aren't introspective enough to be conflict resolvers. **Be cooperative/collaborative and find a way to a mutual respectful solution.**

Valuing our Staff

Vision Comments

I believe that **valuing our most important asset, our employees,**

Vision Comments

Safe & Positive Work Environment: We value the most important asset the District has – it's staff. We are committed to providing a safe work place and environment that **supports learning and growth rather than unattainable expectations.**

Fiscal Responsibility

Vision Comments

Fiscal Responsibility: We make the financial decisions that are in the best interest of the long-term sustainability and reliability of District services, even if the decisions are unpopular.

Vision Comments

Asset & Resource Management: We plan for the long-term viability and replacement of District assets to enable us to meet the needs of the community.

Community Engagement

Vision Comments

Community Engagement: We are committed to including the community in the decision-making process by educating and informing the residents of not only the "what" but the "why", "when", and "how".

Quality Service

Vision Comments

Reliability & Sustainability: *We understand that the residents rely on our services for their day-to-day lives and are committed to ensuring that they function now and into the future.*

Vision Comments

Customers are valued; customers are all treated equally. Staff are conscientious of residents' well-being and quality of life. The services are intended to be provided with the highest quality t

Raw Values Comments

Values 1

-Think of someone who best exemplifies the values of the District; what values do they live out in their work and decisions that should be highlighted and identified as the District's core values? Why?

Values 1

-Hard to say, since it's difficult to really talk with them. Some are very guarded about what they say for various reasons. There has been one employee that I have witnessed for several years preparing truthful, honest, thorough and accurate reports/presentations. He has gone far above any other staff reporting during district meetings. I could always trust what he said. His products represent the best of the district and should be duplicated. And yes, there are other great employees, which I rarely see or even get to meet.

Values 1

-Recall an action the District took, or a decision it made, that you believe was right regardless of whether it worked out. What underlying values led to that decision that you would like to identify as core to the District? Why?

v

-The district went out to bid for an external company to provide gate security in an effort to duplicate our failing model. The competitor challenged the winning bid, which was later (weeks) identified by staff not to meet the bid requirements. This mistake was spun by some as a way to fix a bigger mistake and retain existing employees. Without a positive result, that being cost savings, it may damper any further efforts to outsource services & result in continued increases of employee salaries & benefits under mandated government regulations.

Values 1

-What core values exist (if unstated) and underlie the culture, the people, and decision-making of the District?

Values 1

-I believe the culture is improving, hopefully. Accountability needs to be prioritized. Unfortunately, things have been missed by those responsible.

Values 1

-What core values would make you proud if the staff held them and the Board of the District—values so fundamental that you would hold them regardless of whether or not they are rewarded?

Values 1

-Put the customers first and accountability. Many folks pitch this place as the best place to live and work, yet the employees unionized, resulting in higher employee cost, which reduces the general fund. Apparently, the noted survey stated doesn't apply here. Nobody believes this since we keep increasing employee costs to retain them.

Values 1

Quote “• Values support culture and people care about that... a lot. For example, a recent article I referenced a LinkedIn survey that found that 26 percent of employees would forego a fancy title and 65 percent would accept lower pay before dealing with a poor workplace environment.”

Values 1

-Considering our customers and stakeholders – what values underlie or would you like to underlie how we serve, work with, and engage with them?

Values 1

-Each interaction with residents should be positive & not defensive, accusatory, etcetera. Hold truth to the old saying, “When you point a finger at someone else, you have three pointing back at you”. Many folks aren't introspective enough to be conflict resolvers. Be cooperative/collaborative and find a way to a mutual respectful solution.

Values 2

I believe that valuing our most important asset, our employees, would not only increase the morale of district employees, it would also demonstrate to those same employees that the board values them.

Values 3

Integrity & Transparency: We do the right thing in an open and honest manner, even if it means admitting a mistake.

Values 3

Fiscal Responsibility: We make the financial decisions that are in the best interest of the long-term sustainability and reliability of District services, even if the decisions are unpopular.

Values 3

Asset & Resource Management: We plan for the long-term viability and replacement of District assets to enable us to meet the needs of the community.

v

Community Engagement: We are committed to including the community in the decision-making process by educating and

informing residents not only on the “what”, but also on the “why”, “when”, and “how”.

Values 3

Safe & Positive Work Environment: We value the most important asset the District has – it’s staff. We are committed to providing a safe work place and environment that supports learning and growth rather than unattainable expectations.

Values 3

Reliability & Sustainability: We understand that the residents rely on our services for their day-to-day lives and are committed to ensuring that they function now and into the future.

Values 4

Here is a list of some values I can identify: Integrity, Family Atmosphere, Supportive, Committed, Professional, Dignity, Conscientious, Respectful. There is no hurdle too high.

b. Recall an action the District took, or a decision it made, that you believe was right regardless of whether it worked out. What underlying values led to that decision that you would like to identify as core to the District? Why?

There are many issues of the past that the District is currently working to review, reverse and redo. Even when viewed as poor in the public eye the District always takes steps to do what is right and to ensure the public is aware, even if it may be unpopular. Some examples include the request to the county to allow the District to enforce the California Vehicle Code, the BVSA lease agreement, the rate studies and the need to increase them and accounting errors of the past that have to be brought forward to correct. The underlying values would be Transparency and Conscientious.

c. What core values exist (if unstated) and underlie the culture, the people, and decision-making of the District?

Dedication, the District has dedicated staff even when they aren't appreciated. We all want to do the right thing.

d. What core values would make you proud if the staff held them and the Board of the District—values so fundamental that you would hold them regardless of whether or not they are rewarded?

I believe staff holds many of the core values stated above, even though they aren't usually rewarded for it. Some of the board struggles with focusing on the positive and helping to move the District forward. This trickles into the Public perception and creates the immense amount of distrust and to make it worse the board degrades and questions staff in public meetings. However, staff continues to operate diligently, transparently and with integrity. Dedication is definitely a top value.

e. Considering our customers and stakeholders – what values underlie or would you like to underlie how we serve, work with, and engage with them?

Customers are valued; customers are all treated equally. Staff are conscientious of residents' well-being and quality of life. The services are intended to be provided with the highest quality that we are able to provide. It is challenging to show the public and the board that we are doing the best that we can with the small amount that we have.

Values 5

Culture = Values + Behavior

Sir,

I want to share some concerns I’ve been struggling with regarding alignment on our core values.

Core values matter to me, and I believe they should consistently guide decisions and leadership actions. Lately, I’ve felt there is not a shared understanding or unity among leadership and the Board on what those values are. I do not see both believing in the same core values. The board, not as a whole, but a few have shown me they have zero understanding of what a core value is and what they truly mean. My experience with this board is that they are not united and act upon social media complaints, personal agendas, etc. Obviously, makes the future for staff challenging. Decisions appear to be driven by social media complaints or personal agendas rather than by our stated values and a unified approach.

This lack of consistency creates challenges for staff and makes it difficult to know what standards truly matter moving forward. I felt it was important to speak up and share this perspective.

Appendix D: Priorities — Notes and Participant Responses

The notes and raw responses below document participant comments and consultant observations gathered during the planning process. They are provided for reference — to support implementation planning and to preserve ideas that may inform future work. This content will be deleted before the final document is published.

Group Easel

Easel Board- Group Responses

5-11-6 – Accountability

- To ourselves
- Our goals
- Say out loud what will do and do it and report
- Meet regulations, law and there by minimize risk

Easel Board- Group Responses

7-15-8- Financial Sustainability

- Long term plan
- Near term plans and cleanup
- Affordability and balancing with needs

Easel Board- Group Responses

6-12-6 - Build Community Understanding and Trust

Easel Board- Group Responses

9-13-4- Reliable infrastructure and services

- Reliable infrastructure and services
- Proactive planned maintenance and upgrades
- If do this and good finances then rest can follow

Appendix E: Goal 1 (Infrastructure) — Notes

The notes and raw responses below document participant comments and consultant observations gathered during the planning process. They are provided for reference — to support implementation planning and to preserve ideas that may inform future work. This content will be deleted before the final document is published.

OVERARCHING PRIORITY IS RELIABLE INFRASTRUCTURE AND SERVICES

Priorities- Flipboard Responses

4 green – 7 red

- Reliable infrastructure and services
- Proactive planned maintenance and upgrades
- If do this and good finances, then rest can follow

A MAJOR CHALLENGE IS FUNDING AND STAFF CAPACITY

Perspectives – Individual Responses

- Maintenance is as good as funds allow (financial planning). But many roads MUST be resurfaced. How to raise funds required must include water mains.

Perspectives – Individual Responses

- BVS does not currently have the staff, money, or equipment to properly manage our infrastructure. Better planning is needed to assure future requirements are met

Perspectives – Individual Responses

4-C- Old Infrastructure

- Feels like a Catch 22, need the funds to move on big projects, need to increase funds, which presents a challenge.

Perspectives – Individual Responses

- Without water and roads we will lose our residents and home values. The district will remain viable without police dept. Unfortunately, infrastructure has suffered at the expense of public safety. X5

Challenges- Individual Responses

Road Crew Responsibility

- Fund them with additional general funds
- How to finance replacement of aging water infrastructure,

THE INFRASTRUCTURE IS OLD AND NEEDS TO BE REPLACED.

Roads

Challenges- Individual Responses

C- Roads/Water

- The roads and water need to be repaired/replaced to assure viability through the next few generations. This should include careful planning that also includes the ability to properly maintain them.

Challenges- Small Group Responses

Critical Issues

- C- Roads need to be replaced and maintained.
- C/O- and roads
- High priority to continue to implement plans to ensure a water supply and maintain our roads. Rehabing wells to maximize water within the valley and purchase less.

Mission Statement – Geva Frevert Comments

- Presently our roads are very hazardous due to potholes, roadside collapses, sinkholes, slippage, uneven roads, loose asphalt, water leaks undermining roads and creating unseen ice slicks in the winter.

Challenges- Individual Responses

Roads and Traffic Control

- Pavement issues across valley. Major paving issues and road repairs needed

Challenges- Individual Responses

Road Crew Responsibility

- Prioritize R&R 110 miles of roads per engineering study within 20 years.

Challenges- Individual Responses

3C- Road Maintenance

- Proper maintenance and repair of our roadways adon replacement and asphalt

Water Supply and Quality

Challenges- Small Group Responses

Critical Issues

- C- Water quality, quantity, and reliability.
- C/O- Water supply and roads
- high priority to continue to implement plans to ensure a water supply

Challenges- Individual Responses

Challenge: Safe, Reliable, and Affordable water supply

- Potable water systems are highly regulated with new regulations regularly enacted. California has very limited water supply and we have become overly dependent on imported water. "Imagine a day without water." We need to invest in the future of our water system.

C- How to Increase Water Supplies, Quality, and Availability

- Major issues: Age of mainline and service limits.
- Rehab/drill new wells
- Well contamination
- How to finance replacement of aging water infrastructure, and filter all potable water to meet water regulations.
- Must follow through with engineering plans to R&R entire system within 10 plus years (my guess)

Challenges- Individual Responses

5-C- Water Quality

- Continue and even improve the quality of our water supply

Challenges- Individual Responses

Water supply, more self-sustaining

- We must look to rehabbing our wells to provide as much of our own water to service the entire valley.
- With probable state regulations increasing our requiring additional oversight, it could become costly. The less water we have to purchase, the better.
- Planning for this is important.

Challenges- Individual Responses

Water Availability

Develop in valley wells in case TCCWD is forced to curtail supply

[Challenges- Individual Responses](#)

Water System Issues and Problems

Possible treatment issues- Contain and water quality issues

Water Source Issues- Water availability in CA

Water Infrastructure

Infrastructure: Upgrading 50 yr. old Water Infrastructure

[Perspectives – Individual Responses](#)

7-EC Water Systems current status

Currently acceptable but failures of significance seem likely

How to raise funds needed

[Challenges- Individual Responses](#)

Water System Issues and Problems

Piping and equipment at life expectance- need replacement and repairs

[Challenges- Individual Responses](#)

PLANNING AND PRIORITIZATION OF INFRASTRUCTURE PROJECTS

[Challenges- Individual Responses](#)

Be Strategic

District focuses on issues of the moment and not long-term strategy.

[Perspectives – Individual Responses](#)

2-C- Project Planning and Prioritization

We have pursued projects without properly analyzing their cost and benefit or considering alternatives.

[Perspectives – Individual Responses](#)

2-C- Planning

Don't have 20 year plans for critical infrastructure and equipment. This prevents board from prioritizing.

[Perspectives – Individual Responses](#)

2-C- Project Management and Reporting

We have projects authorized in the budgets and under contract that drag on for years and are forgotten by the board due to lack of reporting by staff.

[Perspectives – Individual Responses](#)

7-E/C- District Code

Needs updating to catch up with changes, future and current operating procedures.

ASSETS

[Challenges- Individual Responses](#)

District Facilities

Board Room, District office, Police Dept., Gatehouse, Public Works Yard

SOLID WASTE

Issues with increasing state treatment and disposal requirements.

Appendix F: Goal 2 (Finance) — Workshop Notes

The notes and raw responses below document participant comments and consultant observations gathered during the planning process. They are provided for reference — to support implementation planning and to preserve ideas that may inform future work. This content will be deleted before the final document is published.

FINANCIAL SUSTAINABILITY

Priorities- Flipboard Responses

7 green – 8 red

Long term plan, Near term plans and cleanup, and affordability and balancing with needs

CORE PROBLEM STATEMENT: LIMITED REVENUE VS. NEEDS

Perspectives- Small Group Responses

Funding is limited and needs to be increased.

Perspectives – Individual Responses

2-C- Don't have sufficient revenue for CIP and day-to-day operations.

Perspectives – Individual Responses

1-C- Expenditures

The reality of our revenue needs to be taken seriously. District must live within their means. We must prioritize LAFCO assignments/responsibilities x5

5- Need sufficient revenue and be transparent

Impacts all

FIDUCIARY RESPONSIBILITY: LIVE WITHIN MEANS AND PRIORITIZE MANDATES

Need to control Spending and Costs

Challenges- Individual Responses

C/E- Finance

Live within available revenue

If the cost of living and staff increases outgrow revenue, this challenge must be dealt with.

No department increases should be greater than CPI.

Living within our means- take hard look at staying within it

REVENUE STRATEGIES AND “THINKING OUT OF THE BOX”

A) New / Additional Revenue Sources

New Revenue Sources

Think about new revenue sources to help with increases of delivering services.

Land Trust and non-profits i.e. nature conservancy etc.

Challenges- Small Group Responses

Critical Issues

O- Maximizing additional revenues: Utilizing district assets such as leasing land for various uses.

C- Finances: Living within our means

Perspectives- Small Group Responses

Rate increases necessary to finance critical infrastructure projects

Perspectives – Small Group Responses

4-C Finances: Need sufficient resources, manage it better

Need to plan finance, manage and complete critical projects.

Perspectives – Individual Responses

4-E/C- Finance

We have several infrastructure issues that will require large funding. Our budget should reflect this challenge limiting the impact on the public.

Perspectives – Individual Responses

5-E/C- Rates are in need of increases to help move forward on these big projects that have been stagnant for years.

Perspectives- Small Group Responses

5-E&C- Rate studies moving forward. Focusing on our fiduciary responsibilities and thinking out of the box.

Wastewater Issues

Cost of treatment for such a small system-- increases the cost. Treatment- adequate but all the time requirements increase.

Ideas for Increased Revenue

Challenges- Individual Responses

C/E- Finance

Look for other revenue sources such as leasing land outside gate for businesses that create sales taxes, etc

Collaboration an opportunity to save money and gain revenue
Tax, fee, charges coming
Identify creative sources of revenue – lease land
Lease land conservation easements outside of gate land

Improve Financial Planning, Forecasting, and Management

Easel Board- Group Responses

Planning

Be strategic. Whack a mole

Fixing and rushing to fix and lack of bandwidth to plan and do strategically (proactively) Challenges- Individual Responses

C- Budget/Revenue

Planning is needed to assure that BVS has a future.

Revenue needs to be looked at for sustainability and funding for the needs (both current and future) of B Perspectives – Individual Responses

5-C-Evaluation and improvement of financial resources and evaluation of financial needs.

Long-term financial picture

ACCOUNTABILITY INFRASTRUCTURE: AUDITS, RATE STUDIES, AND “TURNING THE PAGE”

IMPROVED FINANCIAL MANAGEMENT IS CRITICAL

Prioritize service responsibility to our mandate (fiduciary responsibility)

Perspectives – Individual Responses

8-E- Financial Management

We have recently hired a more knowledgeable staff and have updated our financial management software enabling us to better manage our budget.

Easel Board - Public Comment

5-C/E – Audits are behind and must be completed

5-E&C - Audits are behind but moving along.

We are way behind on audits and we have not been doing any cost and revenue forecasting but we have started to turn the page with new software and prop 218 studies.

5-E/C- Progress and audit rate studies underway

Perspectives – Individual Responses

5-E/C - Need audits to be complete to prove a responsible and healthy budget. We are moving on both rates and audits.

Challenges- Individual Responses

7) AFFORDABILITY AND BALANCING IMPACTS

Appendix G: Goal 3 (Outreach & Engagement) — Workshop Notes

The notes and raw responses below document participant comments and consultant observations gathered during the planning process. They are provided for reference — to support implementation planning and to preserve ideas that may inform future work. This content will be deleted before the final document is published.

OUTREACH/TRUST/TRANSPARENCY: PUBLIC EDUCATION NEEDED TO INSTILL TRUST AND POSITIVE PERCEPTION

District Needs to Build Community Understanding and Support

Priorities- Flipboard Responses

9 green – 4 red

Build Community Understanding and support

Perspectives – Individual Responses

Public Trust

In the way of everything

3-E/C- Reputation needs revamping

The CSD’s representative is less than acceptable. Need to reach residents with proof of services delivered, at reasonable costs.

5-CE Public perception and trust is lower than we would like.

Inform, public transparency

Perspectives – Individual Responses

2-C- Public Perception

Public only sees what’s not working, no matter what improvements are made. Board is quick to react to these negative perceptions.

Perspectives – Individual Responses

5-C-Difficulty moving forward from past issues, and regaining the public’s confidence.

IDEA: Social Media

Perspectives- Small Group Responses

1-C-The community doesn’t trust CSD. Board doesn’t trust staff. Staff doesn’t trust the board to have their back (support).

Perspectives – Individual Responses

PUBLIC EDUCATION IS A KEY STRATEGY TO BUILD TRUST

3-C- Public Education is necessary to build trust

Easel Board- Group Responses

CIP

2-C/E-Need to plan, finance Manage and complete. This will help with credibility

4- Old and needs to be replaced

Need public education and funding

We need to tell our story or someone else will (mis-information on social media). This will also promote transparency and build trust. .

Challenges- Individual Responses

Opportunity: Create a formal public outreach and education program provided by GM and staff leads.

Perspectives- Small Group Responses

4-C Proactively educating the public to build trust.

Perspectives- Small Group Responses

4-C Public Education to show the need.

Perspectives – Individual Responses

Potable Water delivery system

4-C High need for public education

Our over 50 year old water infrastructure is in severe need of upgrading. Due to the cost it is necessary to start an education campaign now to help when financing becomes necessary.

Easel Board- Group Responses

Proactive and consistent messages will help build trust

4-C- Proactively communicate to build trust

Consistent messaging

5-C/E- Lower than we want C&E

PERFORMING WELL IS NECESSARY TO BUILD TRUST

Easel Board- Group Responses

Get CIP accomplished to demonstrate performance

Easel Board- Group Responses

CIP

2-C/E-Need to plan, finance Manage and complete. This will help with credibility

4- Old and needs to be replaced

- Water quantity, quality, and reliability

Purchasing water from Cummings Valley- SWP supply Some Risk So want own wells and state regulations. Or if those import pipes severed. Reduce dependency on imported water.

Replace and maintain roads.

Perspectives – Individual Responses

TRANSPARENCY AND FINANCIAL CREDIBILITY IS CRITICAL

5-E&C- Showing a responsible/healthy budget will improve trust and bond ratings.

Perspectives – Individual Responses

10-E- Transparency- We Do the right thing and that is good

We are doing an excellent job providing transparency overall. Even if its unpopular we continue to do the right thing as best as we possibly can.

Perspectives- Small Group Responses

4-C The district is moving forward with better transparent communications to help improve Public Trust

Perspectives – Individual Responses

6-C- Communications

Need improvement in record-keeping and the ability to express goals, objective and evaluation of tasks, projects, etc. to board and community

Challenges- Individual Responses

Get Involved regionally

District is not involved in regional or state-wide networking and issue discussions.

Challenges- Small Group Responses

Critical Issues

O/C- Keeping up with industry BMPs and regulatory requirements through regional and statewide through professional orgs.

O/C- Be strategic

IMPROVING OUTSIDE PARTNERSHIPS & RELATIONSHIPS

Perspectives – Individual Responses

4-C- Tenant

The relationship is tenuous must be improved. Tenant must comply with law, regs, and lease. Tenant is not an equal partner. Park & Rec.

Perspectives – Small Group Responses

3-EC Relationship with BVSA is not a partnership to deliver services and it should be.

Perspectives – Individual Responses

4-E/C- Partnership with BVSA is not Collaborative

We do communicate with BVSA via the liaison committee but the current and recent relationship is not reflective of a true partnership with common goals.

1-C- BVSA Relationship is not Collaborative

Positional and not jointly collaborative

Easel Board- Group Responses

Relationship with BVSA should be a Partnership

3- Should be a partnership and needs work (C). Can help a lot. Moving positively and can help perception of public.

BVSA and BVCS D serve same people and should collaborate.

Appendix H: Goal 4 (Board & Staff) — Workshop Notes

The notes and raw responses below document participant comments and consultant observations gathered during the planning process. They are provided for reference — to support implementation planning and to preserve ideas that may inform future work. This content will be deleted before the final document is published.

A PRIORITY IS TO BE ACCOUNTABLE

Priorities- Flipboard Responses

5 green – 6 red

Accountability to ourselves, our goals, say publicly what we will do and report on it. Meet regulations and minimize risk.

BOARD NEEDS TO IMPROVE GOVERNANCE, ROLE CLARITY, AND ACCOUNTABILITY

Perspectives – Individual Responses

5-C- Board Needs to Improve Understanding of Our Role to Improve Effectiveness

In my experience, it is imperative for each director to understand their role, Policy level, not rearranging day to day operations. This not only increases legal costs, but delays completing to pressing important issues, water, roads, etc. we can do so much better.

Perspectives – Individual Responses

3-E- Board Governance has Improved

This has improved with a GM which understands special districts, CalPERS, staff accountability and support x7

Easel Board- Group Responses

More Board alignment and Unified Messaging from the Board Would Increase Public Trust

Problem of mixed messaging a more unified message out of this body. Once a board vote, want to see alignment on that

Easel Board- Group Responses

Continuity of quality board

DISTRICT STAFF IS COMMITTED

Perspectives – Individual Responses

7-E – Staff is doing a great job with resources available

Employees are committed to doing a good job with the resources available.

Perspectives – Individual Responses

6-E/C – Staff is organized well

BVS is facing a challenge finding and hiring competent employees to fill vacant (and some filled) positions. It will take some “out of the box thinking to solve this issue.

Easel Board- Group Responses

Well compensated, enthusiastic etc. committed
Be better at everything we do and do it

Challenges- Individual Responses

STAFF NEEDS AND CHALLENGES

More Recognition from Board Would Help

Programs that managers can submit to board for recognition at BVD meetings to help with morale.

Perspectives – Individual Responses

6-C- Personal Encouragement matters

Staff is very skilled but need more encouragement to excel and improve in the carrying out of their tasks.

Challenges- Small Group Responses

Critical Issues

O- Employee recognition program and staff succession plan.

Easel Board- Group Responses

Start employee recognition program

Challenges- Individual Responses

Staff lacks Training and Other Resources Needed

C- Lack of Ongoing Staff Training and Resources

While the staff is doing a wonderful job, proper maintenance is falling short. This is due to a lack of availability of resources, both financially and labor availability. We need to develop ideas that will draw people to BVS while creating efficiencies within the district.

Challenges- Individual Responses

Challenge: Attracting the caliber of staff we need

And attracting the sufficient interest from contractors to realize competitive pricing on CIP projects.

Challenges- Small Group Responses

It is difficult to attract staff, contractors, residents to our rural area

Easel Board- Group Responses

Hard to attract staff and vendors

Hard to get competitive prices

Hard to reach via commute

How entice

Hard to get public sector experience

Limited housing and growth- limited water

Keeping up with BMPs and engaging with associations and not exposed to regulations and new practices

Challenges- Individual Responses

Staff aren't keeping up with Industry Standards

Operations need to focus on and stay current with BMPs and not just on “we’ve always done it this way.”

Easel Board- Group Response Need a formal Employee Succession Plan

District needs to plan for continuity and preparing for key positions and functions.

Challenges- Individual Responses

Opportunity: Create a formal succession planning program to minimize effects of natural attrition.

Challenges- Individual Responses

Succession plan

Easel Board- Group Responses

Proactive future planning

Easel Board- Group Responses

Planning

-Succession planning Of people Of functions

Appendix I: Goal 5 (Public Safety) — Workshop Notes

The notes and raw responses below document participant comments and consultant observations gathered during the planning process. They are provided for reference — to support implementation planning and to preserve ideas that may inform future work. This content will be deleted before the final document is published.

PUBLIC SAFETY=QUALITY OF LIFE FOR RESIDENTS

Perspectives – Individual Responses

7-C Police

Funding the department
Authority to enforce CVC

Perspectives – Individual Responses

8-E Public Safety Department

4C – [Unreadable words] funded police department operates with stability, retains experienced officers and attracts qualified material officers. This strengthens the department's ability to serve our community effectively.

Challenges- Individual Responses

E/C- Ensure our community safety from crime, fire hazards, etc.

Perspectives – Individual Responses

Police Services (BVPD)

8-E – currently room to improve, contributes to quality of life

I believe that public safety is paramount to a good quality of life for its residents.

Challenges- Small Group Responses

Critical Issues: Public Safety Sustainability

O/C- Public Safety Sustainability.

Challenging to find additional revenue.

Easel Board- Group Responses

Public Safety

Challenge to find additional revenue- don't have same options (sales tax etc) cities have.

Maintain quality of life

Interviews

OPTIONS FOR FUNDING POLICE

PD gets a large amount of taxes and assessments

Let's look at all the options. 100% of the tax goes to PD.

Some say if we give up PD will give up tax money

Heading for a special tax for the police

We spend spend \$2.1 million in a year, max. People think \$2.6 million.

\$300 per year tax would do it. \$.80 per day.

OPTIONS FOR IMPLEMENTING PUBLIC SAFETY

If we have no PD, Kern County would take care of it
Some we should have our own, have a sheriff with no contract, but would take some, have a contract

BENEFITS OF A LCOAL POLICE FORCE

Some say won't cut down trees in the road, euthanize horses, kill wild pigs

Gate and police department are excellent deterrents.

Crime stats are low because of the Gate and PD

If the County Sheriff takes over, response times will decrease and costs rise.

Respond to all

Extra services and the benefit of having a local police department

Euthanize horses

Most officers live here

Officers are very experienced

THE PROCESS FOR DETERMINING WHAT TO DO WITH PUBLIC SAFETY

The feasibility study was not transparent. Can we afford this?

At our regular board meeting tomorrow night, we will hear a report from Matrix Consulting. They are saying that we should maintain the same staffing level for daytime patrols 8 am to 6 pm. We won't have them responding at night, but on call.

Is it worth \$2 2million per year for 10 hrs per day? Will ask for a special tax. It should be \$400 per year per parcel.

Needs 2/3 voter approval.

That election may be in November 2026. We will have asked three times if you want to pay for the police. Most of the cost is from the General Fund (property tax). But the trend is that it is using more and more of the general fund; within five years, they would need 100% of the general fund. Could scale back level of service.

SOME NEGATIVE IMPRESSIONS OF LOCAL POLICE FORCE

Some people think performance is bad due to low staffing
We have a lot of standby time.

Appendix J: Goal 6 (Stewardship) — Workshop Notes

The notes and raw responses below document participant comments and consultant observations gathered during the planning process. They are provided for reference — to support implementation planning and to preserve ideas that may inform future work. This content will be deleted before the final document is published.

OVERALL, BVS IS A VALUABLE LOCATION

Perspectives – Individual Responses

7-E- BVS is a Beautiful Area

BVS is a gem and could really promote what we offer. This is a selling point for recruitment and property.

Challenges- Individual Responses

E/C- Parks and Rec

Continue and improve our recreation facilities i.e. lakes, parks, and golf course. Create room for future growth.

Easel Board- Group Responses

Environment is Pristine

Maintain resources to thrive and quality of life

Clear lakes, abundant wildlife, stewards
-Sewer

Quality of life of build and natural environment

Challenges- Individual Responses

Maintaining the Bear Valley ‘Bubble’

Bear Valley is special, unique and beautiful. Finding ways to keep the small community feeling like a small community is important. I think people move here because it is unique, rural, and family oriented. Not really a challenge, just something to keep in mind.

Changing Demographics provide opportunities for younger households

Challenges- Individual Responses

Opportunity: Attracting young families to live here for quality of life and affordability. An aging population with a large percentage of retirees can be more resistant to investment in the future than younger working people.

Challenges- Small Group Responses

Critical Issues: Plan for change

O/C- Changing demographics need to be reflected in decisions and planning.

Challenges- Individual Responses

Plan for the “original” purpose to change as demographics change.

More families with younger children. Some residents are well past retirement with limited ability to increase money, taxes, and fees.

Challenge is urban mentality coming to a fairly pristine urban natural environment.

Big change last 8 years, less respect of open spaces and neighborhoods

Need for more active code enforcement and community policing to show presence and build trust.

Need for district to do more proactive policies to protect open spaces (habitat conservation overlays)

Challenges- Small Group Responses

Demographics and Increases in Fees

C- Presents parks and recs challenges and the ability to increase taxes and fees.

Easel Board- Group Responses

Changing Demographics mean more families

Previously more retirements and now more families

-May need longer office hours after work

-Younger families may be more receptive for investments

-Wildlife and urban-rural interface

-May want street lighting or not

-Code enforcement

-Job opportunities in region for new people

Like to consider more people not a different mix

Perspectives – Individual Responses

10-E- Provide Assigned Services

We must continue to provide those assigned services, each and every one. We cannot cease any of them, nor cut significant portions.

Perspectives – Individual Responses

10-E- Overall General Note

I feel we are heading in the proper direction.

Responsible Stewardship

Perspectives – Individual Responses

3-C- Responsible Stewardship

When you do not keep up with overall increases how can you be responsible?

Easel Board - Public Comment

Environmental Stewardship

Sustainable maintenance

Water conservation

Wildlife protection

Climate adaption planning

Work with wildlife coalition take over paths

Wildfire mitigation

Fire Risk, Insurance, Taxes

As climate continues to change, fire risk increases, insurance costs increase, making tax and fee increases very unaffordable for many residents.

Interviews

Where Are We and Where Should We Be Going With Park And Rec

Recreational services – need to talk about what it looks like: golf course, campgrounds, two lakes, equestrian center and trails, recreation center/programs (ball field, basketball, etc.). 40-year contract – they are not operating the way we think they should. (20 more years). What is the goal of parking and recreation? Control (reporting), concession or service agreement and portion of revenue



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