



**Bedford County 2022-2024 Strategic Plan
Implementation Tracking Tool**

Goal Area Name	Goal Area #	Goal Name	Goal #	Objective Name	Objective #	Initiative	Initiative #	Primary Accountability (Name)	Secondary Accountability (Name)	Partners	Year to Begin	Year to End	Overdue	Status	FY2022 Quarter 4 Notes	FY2023 Quarter 1 Notes
Accountable & Responsive Government	1	Respond to community needs efficiently and effectively through high-performing talent, sound communication channels, fiscally responsible practices, and reliable technology	1	Improve the Bedford County website	1.1	Update information and improve the navigation and functionality to make it lay-friendly	1.1.1	Shelley Basinger Public Information Officer	Website steering committee Information Technology	All Departments	2022	2023	Not due	In Progress	<ul style="list-style-type: none"> Updating information on the county website and improving navigation has been a two-part process under way since May 2022 County received approval to enter into a website re-design contract with Granicus Part I: Updating information <ul style="list-style-type: none"> June, staff met with each department director and core team to discuss departments' current content and their top priorities for moving to the new site Staff also compared departments on other localities' websites, drafted new pages and met with departments to finalize. Meetings continued through September in anticipation of migrating to the new site Part II: Improving navigation and functionality <ul style="list-style-type: none"> Staff formed a small steering committee to help make decisions regarding the website Staff also conducted research on other reputable government websites to review organization of content Other updates include, but are not limited to, 1. Top task button on the new site, considering a customer service feature called Service Finder to help users navigate the site, and worked with Parks and Rec Director to find a reputable software to shift Park and Rec registrations and rentals from a paper process to an online process with the ability to pay. Staff identified MyRec.com for the project For IT, Ashley Thornton, GIS Specialist, is an active member and participant on the Website steering committee representing the IT Department. 	z
Accountable & Responsive Government	1	Respond to community needs efficiently and effectively through high-performing talent, sound communication channels, fiscally responsible practices, and reliable technology	1	Improve the Bedford County website	1.1	Implement a governance and structure model for updating the website on an ongoing basis	1.1.2	Shelley Basinger Public Information Officer	County Administration	All Departments	2022	2023	Not due	In Progress	<ul style="list-style-type: none"> Staff selected each department to select 1-2 people from their department to be "page master" for the that departments' content on the County's new website. Individuals will be responsible for updating their department's content on a regular basis. As such, the County will no longer have a central webmaster who is responsible for updating content. Staff will also work with the County staff through the use of a platform Mosiso, which focuses on improving web accessibility and quality assurance The full governance model will not be officially implemented until the new website is live. Therefore, there are more updates to come once the transition is made in early 2023. 	<ul style="list-style-type: none"> Each department has selected one to three people to be "page masters" for their department's website content. These individuals will have a log-in and password so that they can access the website at any time to make changes. The week of January 2, 2023, Granicus (the website company) is holding live trainings for our pagemasters. Everyone will take "Basic Training" to learn how to post the basics on the website, such as updating text, photos, documents and more. A few individuals from this group will move on to "Beyond the Basics Training," where they will learn advanced skills, such as page template layouts, creating forms, widgets, etc. After these trainings take place (which are also recorded for us as well), pagemasters will have full access to the new website, although it will not yet be live for the public. The pagemasters and will be very busy for several weeks updating content and, in some cases, creating new pages that don't yet exist (i.e.: Sheriff's Office and Fire & Rescue, which had their own third-party websites). Once the new website goes live in February, I plan to have monthly check-ins with each department to talk about their content and look ahead. We will address any issues they are having, changes they need to make, photos that might need to be assigned, etc. The goal is to make sure each department feels supported in this project, especially at the beginning when having full control over your content might be overwhelming.
Accountable & Responsive Government	1	Respond to community needs efficiently and effectively through high-performing talent, sound communication channels, fiscally responsible practices, and reliable technology	1	Improve the Bedford County website	1.1	Modify website to allow for interaction with government and to receive feedback from residents	1.1.3	Shelley Basinger Public Information Officer	Information Technology		2022	2023	Not due	In Progress	<ul style="list-style-type: none"> The new software will be launched in early 2023 with several new or improved ways to interact with users Once launched, users will be able to provide "feedback" on all pages that users click on for access to information There will also be a "notify me" button that allows users to check off boxes for departments in if they want to stay connected One challenge is the creation and maintenance of forms that has been difficult on the County's current website. As such, staff will create from scratch new forms, and each department will have the ability to create their own forms for various tasks. For IT, The Web Specialist continues to support updates to the website and provided 3 hours of training to the PIO on various functions. 	<ul style="list-style-type: none"> No new updates regarding this initiative. All of the points below are still going to be effective ways for residents to interact with government once our new website goes live, anticipated in February 2023.
Accountable & Responsive Government	1	Respond to community needs efficiently and effectively through high-performing talent, sound communication channels, fiscally responsible practices, and reliable technology	1	Implement a community engagement strategy	1.2	Create a plan to hold townhall and community meetings	1.2.1	Shelley Basinger Public Information Officer	Brigitte Lockett	Jordan Mitchell (Comprehensive Plan)	2022	2023	Not due	In Progress	<ul style="list-style-type: none"> Staff reviewed and determined if there are less than two Board members involved in holding the "townhall," there is no need to make a recording or take minutes. Additionally, given there are social media sites set up for the County, staff can post flyers in a variety of places online to get the word out To-date, staff sent to the Board on July 30 a request noting the services that are currently offered for townhalls. As of August 25, only Vice Chairman Tuck responded. As of current, the Supervisors are comfortable with the process for holding townhall and community meetings 	<p>confirmed with the Supervisors that they are comfortable with the process described here for holding townhall and community meetings</p>
Accountable & Responsive Government	1	Respond to community needs efficiently and effectively through high-performing talent, sound communication channels, fiscally responsible practices, and reliable technology	1	Implement a community engagement strategy	1.2	Determine ways to make Board of Supervisors meetings more accessible to the public	1.2.2	Brigitte Lockett Executive Assistant	Information Technology		2022	2023	Not due	In Progress	<ul style="list-style-type: none"> In January or February 2023, staff think the "Notify Me" page will be active when the website becomes active. Once active, staff will encourage citizens currently on the County's email distribution lists to sign-up Staff also indicate that on the County's social media pages, they will make information available on how to sign up for the "Notify Me" button As for streaming meetings on both YouTube and Facebook live, PrimeGov does not make it possible to stream to YouTube and Facebook live simultaneously Currently the County allows citizens to email the County with comments re: citizen comments during the public hearings, and when the agendas and meeting packets are distributed, staff include information on how to watch the livestream and where to email citizen comments 	<ul style="list-style-type: none"> As noted in the 3rd Quarter report for this objective, the "Notify Me" enhancement for citizen engagement on the website will go live by the end of February 2023. Shelley has been training to utilize the new AV system in the boardroom. In January, we will be able to run notices, videos, etc. (such as events for Parks & Rec or the Libraries, positions we are trying to fill, pets available for adoption – just about anything we want to get eyes on involving the County) before the Board meetings and during closed sessions. Instead of just a splash screen stating the Board meeting will begin at 7pm or is in closed session, citizens watching on YouTube or waiting in the Boardroom will be able to view a slide show or video of County-related information.
Accountable & Responsive Government	1	Respond to community needs efficiently and effectively through high-performing talent, sound communication channels, fiscally responsible practices, and reliable technology	1	Implement a community engagement strategy	1.2	Create a social media account and implement social media standards	1.2.3	Shelley Basinger Public Information Officer	Social media user group		2022			In Progress	<ul style="list-style-type: none"> In March 2022, staff created a Facebook page for Bedford County, which was the first interactive social media account representing the County as a whole Since the creation, more than 1,700 followers have been identified and, in some cases, posts have been shared more than 200 times Staff also created a social media policy that was passed by the Supervisors in May 2022 	<ul style="list-style-type: none"> The Bedford County, Virginia Facebook page is gaining steady traction with approximately 2400 followers. The account has been very beneficial in disseminating important information to the community, including the recent personal property tax information. In this last quarter, we have also started using social media more effectively in our recruitment efforts. Professional photography and streamlined graphics are helping us stay consistent with our brand. Each social media platform has its own unique demographic, so the more platforms we can post on, the better. The goal is to reach as many of our residents as possible. Additional platforms such as LinkedIn, NextSite, etc. will be added.
Accountable & Responsive Government	1	Respond to community needs efficiently and effectively through high-performing talent, sound communication channels, fiscally responsible practices, and reliable technology	1	Implement a community engagement strategy	1.2	Conduct an evaluation of recreation and arts programming needs with the community	1.2.4	Wyatt Woody Director of Parks & Recreation Jenny Novalis Library Director	Scott Baker Cooperative Extension Ashley Anderson Finance Director	Various community partners	2022	2023	Not due	In Progress	<ul style="list-style-type: none"> Combining resources of the Bedford County Library, Parks and Recreation, and Cooperative Extension Office to get word out to County residents and plan a joint evaluation of program offerings. Currently each department utilizes various methods of obtaining feedback, including, Google Forms, SurveyMonkey, social media surveys, and bi-annual situational analysis. Departments also receive feedback from participants in real-time as post-program evaluations/comments are gathered to support the need for additional programs on a particular topic. Staff from each department are meeting on October 12, 2022, to discuss future collaboration. 	<ul style="list-style-type: none"> In 2023 the VA Cooperative Extension will conduct their needs assessment survey. Currently those needs assessments are done by VCE every 3 to 5 years. The Library will be conducting their needs assessment/services assessment surveys and focus groups in 2024 for the 2025-2030 Five Year Plan. This is repeated by the Library every 5 years. Parks and Recreation is developing a feedback tool to be used multiple times per year. This tool would typically coincide with the ending of athletics seasons. The BOPRD is also currently working on a Parks Master Plan to help identify service needs at its facilities. A Bedford County Citizen guide was discussed. The hope was to identify and coordinate with a number of agencies and identify important information/services that could be readily available within a guide (paper and electronic). Some of the agencies discussed (other than the Library, Parks/Recreation, VCE) were Bedford County Public Schools, utilities (BRWA, Appalachian/Bedford Power), DSS, Emergency Services (EMS, Fire/Rescue, Sheriff's, Treasurer, Registrar, CVACL and the Animal Shelter). The guide that was identified as a possible need, and more Bedford-centric, is very similar to the VA 211. The group also hopes to specify how its efforts would add value to the state 211 effort and avoid redundancy. Staff from each department are planning to meet again in early 2023 to discuss this in more detail.
Accountable & Responsive Government	1	Respond to community needs efficiently and effectively through high-performing talent, sound communication channels, fiscally responsible practices, and reliable technology	1	Enhance communication and collaboration with key partners	1.3	Create a plan for collaboration opportunities with the agricultural community, the school system, and other essential partners	1.3.1	Robert Hiss County Administrator		Select department heads and community agencies	2022	2024	Not due	Not Started	<ul style="list-style-type: none"> No updates currently 	
Accountable & Responsive Government	1	Respond to community needs efficiently and effectively through high-performing talent, sound communication channels, fiscally responsible practices, and reliable technology	1	Continue financial stewardship	1.4	Revamp the Capital Improvement Program	1.4.1	Ashley Anderson Finance	Erik Smedley County Engineer Doug Coffman Director of Public Works County Administration	CIP Committee (project managers)	2022	2024	Not due	In Progress	<ul style="list-style-type: none"> An emphasis has been placed on cleaning up and competing the backlog of CIP projects. Future CIP projects shall be planned out to allow for gradual funding. 	<ul style="list-style-type: none"> CIP was submitted trying to be proactive and allow for gradual fund buildup. CIP backlog continues to be worked through including bidding out Courthouse Parking Garage work, award of CH Cooling Tower Replacement, and bidding out Bedford Museum Exterior work.
Accountable & Responsive Government	1	Respond to community needs efficiently and effectively through high-performing talent, sound communication channels, fiscally responsible practices, and reliable technology	1	Continue financial stewardship	1.4	Evaluate reappropriation policy and process; reconceptualize and modify using best practices.	1.4.2	Finance			2023			Not Started	<ul style="list-style-type: none"> No updates currently 	No update currently
Accountable & Responsive Government	1	Respond to community needs efficiently and effectively through high-performing talent, sound communication channels, fiscally responsible practices, and reliable technology	1	Continue financial stewardship	1.4	Create a multi-year forecasting model and implement routine reporting structure	1.4.3	Ashley Anderson Finance		Davenport	2023			Not Started	<ul style="list-style-type: none"> No updates currently 	No update currently



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Accountable & Responsive Government	1	Respond to community needs efficiently and effectively through high-performing talent, sound communication channels, fiscally responsible practices, and reliable technology	1	Modernize internal processes and procedures	1.5	Conduct organization-wide evaluation to identify policies and practices to be updated	1.5.1	County Administration	Finance Human Resources Information Technology	All Departments	2022	2023	I	In Progress	Information Technology *Completed an environmental scan of IT policies and standards from national standards, best practices, neighboring localities, and Virginia election security standard requirements. *Identified a set of IT policies that needed to be documented and approved by the County Administrator or the Board of Supervisors. *The approved and distributed IT policies include Acceptable Use Policy, Enterprise Software and Hardware Support, GIS Access and Dissemination Guidelines, Password Management, and Vendor Access. Human Resources *Human Resources Director has been reviewing the policy manual as well as researching best practices in local government. Priorities for updating the manual include creating consistency among the workforce in the areas of time accruals, payroll processes and classification of employees. There are ongoing conversations between Human Resources and Finance on how to best achieve some of these first steps. Once completed the County can work towards the next phase of data import into Tyler Munis. This relates to initiative 1.7.1. *Human Resources Director has been meeting with department Directors to learn about their workforce challenges and needs. Several areas of focus have been identified including supervisory training, internal department policies and overall workforce training. There is an identified need to streamline the benefits administration process within Human Resources to better serve our employees and create accountability regarding the use of leave time. *Policies in the employee manual need to be in line with current practices and legal guidelines. The discrepancy between the two has led to a perception of inequity within the workforce. Aligning the policy manual will help create clear expectations for our supervisors to give feedback to employees. This needs to be linked to resources available to the workforce for training in the areas where weaknesses are identified. The tool must be intuitive and simple for both supervisors and employees to use in order to be successful. This relates to initiative 1.6.4.	Human Resources is compiling a list of policy changes needed to the manual to be updated. The changes include aligning the policy manual with our current internal practices and reviewing board resolutions to ensure that changes are accurately reflected. The Equal Employment Opportunity statement has been updated to bring the County into compliance with the legal changes in 2020 that included additional protected classes. High priority policies such as FMLA usage are being reviewed with the newly hired Benefits Manager to ensure we have a policy that mirrors our practice, and a system in place to track this paperwork. I.T. Department policies will be added to the overall policy manual to keep everything in one document for consistency. HR Director has met with the County Administrator to review several proposed changes.
Accountable & Responsive Government	1	Respond to community needs efficiently and effectively through high-performing talent, sound communication channels, fiscally responsible practices, and reliable technology	1	Modernize internal processes and procedures	1.5	Partner with select departments to make updates and improvements to the identified policies and practices	1.5.2	County Administration	Individual departments		2022	2023	I	Not Started	*No updates currently	
Accountable & Responsive Government	1	Respond to community needs efficiently and effectively through high-performing talent, sound communication channels, fiscally responsible practices, and reliable technology	1	Recruit and retain high-quality employees	1.6	Review the health insurance program and have a competitive health plan	1.6.1	Human Resources	Ashley Anderson Finance	County Administration		2024	I	In Progress	*Human Resources Director has met with the Finance Director, Administration and Willis Towers Watson Representative to discuss our current health insurance plan with Anthem. Discussions regarding self-funding and partnering with Bedford County Schools under one Anthem umbrella are underway. Willis Towers Watson will be evaluating for both sides the pros and cons of this merge and presenting both sides with data for consideration.	Human Resources has hired a Benefits Manager to assist with evaluating our current employee benefits, look at cost saving measures and review our health insurance plan. This position will also assist the County with our transition to self-funded insurance by combining with Bedford County Schools under one umbrella with Anthem. Data on our workforce has been sent to WTW for review. Our next meeting to discuss the path forward will be in January 2023.
Accountable & Responsive Government	1	Respond to community needs efficiently and effectively through high-performing talent, sound communication channels, fiscally responsible practices, and reliable technology	1	Recruit and retain high-quality employees	1.6	Revise and implement an employee recognition program	1.6.2	Human Resources	County Administration	Cross departmental/ partner committee/ employee engagement committee	2023		I	In Progress	*The Human Resources staff will be moving forward with creating an Employee Committee dedicated to assisting with event planning and workforce recognition events. This will ideally be comprised of at least one staff member from each department who can represent their department's employees and provide feedback. We will be holding the annual employee milestone years of service event this Fall. We are evaluating the options for an employee recognition gift that is both meaningful and potentially consumable to reduce waste. Feedback received is that the employee recognition pins are outdated. Once we have an employee committee formed, we will be sending out a survey to the workforce to hear feedback about what events and activities are of interest to them. With this data we will plan a Spring 2023 employee appreciation event.	Human Resources has created the Wellness & Engagement Committee (WE) and we had our first brainstorming meeting in December 2022. A survey was created and sent to all employees to solicit feedback on the engagement events the County currently offers, what ways we can make employees feel more appreciated, wellness events and incentives they would like to see and more. The WE committee will be drafting criteria for an employee of the Quarter nomination and a quarterly newsletter to highlight department news, benefits information, wellness challenges, etc. HR staff has reached out to vendors for samples on appreciation gift boxes for employees and other items we could consider as appreciation gifts at future events. HR offered a Financial Wellness Lunch & Learn to employees on December 14 th and has plans for an employee Health Fair on April 19 th . Once the survey has closed the committee will regroup to review the results. Departments who do not have a representative on the committee will be asked if they would like to have a staff representative to help create buy in from all departments.
Accountable & Responsive Government	1	Respond to community needs efficiently and effectively through high-performing talent, sound communication channels, fiscally responsible practices, and reliable technology	1	Recruit and retain high-quality employees	1.6	Complete the compensation and classification study and consider pay adjustments for employees as resources allow	1.6.3	Human Resources	County Administration Finance	Employee Engagement Committee	2022	2023	I	In Progress	*The Human Resources Director and Finance Director have been meeting regularly to discuss the pay structure for the County workforce and within Public Safety. Discussions are ongoing regarding the need for a pay philosophy that can be fairly and consistently applied across the workforce now that Phase 1 has been implemented. We are also determining where there are gaps in compensation among the workforce that need to be adjusted as a result of the pay study adjustments. Evaluating compression while trying to remain market competitive is a factor in these discussions as we look towards Phase 2.	The Human Resources Director and Finance Director met with a representative from Evergreen Solutions to discuss the pay structure for the County workforce. A policy was drafted to handle promotions and demotions within Public Safety within the step plan. A meeting to review the plans for Phase 2 implementation is scheduled for early January.
Accountable & Responsive Government	1	Respond to community needs efficiently and effectively through high-performing talent, sound communication channels, fiscally responsible practices, and reliable technology	1	Recruit and retain high-quality employees	1.6	Revise employee performance management program	1.6.4	Human Resources	Finance	Evergreen (consultant) Cross-Dept. committee	2023		I	In Progress	Human Resources *Policies in the employee manual need to be in line with current practices and legal guidelines. The discrepancy between the two has led to a perception of inequity within the workforce. Aligning the policy manual will help create clear expectations for our workforce and provide needed guidance for supervisors. This step is essential in order to create a performance management tool for supervisors to give feedback to employees. This needs to be linked to resources available to the workforce for training in the areas where weaknesses are identified. The tool must be intuitive and simple for both supervisors and employees to use in order to be successful.	No update currently
Accountable & Responsive Government	1	Respond to community needs efficiently and effectively through high-performing talent, sound communication channels, fiscally responsible practices, and reliable technology	1	Improve technology	1.7	Complete implementation of Tyler Enterprise Resource Planning (ERP) suite	1.7.1	Information Technology	Human Resources Finance	All Departments		2024	I	In Progress	Information Technology *The Tyler HR-Payroll module is dependent on implementing an automated Time & Attendance solution. The Finance and HR Department was exploring UKG (Kronos) time & attendance solution as an option. *The Tyler Munis/EnerGov Systems are current and up to date. The latest system release was applied 9/2/22. Human Resources *Human Resources Director has been reviewing the policy manual as well as researching best practices in local government. Priorities for updating the manual include creating consistency among the workforce in the areas of time accruals, payroll processes and classification of employees. There are ongoing conversations between Human Resources and Finance on how to best achieve some of these first steps. Once completed the County can work towards the next phase of data import into Tyler Munis.	HR, Finance and I.T. have completed two demos from Tyler Munis and Kronos on an electronic timekeeping system. We will be meeting in January 2023 to review the pros and cons of each system in comparison to the needs of the organization.
Accountable & Responsive Government	1	Respond to community needs efficiently and effectively through high-performing talent, sound communication channels, fiscally responsible practices, and reliable technology	1	Improve technology	1.7	Complete system assessment to understand and mitigate security threats and secure the business platform	1.7.2	Information Technology		Consultant to assist with project		2022	I	Not Started	*No updates currently	No Update from IT
Accountable & Responsive Government	1	Respond to community needs efficiently and effectively through high-performing talent, sound communication channels, fiscally responsible practices, and reliable technology	1	Improve technology	1.7	Draft, implement, and regularly update a formal Strategic Technology Plan	1.7.3	Information Technology	County Administration	Consultant to assist with project	2022	2023	I	Not Started	*No updates currently	LINK to FY23 Q1 Updates -ist for consulting services to include strategic
Accountable & Responsive Government	1	Respond to community needs efficiently and effectively through high-performing talent, sound communication channels, fiscally responsible practices, and reliable technology	1	Implement a process to measure efficiencies throughout the organization	1.8	Support evaluation of social programs to increase independence and reduce poverty	1.8.1	County Administration	Finance	Erik Smedley	2023		I	Not Started	*No updates currently	The Bedford Area Resource Council (BARC) formed an Employment and Training Action Group. The group met for the first time on December 14, 2022. A Doodle Poll has been sent with possible dates for the January 2023 meeting. On January 1, 2023, the Commonwealth of Virginia will re-instate the work requirement for recipients of Temporary Assistance to Needy Families (TANF). The work requirement was suspended during the Public Health Emergency. The work requirement may encourage some citizens who were receiving TANF benefits to obtain employment or be willing to cooperate with employment services. As of November 20, 2022, there were 74 families receiving TANF, of which 63 were on hold pending the Public Health Emergency. Of the 74 parents, 3 are employed full time and 5 have part time employment. Supplemental Nutrition Assistance Program (SNAP) and Medicaid are still under Public Health Emergency Guidelines. Social Services is waiting to see when these extended services will expire. As of March 2020, no Medicaid case has been closed unless one of three events has occurred 1) death 2) relocation to another state, or 3) citizen called to request services terminate. When the Federal Government determines that the Public Health Emergency has ended, many of the citizens on Medicaid will lose their coverage if they exceed certain income restrictions.
Accountable & Responsive Government	1	Respond to community needs efficiently and effectively through high-performing talent, sound communication channels, fiscally responsible practices, and reliable technology	1	Implement a process to measure efficiencies throughout the organization	1.8	Support evaluation of social programs to increase independence and reduce poverty	1.8.2	Andy Crawford Director of Social Services	Pam Bailey Economic Development	Partner organizations, including BARC	2022	2024	I	In Progress	*The Bedford Area Resource Council partners closely with the Partnership for Healthy Communities (PHC). The PHC is a planning initiative led by Centra, Centra Foundation, the Community Access Network, and the Central Virginia and Piedmont Health Districts in collaboration with the Bedford Community Health Foundation, Greater Lynchburg Community Foundation, and United Way of Central Virginia. A community-driven health needs assessment provides the data and information that allows us to take action and develop goals and strategies that can contribute to long-lasting social changes and positive health outcomes. PHC has led this needs assessment process in the Central Virginia region. PHC continues this work in Bedford County by participating in and supporting the mission, work groups and activities of the Bedford Area Resource Council (BARC). *The BARC has their own strategic plan, and each Action Group updates the website monthly with their updates and documentation of the work done. The BARC has its own website BedfordAreaResourceCouncil.org where the history, steering committee minutes, action groups, community partners, and strategic plan are kept. Action groups meet monthly and give updates at the monthly meeting held on the 4th Friday of each month at 8:30 am.	*The Bedford Area Resource Council (BARC) formed an Employment and Training Action Group. The group met for the first time on December 14, 2022. A Doodle Poll has been sent with possible dates for the January 2023 meeting. *On January 1, 2023, the Commonwealth of Virginia will re-instate the work requirement for recipients of Temporary Assistance to Needy Families (TANF). The work requirement was suspended during the Public Health Emergency. The work requirement may encourage some citizens who were receiving TANF benefits to obtain employment or be willing to cooperate with employment services. As of November 20, 2022, there were 74 families receiving TANF, of which 63 were on hold pending the Public Health Emergency. Of the 74 parents, 3 are employed full time and 5 have part time employment. *Supplemental Nutrition Assistance Program (SNAP) and Medicaid are still under Public Health Emergency Guidelines. Social Services is waiting to see when these extended services will expire. *As of December 20, 2022 Local Social Service Agencies have been notified that the Public Health Emergency may be ended by Congress in early 2023 if the Consolidated Appropriations Act of 2023 is passed. This will end the addition SNAP allotments as early as February 2023.
Accountable & Responsive Government	1	Respond to community needs efficiently and effectively through high-performing talent, sound communication channels, fiscally responsible practices, and reliable technology	1	Implement a process to measure efficiencies throughout the organization	1.8	Conduct evaluation of continued viability of transfer station	1.8.3	Mike Dorsey Solid Waste Manager	Ashley Anderson Finance Director	Doug Coffman Director of Public Works Draper Aden (consultant) Davenport (consultant)	2022	2023	I	In Progress	*A sliding scale tip fee was adopted to provide flexibility and resilience in response to fuel cost unpredictability.	Solid waste negotiated and the Board approved contract amendments with Thompson and Republic reducing the impact of fuel surcharges to operations.



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Safe & Prepared Community	2	To protect and enhance the well-being of individuals and families through sufficient and reliable emergency medical services, law enforcement, and quality partnerships	2	Support volunteer fire departments and emergency medical services	2.1	Engage emergency medical services groups and identify the needs to fund and support accordingly	2.1.1	Robert Hiss County Administrator	Emergency Medical Services	Rescue Squads Carl Levandoski GIS Finance			Before FY24 Budget Kick-Off	Not due	In Progress	<ul style="list-style-type: none"> *September 9th, 2022, Meeting with Robert Hiss to discuss initiative 2.1.1 *Discussed Marketing plan for Career and Volunteer Fire & EMS Services/Community Education *Review funding for Fire & EMS departments. Identify the efficiency of current funding and future needs. 1. Department Funding- County support 2. Blue Ridge EMS Council 3. RCAF Funding 4. Aid to Locality Funds 5. Four for Life Funds 6. Bedford Health Foundation 7. Safer Grant *Education to BOS – Quarterly reports, Annual Reviews/Fire & EMS BOS retreat *Community education – Emergency preparedness, educate Civic Groups, HOA's etc.... Emergency Management Channel via county website, National weather service-Storm Ready community, Business Continuity Plan 	Discussed Marketing plan for Career and Volunteer Fire & EMS Services/Community Education - Working with HR for future opportunities. Review funding for Fire & EMS departments. Identify the efficiency of current funding and future needs
Safe & Prepared Community	2	To protect and enhance the well-being of individuals and families through sufficient and reliable emergency medical services, law enforcement, and quality partnerships	2	Support volunteer fire departments and emergency medical services	2.1	Review emergency response effectiveness for 911 and emergency medical services	2.1.2	Judson Smith Director of E-911 Janet Blankenship Director of Fire & Rescue	Andy Crawford Director of Social Services	Rescue Squads & Fire Departments	2022	2023	I	In Progress	<ul style="list-style-type: none"> *August 30th, 2022 – Meeting with Carl Levandoski Establish Fire & EMS responses criteria to determine appropriate placement of Fire & EMS stations – ongoing project *September 12th, 2022 – Meeting with Judson Smith 1. Reviewed Designated Emergency Response Plan 2. Updated response plan to meet new dispatching guidelines 3. Acquire updated analytics 4. Establish reliable data source (Motorola CAD) 5. Establish Data Dashboard with New CAD (Realtime data) *September 15th, 2022 - Meeting with Dawn Weeks (APS Director) 1. High Frequency User Group 2. Develop Program to identify immediate need of citizens with no caretakers. 3. Program will include partnering with Sheriff's Office, Town Police Department 4. Meet with Andy Crawford about additional needs and assessments - TBD *Ongoing biweekly meetings with LeAta Jackson (Imagetrend IT consultant) 1. Determine patient care portal (Imagetrend) efficiency/effectiveness for Fire Depts, EMS Depts, and Fire Marshall office 2. Reports routine data - ongoing 	Analytics and Designated Response Plan projected completion Q3/A4. Establish reliable Data Source - Motorola CAD incomplete – projected summer 2023. December 7th – Chief Blankenship met with Data Analyst to identify available response time data points available from CAD and/or Image Trend. We discussed the data categorized by agency, Volunteer Fire vs Rescue Squad, zip code, and first due area. We will review the data over the coming weeks and recommend response time targets in the various relevant categories to the Fire & Rescue leadership. Over Q3 and Q4 we will compile further recommendations on how to meet those targets.	
Safe & Prepared Community	2	To protect and enhance the well-being of individuals and families through sufficient and reliable emergency medical services, law enforcement, and quality partnerships	2	Strengthen partnerships with law enforcement, schools, and social services to address the needs of high-risk children and families	2.2	Serve as a convener of key partners to curb drug use and abuse, identify service enhancements for children in foster care, and meet other critical needs for families	2.2.1	Andy Crawford Director of Social Services		Partnership organizations	2022	2024	I	In Progress	<ul style="list-style-type: none"> *The Bedford Community Policy and Management Team (CPMT) meets monthly to manage the cooperative effort of developing interagency policies that govern Children's Services Act (CSA) in the Bedford community. Bedford County CPMT coordinates the locality's long-range, community-wide planning to assist in the development of needed resources and services. Bedford County CPMT includes a parent representative, local government official, agency heads from local child serving agencies (community services boards, courts service units, health, social services, and public schools), sheriff's office, town police department and to private providers. *As of September 1, 2022, Bedford has expanded to now have two Family Assessment and Planning Teams (FAPTs). The FAPT is established by the Bedford County Community Policy Management Team (CPMT) to provide for family participation in assessing the strengths and needs of children and their families. The Bedford County FAPT develops individual family services plans and makes recommendations to the Bedford County CPMT. Volunteer Network Building. *Patrick Henry will continue to work with churches, businesses, and other organizations to recruit churches and volunteers. 	Bedford County has received funding from the Opioid Abatement Authority. Director Crawford plans to attend multiple meetings on ways to utilize this new funding on January 19 and 20 2023. This new funding for treatment and prevention could be very useful to Bedford. The County will need to submit an application and a plan on how we plan to use this funding in May 2023. Community Policy and Management Team and Family Assessment Planning Team. We have completed an entire quarter of FAPT expansion. The transition is reportedly going well. FAPT A meets on Tuesdays and is our Foster Care and Out of Home Placement team. They will hear all of the cases that involve children who have experienced out of home placement in some capacity (including parental placement and detention). These meetings will involve more intensive staffings with the hope that the team will be able to minimize barriers for biological families, foster families, and case managers. FAPT B meets on Thursdays and is our Prevention team. They will hear all of the cases that involve services that are being implemented to avoid future risk of out of home placement. This will include our CSB cases for services, multi-disciplinary staffings for cases for CPS in Home and Prevention, and our Truancy Review Team meetings to support the school system in truancy needs.	
Safe & Prepared Community	2	To protect and enhance the well-being of individuals and families through sufficient and reliable emergency medical services, law enforcement, and quality partnerships	2	Strengthen partnerships with law enforcement, schools, and social services to address the needs of high-risk children and families	2.2	Initiative 2.2.2: Strengthen and increase CarePortal collaboration opportunities with churches, schools, and non-profits to Educate and inform the community about the services offered Work with schools to add information to the website and to have increased involvement in CarePortal and Recruit volunteers for the program	2.2.2	Andy Crawford Director of Social Services	Patrick Henry Family Services	Community churches	2022	2023	I	In Progress	<ul style="list-style-type: none"> 1) Support Network for Volunteers. Local churches are using CarePortal now. These volunteers are doing the work of Human Service Professionals without the training and support. Work will be done to determine how the Community can develop a support system for these volunteers to help them cope with secondary trauma and burnout. The support network will also help educate the volunteers about services and support already available to citizens to help make connections. 2) Expand the Ecosystem to include local businesses. Leads will work to engage Economic Development, the Chamber of Commerce, and other appropriate supports to help engage local businesses. CarePortal has a process called "Champion" that allows business owners to engage in funding requests that resonate with them. This allows for a tax deduction while providing funding to under resourced churches to carry out CarePortal requests. Andy Crawford spoke to Patti Jurkus, Interim President/CEO of the Bedford Chamber of Commerce on August 10, 2022. She is interested in this concept and wants to meet again to discuss how and when to present this to their Board of Directors. 3) Research Manpower Needed. Building an ecosystem that includes local business and develops a support system for local churches will take some coordination. DSS and PHFS will work together to determine if this type of position is needed and determine if there are other funding streams other than local money. 4) School System Involvement. Patrick Henry will work with Bedford County Public Schools to ensure they know about the services available via CarePortal. Schools will be encouraged to use the on-line service to request needs for children and their families. 5) Volunteer Network Building. Patrick Henry will continue to work with churches, businesses, and other organizations to recruit churches and volunteers. 	Participated in numerous community events. Care Portal Statistics as of December 20, 2022: <ul style="list-style-type: none"> -Active Date March 23, 2020 -231 Churches located in County -19 Churches Activated or 9% of all Churches (a decrease from 20 last quarter) -460 requests submitted -367 requests met or 82.29% -14 requests pending -Economic Impact \$58,512 since September report for a total of \$365,257 since activation in 2020 -Children impacted 135 in last quarter for a total of 896 since activation in 2020 	
Promote Education & Workforce Development	3	To enrich the lives of others and increase the chance of individual success through quality schooling, opportunities for professional development and access to suitable employment	3	Support school choice and all options for learning	3.1	Enhance partnerships with parents offering home schooling, charter schools, private schools, parochial schools, and vocational centers	3.1.1	Jenny Novalis Library director		School System Home School Consortia	2022	2023	I	In Progress	<ul style="list-style-type: none"> *The 2020-2025 BPLS strategic plan includes a focus area for informal educational initiatives to support community educational organizations, schools, and homeschool parents. *To date our active (or staff-lead) outreach activities in these areas include: <ul style="list-style-type: none"> 1. homeschool coop library tours and resource training at Bedford Central 2. 21st Century grant afterschool program participation with BIES and LMS 3. offsite monthly story times with area preschools in the Moneta area 4. onsite monthly STEM programs for Mineral Springs Christian School and Big Island Elementary school classes 5. participate in the back-to-school fair at Big Island Elementary 6. Weekly story-time activities on site at each library branch and off site at one preschool in the Bedford area *To date our passive (or external agency lead) activities that included library resources: <ul style="list-style-type: none"> 1. To date the library has distributed flyers/calendars of events and/or otherwise establish contacts for future programs at Sedalla homeschool coop/farm school; several homeschool families in Forest, Big Island, Bedford, and Stewartsville area; UMFS (Forest); MVES; LMS; BIES 2. Invite organizations to either take field trips to the library or allow our staff to present small story-time or STEM programs on site, using library resources. 3. Accept requests for materials the library can provide to support their own curriculum and establish uniform institutional borrowing policies 4. Gave away free copies of the US constitution during constitution week 	Bedford County ranks 8th in number of homeschool students (1315 kids), out of 126 school districts in Virginia (Those figures also do not include the students with religious exemptions, which in BD Co is another 155 kids). In 2021 there was a population of 14,294 school age kids in Bedford County, and 1387 were classified as homeschooled, with another 173 as religious exemptions. That is about 10% of the school age population, which is high in VA, overall. The 2020-2025 BPLS strategic plan includes a focus area for informal educational initiatives to support community educational organizations, schools, and homeschool parents. Two major activities related to this strategic plan objective: <ul style="list-style-type: none"> 1. Big Island area: Enhanced the working relationship between the Sedalla Farm School and the Big Island Library. Off-campus story time programs are still in the planning phase – pending staff availability. 2. Stewartsville area: Initiated a new project called Home Learning Helpers. This is a dedicated section of the building to be used for quick access to home learning resources. Each month there is a new theme/subject field – December is Math. See picture for an example. If this pilot project works well, it would be expanded to other libraries. Staff are monitoring both interest in the project and tracking the number of items checked out as a result of creating this home school specific area in the Stewartsville Library. 	
Promote Education & Workforce Development	3	To enrich the lives of others and increase the chance of individual success through quality schooling, opportunities for professional development and access to suitable employment	3	Support school choice and all options for learning	3.1	Continue to support partnership with public school system with purposeful focus on workforce development initiatives	3.1.2	Pam Bailey Director of Economic Development		School System Bedford Chamber Career Works CVCC	2022			In Progress	<ul style="list-style-type: none"> *Since June 2022, staff met with Bedford County Public Schools CTE staff, specifically to create new opportunities for internships for students in construction trades and mechanics 1. In July 2022, staff attended a Workforce Foundation Collaboration meeting with CVCC to identify possible businesses that may be interested in having interns. Staff determined that SGG has internship needs in auto-tech, auto-body, and the building trades. 2. In August 2022, staff organized a virtual meeting with BCPS and the Department of Labor and Industries (DOL) where Kara Joyce gave information to county staff regarding Registered Apprenticeship Programs and what those can look like for school districts working with their local county government agencies and other business partners. 3. In August 2022, staff also prepared an Open House flyer for Susie G. Gibson Science and Technical Institute to distribute to interested partners 4. In August 2022, staff met with local business leaders Wicked Diesel, Clayton Homes, Principal at Susie G. Gibson, Supervisor of CTE and Town of Bedford to begin making connections 5. In September 2022, staff met with BCPS Supervisor of CTE and the Town of Bedford Fire Chief, Todd Stone, to discuss the possibility of adding the EMT/EMS program back at Susie G. Gibson as that program was removed from the course catalog years ago. *Other discussions occurred with Career Coach Trish Sawyer to discuss the Bedford ONE Program and to establish a working relationship 	The Office of Economic Development participated in the first Career and Technical (CTE) Advisory Board meeting for the 2022-2023 school year on December 15. Leaders from Virginia Career Works, Executive Staff from Bedford County Public Schools, including School Board member, Dwayne Nelms, principals, and School Superintendent, Dr. Bergin were in attendance. Staff from Susie G. Gibson Science and Technology Center and CVCC were also included. The goal of this Advisory Board is to ensure that the pipeline from school to the workforce is inclusive of the knowledge, skills, and abilities that students need in order to meet the rising demands of our business community and workforce. The CTE Advisory Board will meet monthly in order to strengthen and maintain these essential relationships.	



**Bedford County 2022-2024 Strategic Plan
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Goal Area Name	Goal Area #	Goal Name	Goal #	Objective Name	Objective #	Initiative	Initiative #	Primary Accountability (Name)	Secondary Accountability (Name)	Partners	Year to Begin	Year to End	Overdue	Status	FY2022 Quarter 4 Notes	FY2023 Quarter 1 Notes
Promote Education & Workforce Development	3	To enrich the lives of others and increase the chance of individual success through quality schooling, opportunities for professional development and access to suitable employment	3	Increase public-private partnerships for workforce development	3.2	Engage organizations to provide workforce preparedness training for youth and teenagers	3.2.1	Pam Bailey Director of Economic Development	Andy Crawford Department of Social Services	Susie Gibson CVCC Scott Baker Cooperative Extension Jenny Novalis Library Bedford Chamber	2023			In Progress	<ul style="list-style-type: none"> Staff continues to work with Bedford County Public Schools CTE staff and specifically Susie G. Gibson to create new opportunities for internships for students in the construction trades and mechanics. The Bedford Area Chamber is planning a youth career fair. This has typically been held at Susie G. Gibson Science & Tech center where local businesses are on hand to talk about various career pathways available. No date has been set, but discussions are taking place. Virginia Career Works has programs specifically designed to focus on at-risk youth and young adults ages 14-24. The Workforce Innovation and Opportunity Act (WIOA) Title I Youth Program provides services to disconnected youth, ages 14-24, who face barriers to employment. Youth gain access to WIOA services through local youth workforce training providers throughout the state. 	<ul style="list-style-type: none"> Staff continues to work with Bedford County Public Schools CTE staff and specifically Susie G. Gibson to create new opportunities for internships for students in the construction trades and mechanics from a recent meeting with the CTE advisory board. SCPS will be holding a youth career fair specifically for middle school students to explore career pathways. This will be organized by Mr. Trevor Hoss, Supervisor of CTE and Workforce Readiness and held at Susie G. Gibson. The Bedford Area Resource Council has formed a Workforce Training and Action Group with the focus on the under resourced population and how to identify who they are. This population needs both human and social capital to help them move into a place to be work ready. They typically need support to get and keep employment. Without support they are likely to cycle in and out of employment or leave the labor market all together. This cycle continues and creates generational poverty.
Promote Education & Workforce Development	3	To enrich the lives of others and increase the chance of individual success through quality schooling, opportunities for professional development and access to suitable employment	3	Increase public-private partnerships for workforce development	3.2	Explore partnerships with organizations and retirees to offer vocational training	3.2.2	Robert Hiss County Administrator	Pam Bailey Economic Development	Parks and Rec Senior Program CVCC	2023			Not Started	No updates currently	
Promote Education & Workforce Development	3	To enrich the lives of others and increase the chance of individual success through quality schooling, opportunities for professional development and access to suitable employment	3	Increase public-private partnerships for workforce development	3.2	Partner with Central Virginia Community College (CVCC) to enhance programming offering in the community	3.2.3	Robert Hiss County Administrator	Pam Bailey Economic Development	CVCC Bedford Chamber	2023			In Progress	<ul style="list-style-type: none"> Staff has communicated with local conveyor companies to discuss needs and program offerings at CVCC. I have shared that information with Jason Ferguson, and he has invited them to collaborate at this upcoming meeting: CVCC, in partnership with Virginia Career Works and Economic Development, is holding a Regional CTE Collaborative Meetup on October 4. The purpose of this event is to bring education, businesses, and Economic Development together so that we can work together in meeting the needs of our region. They are working on a final agenda, but plan to cover the following: <ol style="list-style-type: none"> 1. CTE Education Initiatives at CVCC 2. CTE Education in K-12 3. Business and Workforce needs regionally 4. Economic Development Initiatives 5. Upcoming Events in CTE 6. Skills USA Update 7. Apprenticeships and Internship Opportunities 8. ...and more to come. 	<ul style="list-style-type: none"> The Bedford Area Resource Council has formed a Workforce Training and Action Group with the focus on the under resourced population and how to identify who they are. This population needs both human and social capital to help them move into a place to be work ready. They typically need support to get and keep employment. Without support they are likely to cycle in and out of employment or leave the labor market all together. This cycle continues and creates generational poverty. The two-generation approach using multi-generational service organization works with both children and the adults in their lives to access new resources, solve problems, and sharpen existing skills in hopes of breaking the poverty cycle.
Protect Natural Resources & Agriculture	4	To preserve and enhance the quality of life, the natural assets, and provide support for the agriculture community through policies and enhanced partnerships	4	Improve community knowledge on the benefits of preserving viewsheds, greenspace, and agricultural land	4.1	Develop a plan to improve community knowledge and conduct educational events with key partners to ensure understanding of the benefits	4.1.1	Scott Baker Senior Extension Agent Jordan Mitchell Director of Community Development	Shelley Basinger Public Information Officer	Ag Board Other identified conservation-related entities	2022			In Progress	<ul style="list-style-type: none"> The Planning Commission and Division of Planning staff is continuing to update the County's Comprehensive Plan. Meetings have been held and citizen input will further this objective. Priority and importance of preserving viewsheds, greenspace, and Ag land remains at the forefront of the updated plan. The Board of Supervisors opted to not move forward with a Utility Scale Solar zoning ordinance amendment because of the affect that it would have on viewsheds in agricultural areas (one of many reasons). Cooperative Extension along with several partners coordinated a farm tour for many years to raise awareness among Bedford citizens of the economic, environmental, and aesthetic benefits of agriculture to Bedford County. This event was put on hold when the County Fair resumed in 2015. The County Fair is currently on pause as the organizers search for a new venue. Discussions have been held with the Bedford County Agricultural Economic Development Board regarding the resumption of the annual Farm Tour as a means to continue keeping focus on the importance of the agriculture sector to our community 	<ul style="list-style-type: none"> The Planning Commission and Division of Planning staff is continuing to update the County's Comprehensive Plan. Joint worksession with Board of Supervisors and Planning Commission was held on November 28, 2022, to review progress of update.
Protect Natural Resources & Agriculture	4	To preserve and enhance the quality of life, the natural assets, and provide support for the agriculture community through policies and enhanced partnerships	4	Protect water quality throughout Bedford County primarily with Smith Mountain Lake and Leesville Lake	4.2	Adopt a policy to review the septic systems on a regular cadence	4.2.1	Patrick Skelley County Attorney Brian Key Bedford Regional Water Authority Jordan Mitchell Community Dev.	Scott Baker Senior Extension Agent Shelley Basinger Public Information Officer	Health Department TLAC	2022			In Progress	<ul style="list-style-type: none"> The Board of Supervisors has initiated a text amendment to reduce the amount of time between septic system pump outs for Short Term Rental uses of a dwelling. Short Term Rental permits are primarily issued for properties at Smith Mountain Lake where septic system failure is a concern. The Division of Planning has had preliminary discussions with the Health Department on placing septic system information (location) onto the County GIS to increase public awareness. Health Department is supportive of any County effort to require a review and/or pump out of all septic systems. 	<ul style="list-style-type: none"> Joint worksession with Board of Supervisors and Planning Commission was held on November 28, 2022, to review short-term rental ordinance. Increasing the frequency of pumpouts remains in the ordinance amendments for short-term rental. Anticipated ordinance change for Q1/Q2 of 2023.
Protect Natural Resources & Agriculture	4	To preserve and enhance the quality of life, the natural assets, and provide support for the agriculture community through policies and enhanced partnerships	4	Promote an optimal and supportable development pattern	4.3	Adopt, review, and advance the comprehensive plan by identifying the items to support and fund through 2030	4.3.1	Jordan Mitchell Director of Community Development	Planning Commission		2022			In Progress	<ul style="list-style-type: none"> The Planning Commission and Division of Planning staff is continuing to update the County's Comprehensive Plan. Meetings have been held and citizen input will further this objective. A joint work session with Board of Supervisors to discuss land use policy changes (Cash Proffers, Future Land Use Map) etc.) in the Comprehensive Plan is scheduled for late 2022. Upon completion of the Comprehensive Plan update, staff will move forward with updating the 2004 Traffic Impact Study guidelines to better analyze road improvements for future development (work priority #1). The Planning Commission has recommended ordinance amendments to promote a fair and balanced development pattern. Please see the list below of text amendments that have been discussed with Board of Supervisors action in bold. Amend PRD, PCD, and PID zoning district requirements (for parcels zoned as such without master plans) to require a public hearing process for non-residential uses in the PRD district and for residential uses in the PCD and PID zoning districts (BOS adopted through ordinance #0 072522-04). Amend R-1 zoning district minimum lot requirements to increase the minimum lot size of parcels that are served by a public sewer or water and parcels that are served by both public sewer and water (BOS initiated text amendment for public hearing through resolution #R 072522-06). 	<ul style="list-style-type: none"> The Planning Commission and Division of Planning staff is continuing to update the County's Comprehensive Plan. Joint worksession with Board of Supervisors and Planning Commission was held on November 28, 2022, to review progress of update. Cash Proffers and Road Impact fees may or may not be an option to address this objective. Staff will look at alternatives in Q1 of 2023 for possible inclusion into the Comprehensive Plan.
Grow Business Climate	5	To cultivate the business community by proactively engaging with individuals, businesses, and partners to maximize opportunities for investment and growth	5	Enhance relationships and communication with State entities and internal County departments to improve the permitting process and timeliness of plan permit reviews	5.1	Create a communication strategy to address areas of improvement within internal County departments and between the County and the Bedford Regional Water Authority, Virginia Department of Transportation, and the Health Department	5.1.1	Robert Hiss County Administrator Erik Smedley County Engineer	Shelley Basinger Public Information Officer Community Development	Brian Key Bedford Regional Water Authority VDOT Health Department	2022	2023		In Progress	<ul style="list-style-type: none"> County Engineer and Community Development met to review road issues and ensure consistent message / requests conveyed to VDOT County Engineer and EDA discussed locations for future road improvements and water/sewer needs to attract new business prospects Attended quarterly coordination meeting with VDOT Salem District and Bedford Residency staff VDOT permit coordination for broadband initiatives 	<ul style="list-style-type: none"> Attended quarterly coordination meeting with VDOT Bedford Residency. Attended monthly CVTTC and RVTTTC meetings. Permit coordination for broadband initiatives. Upcoming activities: Conduct periodic meetings with EDA and Community Development to review potential upcoming development areas and inform external agencies to get ahead of potential limitations; Consider scheduling semiannual meetings with BRWA to review potential infrastructure limitations hampering regional growth; Continue quarterly VDOT district meetings and monthly TPO meetings
Grow Business Climate	5	To cultivate the business community by proactively engaging with individuals, businesses, and partners to maximize opportunities for investment and growth	5	Enhance relationships and communication with State entities and internal County departments to improve the permitting process and timeliness of plan permit reviews	5.1	Educate and inform the community, developers, and residents on the processes to submit for and obtain a permit	5.1.2	Jordan Mitchell Community Development Director	Shelley Basinger Public Information Officer		2023			Not Started	No updates currently	No updates currently
Grow Business Climate	5	To cultivate the business community by proactively engaging with individuals, businesses, and partners to maximize opportunities for investment and growth	5	Enhance relationships and communication with State entities and internal County departments to improve the permitting process and timeliness of plan permit reviews	5.1	Implement the e-review system	5.1.3	Information Technology	Jordan Mitchell Director of Community Development		2022			In Progress	<ul style="list-style-type: none"> IT and Community Development have kicked off the e-Review Project with Tyler Technologies. We are working out the plan and tasks for configuration, installation, training, and cutover with Tyler's assistance. 	<ul style="list-style-type: none"> IT and Community Development walked through a 2-day e-Review configuration session with Tyler Technologies. e-Reviews in-person training is scheduled for Jan 10-13, 2023.
Grow Business Climate	5	To cultivate the business community by proactively engaging with individuals, businesses, and partners to maximize opportunities for investment and growth	5	Expand Economic Development Authority Strategy	5.2	Hold more forward-thinking strategy work sessions with the Authority to discuss expanding scope for small businesses and business parks	5.2.1	Pam Bailey Director of Economic Development			2022	2024		In Progress	<ul style="list-style-type: none"> A rough draft document has been created for small business grant opportunities for new and existing businesses. Would like to talk through this as part of the joint meeting with the Board of Supervisors and EDA on October 11, 2022. 	<ul style="list-style-type: none"> A rough draft of a Small Business grant document has been created for small business grant opportunities for new and existing businesses. We have not moved any further with this as of December 2022, but it is a priority for Q1 2023. The EDA applied for a Virginia Business Ready Sites grant to do engineering studies for Phase 2 in the New London Business and Technology Center park to bring it from a Tier 2 to a Tier 3 site. Staff worked through three rounds of the grant process from the initial application in September to the Virtual presentation in November and the final site visit in December.
Grow Business Climate	5	To cultivate the business community by proactively engaging with individuals, businesses, and partners to maximize opportunities for investment and growth	5	Expand Economic Development Authority Strategy	5.2	Partner with the Economic Development Authority to increase awareness of the Bedford ONE Program	5.2.2	Pam Bailey Director of Economic Development		School System	2022			In Progress	<ul style="list-style-type: none"> In spring and summer 2022, staff met to discuss potential Bedford One tour sites Two dates for tours were identified In August 2022, flyers were emailed to Career Coaches and Guidance Counselors to promote the September 28 Bedford ONE tour that was held with six SRHS students and 11 JF student A second tour is scheduled for January 25, 2023, and will be a joint tour with Chief Janet Blankenship Additionally, a culinary industry tour is planned to be held in either February, March or May at The Landing at Mariner's Landing 	<ul style="list-style-type: none"> The Bedford ONE program has been part of the EDA's strategic plan since at least 2013. The recently adopted strategic plan includes states: Bedford County strives to align education and economic development to benefit local companies with their workforce development needs. The Office of Economic Development works with the Lynchburg Regional Business Alliance, Virginia Career Works, and the Virginia Economic Development Partnership, along with local and regional education organizations, to deliver workforce development initiatives. These include workforce readiness courses, customized training, career fairs, and even graduate engineering programs.
Grow Business Climate	5	To cultivate the business community by proactively engaging with individuals, businesses, and partners to maximize opportunities for investment and growth	5	Create a redevelopment plan for Montvale (i.e., fuel tanks that are abandoned)	5.3	Partner with landowners, Virginia legislators, and other identified partners to determine options for a redevelopment strategy	5.3.1	Robert Hiss County Administrator	Jordan Mitchell Community Development	Lynchburg Regional Business Alliance	2022	2023		Not Started	No updates currently	
Grow Business Climate	5	To cultivate the business community by proactively engaging with individuals, businesses, and partners to maximize opportunities for investment and growth	5	Expand tourism initiatives	5.4	Establish tourism zones	5.4.1	Nicole Johnson Director of Tourism	Pam Bailey Director of Economic Development Commissioner of Revenue		2022	2023		In Progress	<ul style="list-style-type: none"> The latest draft of the Tourism Zone ordinance was submitted on August 1, 2022, for review by Robert Hiss, Jordan Mitchell, and Patrick Skelley. A few outstanding questions are being discussed internally including if this will be treated as an Overlay district, if BRWA discounts are an option, and priority options from the permitting standpoint. The GIS department also created a story map for review which helped inform staff of the demographics as well as the need to potentially expand the zone in some areas and potentially reduce it in others. 	<ul style="list-style-type: none"> The final draft of the Tourism Zone document was discussed with Patrick Skelley and Robert Hiss on November 29, 2022. This draft will be shared with the EDA at the January 2023 EDA meeting for their input before it is shared with the Board of Supervisors as part of a worksession. Economic Development Staff met with the GIS staff on December 8 and Carl is revising map of the proposed zone to be shared with the EDA and the BOS.



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Goal Area Name	Goal Area #	Goal Name	Goal #	Objective Name	Objective #	Initiative	Initiative #	Primary Accountability (Name)	Secondary Accountability (Name)	Partners	Year to Begin	Year to End	Overdue	Status	FY2022 Quarter 4 Notes	FY2023 Quarter 1 Notes
Grow Business Climate	5	To cultivate the business community by proactively engaging with individuals, businesses, and partners to maximize opportunities for investment and growth	5	Expand tourism initiatives	5.4	Explore feasibility to increase hotel options	5.4.2	Nicole Johnson Director of Tourism	Pam Bailey Economic Development	EDA Town of Bedford	2022			In Progress	<ul style="list-style-type: none"> The Town of Bedford completed their hotel feasibility study in 2021 and presented the findings in December 2021. DPC Hospitality was selected to perform the study to evaluate the lodging market for developing a branded, limited-service hotel in Bedford. Mary Zirkle reported on September 23, 2022, that their study results show between 85 and 100 rooms could be supported in a business-class hotel in town. The town's EDA has an MOU with a developer now. She will know more as they work through the due diligence items over the next few months. After discussion between Nicole, Robert Hiss and Ashley Anderson, it has been determined that there will need to be a RFP to select a company to perform the study. The RFP could encompass the study and market analysis with an option for a contract extension to include recruitment if the study is favorable. Per Robert, the County's lodging tax reserve funds are currently approximately \$927K, and could be used to fund the study, which we are estimating to cost @ \$50K. Ashley suggested that we will need to seek approval and appropriation from the Transient Occupancy reserve through a Board resolution. 	Per the last update, a RFP will need to be done to select a company to perform the study. Will also seek approval from the board to appropriate funds from the Transient Occupancy Reserve to cover the cost of the study. The plan is to do this during the first quarter of 2023.
Grow Business Climate	5	To cultivate the business community by proactively engaging with individuals, businesses, and partners to maximize opportunities for investment and growth	5	Expand tourism initiatives	5.4	Collaborate with the Town of Bedford to prepare for Amtrak station	5.4.3	County Administration	Nicole Johnson Tourism Pam Bailey Economic Development	Town of Bedford Franklin County Bedford Franklin Regional Rail	2024			Not Started	<ul style="list-style-type: none"> No updates currently 	
Grow Business Climate	5	To cultivate the business community by proactively engaging with individuals, businesses, and partners to maximize opportunities for investment and growth	5	Work toward the redevelopment of Body Camp and Montvale school sites	5.5	Explore options for redeveloping the old Body Camp and Montvale school sites	5.5.1	Erik Smedley County Engineer	Patrick Skelley County Attorney	Development Partner				In Progress	<ul style="list-style-type: none"> Staff have coordinated with the RFP proposer for Body Camp. They are still researching. Talks are on-going. A meeting with the Board is planned for November 7. The Montvale School Preservation Society has had some time to develop solutions. A meeting was held with Hill Studios and the Society to discuss a possible funding vehicle. This was presented to the Board on 9.12.22 and the Board opted to move forward with preparing the grant application at least up the point of reviewing the grant submission. 	We have continued to coordinate with the RFP proposer for Body Camp. They presented at the December 12 board meeting. They will be further evaluating costs in the next couple of months. The Montvale School Preservation Society and the County have submitted a IRF Planning Grant and are awaiting the results of that grant submission.
Grow Business Climate	5	To cultivate the business community by proactively engaging with individuals, businesses, and partners to maximize opportunities for investment and growth	5	Work toward the redevelopment of Body Camp and Montvale school sites	5.5	Enter into agreement(s) with redevelopment entity/entities	5.5.2	Erik Smedley County Engineer	Patrick Skelley County Attorney	Development Partner				Not Started	<ul style="list-style-type: none"> Status update pending completion of 5.5.1 	Pending completion of Initiative 5.5.1.
Optimize Infrastructure	6	To have a viable community by meeting the needs of residents and businesses through enhanced connectivity, re-use of desirable land and reinvestment to meet future land planning needs	6	Expand broadband coverage	6.1	Pursue external funding opportunities for broadband to provide greater access in underserved and unserved communities	6.1.1	John Putney Broadband Coordinator			2022			In Progress	<ul style="list-style-type: none"> Successfully awarded \$25+ million in 2022 VATI grants between Zitel, Shentel, and Riverstreet broadband projects covering an additional \$22+ million in private ISP funding Shentel and Riverstreet successfully awarded RDOF and CAF grants Submitted 2023 VATI grant application to speed up broadband implementation by Shentel in Charlemont and Cifax areas Executed DHCD contracts for Zitel and Riverstreet grants 	Executed DHCD contracts for Shentel 2022 VATI grant, Discussed 2019 VATI grant reimbursement with DHCD to confirm full funds are available upon completion of Verizon and Zitel projects in Big Island, Wheats Valley, and the landfill. Upcoming activities FY23 Q3: Anticipating award announcements for 2023 VATI grant applications (Shentel - Charlemont / Cifax areas) in early 2023. Evaluate future 2023 VATI grant opportunities, including DHCD's long-drop program
Optimize Infrastructure	6	To have a viable community by meeting the needs of residents and businesses through enhanced connectivity, re-use of desirable land and reinvestment to meet future land planning needs	6	Expand broadband coverage	6.1	Market the towers for tenants or owners to monetize	6.1.2	John Putney Broadband Coordinator		Milestone Communications (outside vendor)	2022			In Progress	<ul style="list-style-type: none"> The Broadband Authority contracted with Milestone Communications to market the towers moving forward. No successful relocates are realized to date. 	The Broadband Authority contracted with Milestone Communications to market the towers moving forward. No successful relocates are realized to date.
Optimize Infrastructure	6	To have a viable community by meeting the needs of residents and businesses through enhanced connectivity, re-use of desirable land and reinvestment to meet future land planning needs	6	Expand broadband coverage	6.1	Collaborate with the private sector to expand broadband	6.1.3	John Putney Broadband Coordinator			2022	2023		In Progress	<ul style="list-style-type: none"> Kicked off 2022 VATI projects with Zitel, Shentel, and Riverstreet Partnered with Shentel to develop 2023 VATI grant application for RDOF footprint in Charlemont and Cifax areas Advised Request for Proposal to extend fiber service to 2019 orphaned addresses 	2022 VATI projects with Zitel, Shentel, and Riverstreet are underway. Shentel started installing fiber along Burks Hill Rd south of town. Zitel continues work in Chamblissburg and Moneta. Announced privately funded Lumos project in Forest and coordinated public engagement. Awarded contracts to Zitel and Verizon to address 2019 coverage gaps. Upcoming activities FY23 Q3: 2022 VATI projects will continue. Shentel is scheduled to complete Burks Hill Rd build and begin larger scale fiber deployment. Riverstreet will continue permitting and design efforts. Zitel will continue fiber deployment. Coordinate ribbon-cutting ceremony with Shentel; Execute Zitel and Verizon contracts for 2019 coverage gaps project. Evaluate remaining broadband needs as 2022 VATI projects progress
Optimize Infrastructure	6	To have a viable community by meeting the needs of residents and businesses through enhanced connectivity, re-use of desirable land and reinvestment to meet future land planning needs	6	Work toward landfill closure	6.2	Identify and finalize financing strategy to achieve landfill closure	6.2.1	Doug Coffman Director of Public Works	Erik Smedley County Engineer	Department of Environmental Quality Draper Aden (consultant)	2022	2024		In Progress	<ul style="list-style-type: none"> Some brief preliminary discussions have been held. Further in-depth talks will occur after re-assessment effort is complete. 	Some brief preliminary discussions have been held. Further in-depth talks will occur after re-assessment effort is complete.
Optimize Infrastructure	6	To have a viable community by meeting the needs of residents and businesses through enhanced connectivity, re-use of desirable land and reinvestment to meet future land planning needs	6	Work toward landfill closure	6.2	Complete closure plan and construction documents and select contractor for closure of the landfill	6.2.2	Doug Coffman Director of Public Works	Erik Smedley County Engineer	Draper/Aden (consultant)	2025			In Progress	<ul style="list-style-type: none"> Plans are being completed by Draper Aden and reviewed by the Department of Environmental Quality 	Closure plan has been submitted to DEQ. Review and approval can take up to two years.
Optimize Infrastructure	6	To have a viable community by meeting the needs of residents and businesses through enhanced connectivity, re-use of desirable land and reinvestment to meet future land planning needs	6	Work toward landfill closure	6.2	Conduct staffing analysis for right-sizing solid waste functions without the landfill operation	6.2.3	Mike Dorsey Solid Waste	Human Resources	Assigned Financial Analyst	2024			In Progress	<ul style="list-style-type: none"> Staffing is currently level with a focus on improving landfill transfer station efficiency such as loading trucks within certain weight parameters to minimize costs 	Staff is looking toward redirecting one existing position to be a Collections Center Coordinator to both provide redundancy to collection center management and increase efficiency. Other staffing remains level.
Optimize Infrastructure	6	To have a viable community by meeting the needs of residents and businesses through enhanced connectivity, re-use of desirable land and reinvestment to meet future land planning needs	6	Work toward landfill closure	6.2	Develop a "check" system and plan to deter illegal dumping at disposal sites	6.2.4	Doug Coffman Director of Public Works	Information Technology		2023			In Progress	<ul style="list-style-type: none"> Signage has been placed at sites to provide education and warning to violators. The Code Enforcement Officer is visiting sites and we are holding internal discussions as to how we best maximize his time and efforts. No updates from IT currently 	No update from IT ... A Solid Waste Code Enforcement officer will be transitioned to full time in March of this year to focus additional resources towards illegal dumping and enforcement.
Optimize Infrastructure	6	To have a viable community by meeting the needs of residents and businesses through enhanced connectivity, re-use of desirable land and reinvestment to meet future land planning needs	6	Manage comprehensive growth strategy with transportation partners	6.3	Coordinate holistic transportation infrastructure planning efforts across the county and districts to ensure corridor road development and improvement continuity	6.3.1	Erik Smedley County Engineer	Jordan Mitchell Director of Community Development	VDOT	2023	2024		In Progress	<ul style="list-style-type: none"> Worked through CVTTC to pursue Safe Streets for All (SSAA) grant to develop Comprehensive Safety Action Plan Worked with the EDA to explore roadway solutions for prospective businesses Sent letters to adjacent property owners soliciting feedback on potential intersection improvements at Venture/221 and Burnbridge/811 Tracked citizen and BOS feedback in a master location to ensure proper attention to perceived problem locations Maintained list of potential projects in the VDOT Salem District project spreadsheet and VDOT's Pathways for Planning Portal and updated regularly Met with RVTTIC team to review priority gap needs in the RVMPD region 	Worked through CVTTC to submit Safe Streets for All (SSAA) grant application to develop Comprehensive Safety Action Plan. Worked with the EDA to explore roadway solutions for prospective businesses. Tracked citizen and BOS feedback to ensure proper attention given to perceived problem locations. Updated list of potential projects in the VDOT Salem District project spreadsheet and VDOT's Pathways for Planning Portal to reflect current priorities. Upcoming activities: Review locations for paving secondary roads with VDOT to develop the next Secondary 6-year Improvement Program; Anticipate SSAA award announcements in early 2023; Use SSAA Action Plan to establish a priority list of sidewalk and bike lane projects, particularly in the Forest region; Review updated traffic count data once available to identify additional problem areas. Complete comprehensive plan. Coordinate transportation initiatives closely with land use as defined by the comprehensive plan. Update Traffic Impact Study requirements for new developments to better assess complete picture of adjacent developments – 2023; Consider reviewing set back requirements
Optimize Infrastructure	6	To have a viable community by meeting the needs of residents and businesses through enhanced connectivity, re-use of desirable land and reinvestment to meet future land planning needs	6	Manage comprehensive growth strategy with transportation partners	6.3	Enhance relationship with VDOT and become more proactive/better positioned for external funding opportunities	6.3.2	Erik Smedley County Engineer	Jordan Mitchell Director of Community Development	VDOT	2023			In Progress	<ul style="list-style-type: none"> Ensured projects identified in VDOT Salem District project spreadsheet are listed in general priority order for potential study opportunities Explored potential Highway Safety Improvement Program (HSIP) projects at Burnbridge/811 and Venture/221 with VDOT. Projects did not fit under this HSIP round's parameters. Discussed next year's round of HSIP with VDOT to potentially re-submit projects. Requested the CVTTC to study problematic intersections along the Route 221 and Perrowville Rd corridors for potential Smart Scale & HSIP projects – requested as part of the CVTTC FY23 Work Program Requested VDOT to explore different design funding options to improve access at the New London Business Park Held regular meetings and discussions with VDOT Bedford Residency Attended monthly CVTTC and RVTTIC meetings 	Updated VDOT Salem District project spreadsheet to list general priority order for potential funding opportunities. Identify the initial list of potential projects for next Smart Scale round using citizen & Board feedback, as well as available crash analysis and traffic data. Discussed FY23 Work Program with CVTTC to study problematic intersections along the Route 221 and Perrowville Rd corridors for potential Smart Scale & Highway Safety Improvement Program (HSIP) projects. Requested VDOT to explore different design funding options to improve Meade Road at the New London Business Park. Upcoming activities: Anticipating VDOT feedback on Meade Road concepts in early 2023; Leverage CVTTC, VDOT EDA grants, and VDOT Salem District to complete project designs for future construction grant opportunities; Leverage CVTTC, HSIP, and EDA grants to free up additional application slots for Smart Scale projects



**Bedford County 2022-2024 Strategic Plan
Implementation Tracking Tool**

Goal Area Name	Goal Area #	Goal Name	Goal #	Objective Name	Objective #	Initiative	Initiative #	Primary Accountability (Name)	Secondary Accountability (Name)	Partners	Year to Begin	Year to End	Overdue	Status	FY2022 Quarter 4 Notes	FY2023 Quarter 1 Notes
Optimize Infrastructure	6	To have a viable community by meeting the needs of residents and businesses through enhanced connectivity, re-use of desirable land and reinvestment to meet future land planning needs	6	Implement recommendations from the Master Park Plan	6.4	Conduct the master plan study	6.4.1	Wyatt Woody Park and Recreation		Park and Recreation Advisory Board	2022			In Progress	<p>Members of the Recreation Advisory Board met with Wayne Wilcox of Halcyon Planning & Design on September 21, 2022, to begin the initial planning for the Parks Master Plan. This meeting was used to identify Goals/issues, a public input strategy, preferred communication to the public, and to identify a steering committee. The RAB's immediate task is the formation of the steering committee. The RAB will meet again in early October and identify a diverse group of citizens to be included in the committee. The steering committee will help identify civic groups, recreation clubs, events, and locations to target in an effort to get the most feedback.</p>	<p>Members of the Recreation Advisory Board met on October 5, 2022 and identified members of the community that were willing to serve on the Steering Committee for the Parks Master Plan. In addition to the RAB members, the Steering Committee is made up of John/Melanie Divers, Joy Wayne, Carolyn Fellers, Linda Parker, Larry Daniels and Tony Hurt. The Committee also met on November 2nd and December 7th. The November meeting was used to review the project outline as well as participate in a S.W.O.T. analysis of the Parks system. The Committees thoughts consisted of the following: Strengths – P&R does a good job with what's available to them. There is a lot of opportunity to play sports in the County. Lots of Federal site resources. The topography of the County offers a lot of natural wonders. Weaknesses – County residents are not aware of what the County has, such as Independence Park. A lot of the Community do not even realize the County owns this Park or where it is even located. Railroad locks us out of access to areas in the County that could be beneficial for P&R. We have no access to Smith Mountain Lake. No ATV or Equestrian trails for use by the County citizens. Opportunities – A very large & growing Home School Community which would use more Parks if they were available. A Splash Pad area. The YMCA has developed one, but not certain of its availability to non-members. There is a lot of land in the County that could be used for P&R purposes. More Senior activities can be offered. Need low key easy Recreation such as Putt Putt, a pool, etc. Also have the opportunity to recruit volunteer help from Liberty University students. Threats – Kids lack interest due to video games. Travel ball, Football (CTE). Where will financing come from for future vision/development. The December meeting was used to review the Virginia Outdoors Plan, Region 2000 Blue Ways & Greenways Plan, Bedford's Comprehensive Plan, Bedford County's Census data and the Strategic Tourism Plan. These all offer insight into recreation/tourism trends that should help in the planning phases. The steering committee will meet again on January 25, 2023 to begin work on the surveys that will be distributed throughout the County and which events that will be attended to receive feedback.</p>