

PAUMA VALLEY

COMMUNITY SERVICES DISTRICT

Strategic Plan



2026-2027



About PVCSD's Strategic Plan

This Strategic Plan is a blueprint for how the Pauma Valley Community Services District (District) will respond to current challenges and make the best of future opportunities for the benefit of our customers. It reaffirms our mission, vision, guiding principles, and goals as a special purpose public agency dedicated to the collection & treatment of wastewater and the access control & patrol services we provide our community. The plan also serves as an essential link between the publicly elected Board's role and the General Manager's actions.

Board of Directors

The Pauma Valley Community Services District is governed by a five-member board that is accountable to the electorate. Directors must be property owners as well as registered voters of the District and stand for election every four years.

The Board of Directors sets policy that directs the activities of the Management Team of the District. The General Manager of the District is appointed by the Board to oversee the activities of the District.



Fred Nelson
President



Richard Collins
Vice President



Mike Esparza
Secretary



Lolo Levy
Treasurer



Zan Villanueva
Director

Vision

“Pauma Valley Community Services District is a responsive and innovative organization committed to serving our community with trust, transparency, and fiscal responsibility.”



Mission

“The Mission of the Pauma Valley Community Services District is to protect the public health and environment of its community by providing effective wastewater management, stormwater drainage control, life safety assistance, security services, and exceptional customer care.”





Guiding Principles

The District's Guiding Principles define how we conduct our work and make decisions in pursuit of our Mission and Vision. These SMART principles provide a consistent framework for governance, operations, and community engagement.

Safety First:

The safety of our employees, customers, contractors, and the community is fundamental to every decision, operation, and investment.

Mission-Focused Service

Our work is guided by our mission to serve the community with professionalism, reliability, and a commitment to public service excellence.

Accountability & Transparency

We are responsible stewards of public resources and maintain clear, transparent practices that ensure accountability to our stakeholders and the public.

Resiliency & Stewardship

We responsibly manage financial, human, and infrastructure resources to ensure sustainability, adaptability, and long-term service reliability.

Teamwork & Innovation

We foster a respectful and collaborative workplace that values professional development, innovation, and continuous improvement to better serve our community.

Strategic Priorities



Ensure Long-Term Financial Strength

Maintain the District's financial stability through prudent planning, responsible budgeting, and transparent stewardship of public funds to support reliable services now and in the future

- Develop and maintain a Long-Range Financial Plan aligning revenues, operating costs reserves, and capital needs
- Evaluate and incorporate appropriate short- and long-term financing strategies
- Achieve adopted operating reserve targets
- Expand and diversify funding sources through grant
- Improve financial transparency through divisional accounting

Further Community Engagement

Strengthen trust and understanding by communicating clearly and consistently with our community and customers, and by encouraging meaningful public participation in District activities and decisions

- Improve effectiveness of District communications based on customer preferences
- Increase public awareness of District services, performance, and accomplishments
- Expand and modernize communication channels
- Increase District visibility at community events
- Maintain recognized transparency and governance practices





Maintain and Improve Existing Infrastructure

Protect and enhance District assets through effective asset management, timely maintenance, and strategic investment to ensure reliable, cost-effective operations and long-term system resilience

- Establish and maintain a comprehensive Capital Improvement Plan
- Reduce infrastructure risk and system vulnerabilities
- Improve preventive maintenance and asset management
- Enhance system reliability and operational efficiency

Further Staff Development and Engagement

Attract, retain, and support a skilled and motivated workforce by fostering a professional, inclusive environment that promotes learning, collaboration, and readiness to meet evolving District needs

- Strengthen and sustain a positive organizational culture
- Maintain competitive compensation and benefits
- Prepare the workforce for future needs through succession planning
- Improve consistency and effectiveness of operations
- Enhance efficiency through responsible use of technology



Communications



Finances

Effective Governance

Support informed, ethical, and accountable governance by cultivating qualified Board leadership that understands public policy, utility management best practices, and the needs of the community.

- Strengthen Board knowledge of governance and industry issues
- Ensure Board members complete formal governance training
- Define Board leadership roles
- Develop/Retain future Board leadership capacity
- Improve Board oversight through performance reporting

Further Stakeholder Engagement

Build strong, productive relationships with partners, regulators, and other stakeholders through proactive communication and collaboration that advance the District's mission and long-term success.

- Strengthen relationships with County, State, and Federal representatives
- Improve advocacy and awareness through briefing materials
- Coordinate planning and service considerations with LAFCO
- Clarify service roles with Roadway Association
- Monitor and respond to legislative and regulatory impacts
- Recognize and strengthen key stakeholder partnerships





PVCSD

We are ready to assist you



Eric Steinlicht - General Manager

 **33129 Cole Grade Road, Pauma Valley CA 92061**

 **(760) 742-1909**

 **www.paumavalleycsd.ca.gov**