

**REVISED COPY**

Bedford County  
**Board of Supervisors**  
Worksession Packet

---



**September 27, 2021 at 5:00 PM**

**Board Members:**

Tommy Scott, District 5 – Chair  
Tammy Parker, District 7 – Vice-Chair  
Mickey Johnson, District 1  
Edgar Tuck, District 2  
Charla Bansley, District 3  
John Sharp, District 4  
Bob Davis, District 6

**Administration:**

Robert Hiss, County Administrator  
Amanda Kaufman, Deputy County Administrator  
Patrick J. Skelley, III, County Attorney  
Brigitte Lockett, Executive Assistant



**WORKSESSION AGENDA**  
**BEDFORD COUNTY BOARD OF SUPERVISORS**  
**ADMINISTRATION BUILDING**  
**September 27, 2021**

---

**5:00 PM      WORKSESSION**

- (1) Call to Order
- (2) Presentation regarding the Moneta Event Center

**Adjourn**

# **SMITH MOUNTAIN LAKE EVENT CENTER**

Presentation

---

## **BEDFORD COUNTY PARKS & RECREATION**

**Bedford County Parks & Recreation Department Advisory Board**

# Bedford County 2030 Comprehensive Plan

- Updated – August 10, 2015

**Page 106 – “The Smith Mountain Lake area is unequivocally the most essential tourist attraction within Bedford County and sees thousands of visitors per year. The tourism revenue from this area benefits local businesses, as well as increasing the demand for lake property, which inevitably increases the tax base”**

- **Page 108 – Economic Development and Strategies –**

## **8G – Tourist Facilities:**

**“Support the development of tourism infrastructure, such as hotels and other facilities necessary to attract and serve tourists.”**

**Bedford County  
(District 1 & 2)  
Major Business  
TOURISM**

**SMITH MOUNTAIN LAKE STATE PARK**

2016 – 2017 – 2018

Yearly Averages

---

- **Visitation – 435,130**
- **Park income - \$1,083,130**
- **Total area spending - \$10,300,000**
- **Full times jobs created – 135**
- **Yearly State & local taxes - \$940,000**

# FRONT ENTRANCE



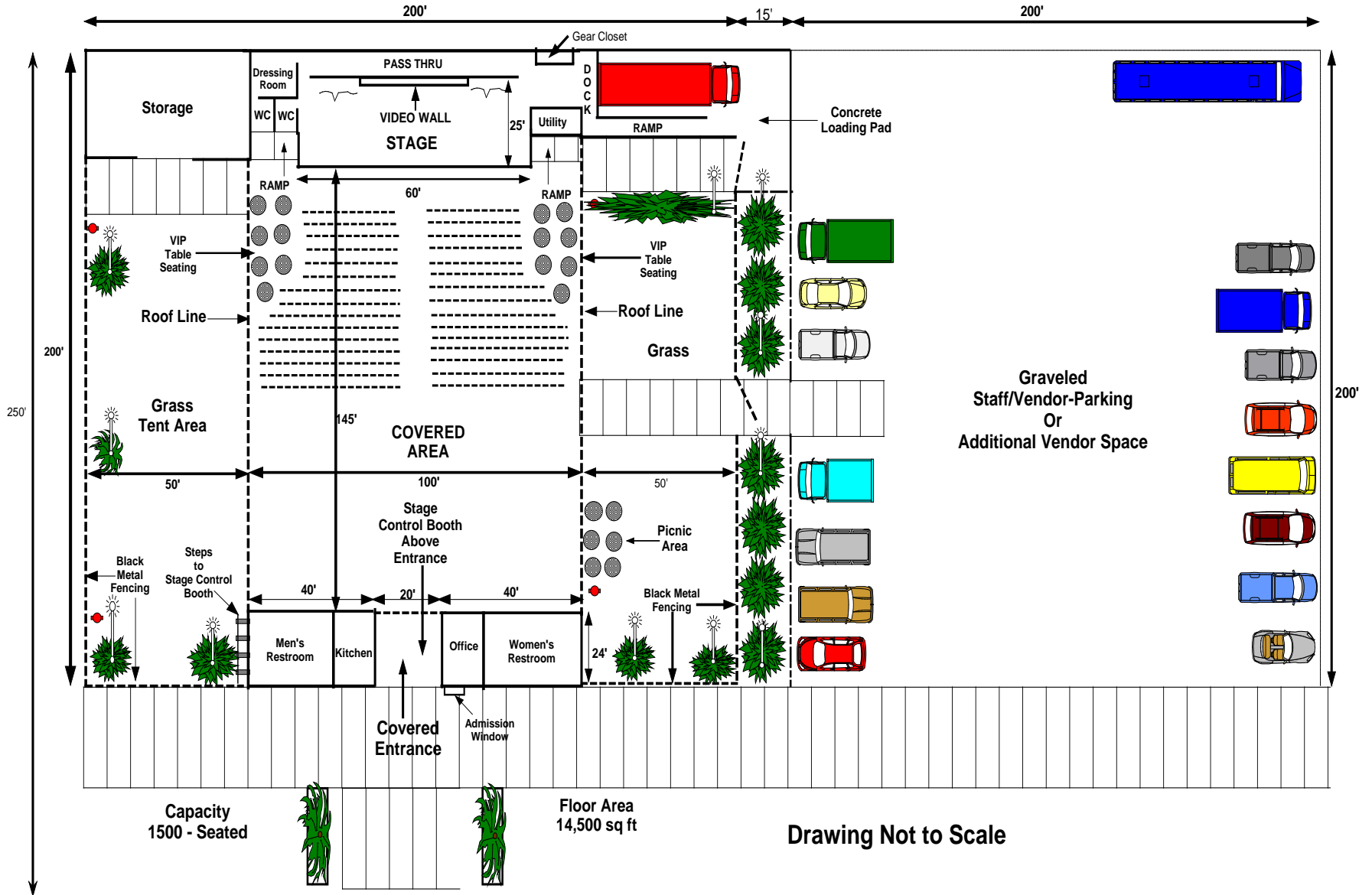
# STAGE VIEW



# VIRGINIA ROUTE 122 VIEW







# Smith Mountain Lake Center


- Covered Area – 20,000' sq. ft.
- Total Floor Area – 14,500' sq. ft.
- **Capacity – 1,500**
- **Video Wall Screen – 252 sq. ft. (28'x9')**
- Additional 20,000' sq. ft. fenced outdoor/tent area
- Bathroom area – 1200' sq. ft.
- Office area – 360' sq. ft.
- Full-service kitchen/concession – 480' sq. ft.
- 1200' Storage area
- Full loading dock
- 1500' sq. ft. Stage area equipped with restrooms & dressing rooms
- **Roll-Down Clear PVC Side Curtains – Total Enclosure**

# DOWNTOWN MONETA – 550 PAVED PARKING SPACES OVERFLOW PARKING FOR OVER 300 ADDITIONAL VEHICLES

## Untitled Map

Write a description for your map.

### Legend

 Downtown Moneta PC Overhead



# Smith Mountain Lake Center

## Event Uses

Worksession - #2

- Music Events
- Free Family Movie Nights
  - Home Shows
  - Boat Shows
  - Festivals
- Local Produce Markets
  - Local Craft Shows
- Volunteer Fundraising Events

# **SMITH MOUNTAIN LAKE CENTER**

## **Community Uses**

- **Emergency Services Training Center**
- **Emergency Medical/Housing Center**
  - **Educational Events**
    - **Area Graduations/Proms**
    - **Community Meetings/Banquets**
- **Community Health and Wellness Programs**
  - **Economic Development Events**

# What Will This Cost?

• Land	\$ 550,000
• Building (Jamerson-Lewis)	1,638,547
• Video Wall	75,000
• Audio System	25,000
• Stage Lighting	22,000
• Concession Equipment	30,000
• Office Equipment and Furnishings	12,000
• Seating (1500)	45,000
• <u>Tables and Additional Furnishings</u>	<u>16,500</u>
• <b>TOTAL</b>	<b>\$2,414,047</b>

**WHAT WE HAVE**

LAND (DONATED)	\$ 550,000
IN KIND DONATION (BUILDING)	200,000
<u>STROOBANT FOUNDATION (POSSIBLE)</u>	<u>308,000</u>
<b>TOTAL</b>	<b>\$1,058,000</b>

**WHAT WE NEED**

BEDFORD COUNTY	\$ 550,000
<u>OTHER SOURCES</u>	<u>806,047</u>
<b>TOTAL</b>	<b>\$2,414,047</b>

# What does Bedford County Get for a \$550,000 Investment?

**Dr. Vince Magnini**  
**Institute of Service Research**  
**August -2019**

- Study needed 350 residents for accuracy – got 760 responses
  - 87.2% agreed – Need a facility such as we are proposing
  - Spent average of **\$1,290** per year outside of Bedford County on activities this facility could offer.
- **Estimated Direct Taxes to Bedford County -  
\$300,000 per year**



# ECONOMIC IMPACT EFFECT on Bedford County

● Direct Effect	\$ 6,500,000
● Indirect Effect	2,700,000
● <u>Induced Effect</u>	<u>2,900,000</u>
● <b>TOTAL EFFECT</b>	<b>\$12,100,000</b>

\*Institute For Service Research Report – August 2019

# **JOBS AND LABOR PREDICTIONS**

Economic Impact Study – Magnini Report  
(Page 6)

- “The total effect is estimated at **116** full time jobs (FTJ)”
- “Labor income associated with these jobs tallies to an estimated **\$4,700,000**”

# OPERATION PLAN

- Lease the facility for various events
- Lease the concession/kitchen facility
- Bedford County Parks & Recreation retains control of all scheduled events
- Establish a five-person Citizen Advisory Board to monitor all facility actions and report directly to Parks & Recreation

# Estimated Yearly Operating Expenses

Worksession - #2

• Legal Services	\$ 150
• Advertising	25,000
• Skilled Services	1,500
• Laundry & Linen	1,000
• Electrical Maintenance & Repair	2,000
• Property Insurance	3,500
• Electrical Charges	15,000
• Water & Sewer	6,000
• Refuse Service Charges	3,000
• Equipment & Mechanical Maintenance & Repair	6,000
• Extermination Control	500
• Freight & Express Services	500
• Postal & Printing Services	5,500
• Building/Custodial/Grounds Repair & Maintenance Materials	8,000
• Organization Membership/Publication Subscription	1,700
• Office Supply/Machine/Furniture	3,000
• Computer Hardware Equipment & Operating Supplies	2,500
• Credit Card Charges	5,000
• Computer Software/Wireless Services	6,000
• <u>Food &amp; Dietary Supplies</u>	<u>2,000</u>
<b>TOTAL - Estimated Yearly Operating Expenses</b>	<b>\$97,850</b>

**\*Estimates based on budget items submitted by other Bedford County Departments for Fiscal Year 2021\***

# Estimated Yearly Income Projections & Profit & Loss Estimates

• Lease Income (Non-Resident)	30 Days @ \$1,000	\$ 30,000
• Lease Income (Concession)	30 Days @ \$100	3,000
• Friends of The Center Membership	250 @ \$200	50,000
• Event Sponsorships	10 @ \$1,000	10,000
• Fund Raisers	3 @ \$2,500	7,500
• Grants		20,000
• Stage/ Facility Naming Rights		7,500
• Advertising (Video Wall & Website)		4,500
• Application & Alcohol Fees		3,750
• <u>Facility Use Ticket Fees</u>	8000 @ \$3	<u>24,000</u>
<b>Total Estimated Yearly Income Projections</b>		<b>\$160,250</b>
<b><u>Total Yearly Operating Budget Projections</u></b>		<b><u>97,850</u></b>
<b>Yearly Profit/Loss Estimates</b>		<b>(+) \$ 62,400</b>

# QUESTIONS & SUGGESTIONS

Fred Sylvester

[fred@accunetinfo.com](mailto:fred@accunetinfo.com)

540-798-7668

Bedford County  
**Board of Supervisors**  
Meeting Packet

---



**September 27, 2021 at 7:00 PM**  
(Watch online at [youtube.com/CountyofBedford](https://www.youtube.com/CountyofBedford))

**Board Members:**

Tommy Scott, District 5 – Chair  
Tammy Parker, District 7 – Vice-Chair  
Mickey Johnson, District 1  
Edgar Tuck, District 2  
Charla Bansley, District 3  
John Sharp, District 4  
Bob Davis, District 6

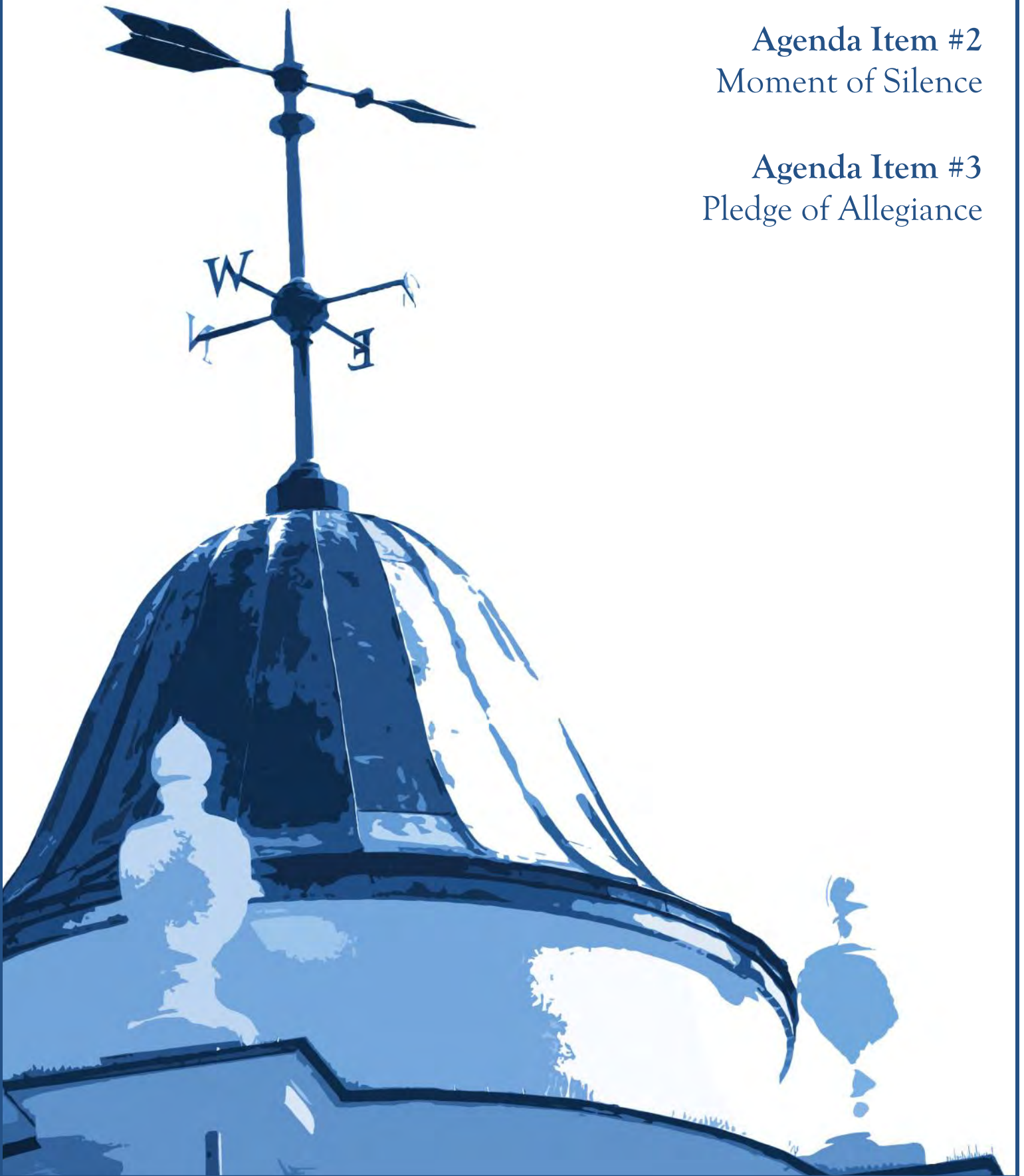
**Administration:**

Robert Hiss, County Administrator  
Amanda Kaufman, Deputy County Administrator  
Patrick J. Skelley, III, County Attorney  
Brigitte Lockett, Executive Assistant

**Agenda Item #1**  
Call to Order & Welcome

**Agenda Item #2**  
Moment of Silence

**Agenda Item #3**  
Pledge of Allegiance





Agenda Item #4  
Approval of Agenda





**WORKSESSION AGENDA**  
**BEDFORD COUNTY BOARD OF SUPERVISORS**  
**ADMINISTRATION BUILDING**  
**September 27, 2021**

---

**5:00 PM      WORKSESSION**

- (1) Call to Order
  - (2) Presentation regarding the Moneta Event Center
- Adjourn**

---

**7:00 PM      REGULAR MEETING**

- (1) **Call to Order & Welcome**
- (2) **Moment of Silence**
- (3) **Pledge of Allegiance**
- (4) **Approval of Agenda**
- (5) **Citizen Comments**
- (6) **Consent Agenda – no items**
- (7) **Approval of Minutes**
  - a. September 13, 2021
- (8) **Public Hearings & Presentations**
  - a. Presentation of Certificate of Completion for the VACo Certified Supervisors' Program to Supervisor Mickey Johnson.
    - ***Presented by: Karie Walker, Coordinator of Programs and Development***
  - b. Consideration of an Emergency Ordinance to allow for the continuity of government operations during the pandemic, including altering the process for conducting public meetings. (*Ordinance #O 092721-03*)
    - ***Presented by: County Attorney, Patrick J. Skelley II***

**(9) Action & Discussion Items**

a. Consideration of a request to accept funds gifted to the Bedford County Department of Fire & Rescue as beneficiary of the Andrew E. Hudson Trust in the amount of \$402,699.38. (*Resolution #R 092721-01*)

- *Presented by: Chief Jack Jones, Jr.*

b. Consideration of a resolution adopting the Bedford County Emergency Operations Plan (EOP) and Continuity of Operations Plan (COOP). (*Resolution #R 092721-02*)

- *Presented by: Chief Jack Jones, Jr.*

**(10) Board Committee Reports – none****(11) Board Comments****(12) Board Appointments**

a. Closed Session, pursuant to Section 2.2-3711 (A) (1) Discussion, consideration, or interviews of prospective candidates for employment; assignment, appointment, promotion, performance, demotion, salaries, disciplining, or resignation of specific public officers, appointees, or employees of any public body; and evaluation of performance of departments or schools of public institutions of higher education where such evaluation will necessarily involve discussion of the performance of specific individuals. Nothing in this subdivision, however, shall be construed to authorize a closed meeting by a local governing body or an elected school board to discuss compensation matters that affect the membership of such body or board collectively; specifically, related to the reclassification of certain positions (specifically, regarding appointments to commissions and committees).

b. Appointment of Ethan Tanner to the Agricultural Economic Development Advisory Board to fill an unexpired term for District 5.

c. Appointment of Jeanne Willis to the Redistricting Committee to represent District 7. (*added*)

**(13) County Administrator Report****(14) County Attorney Report****(15) Board Information – no items****(16) Board Calendar and Reminders**

- October 12 – (Tuesday) - Annual Joint Meeting with the EDA at 5:00 pm; *possibly adding a Regular Meeting at 7:00 pm*
- October 25 - Worksession at 5:00 pm; Regular Meeting at 7:00 pm

**Adjourn**

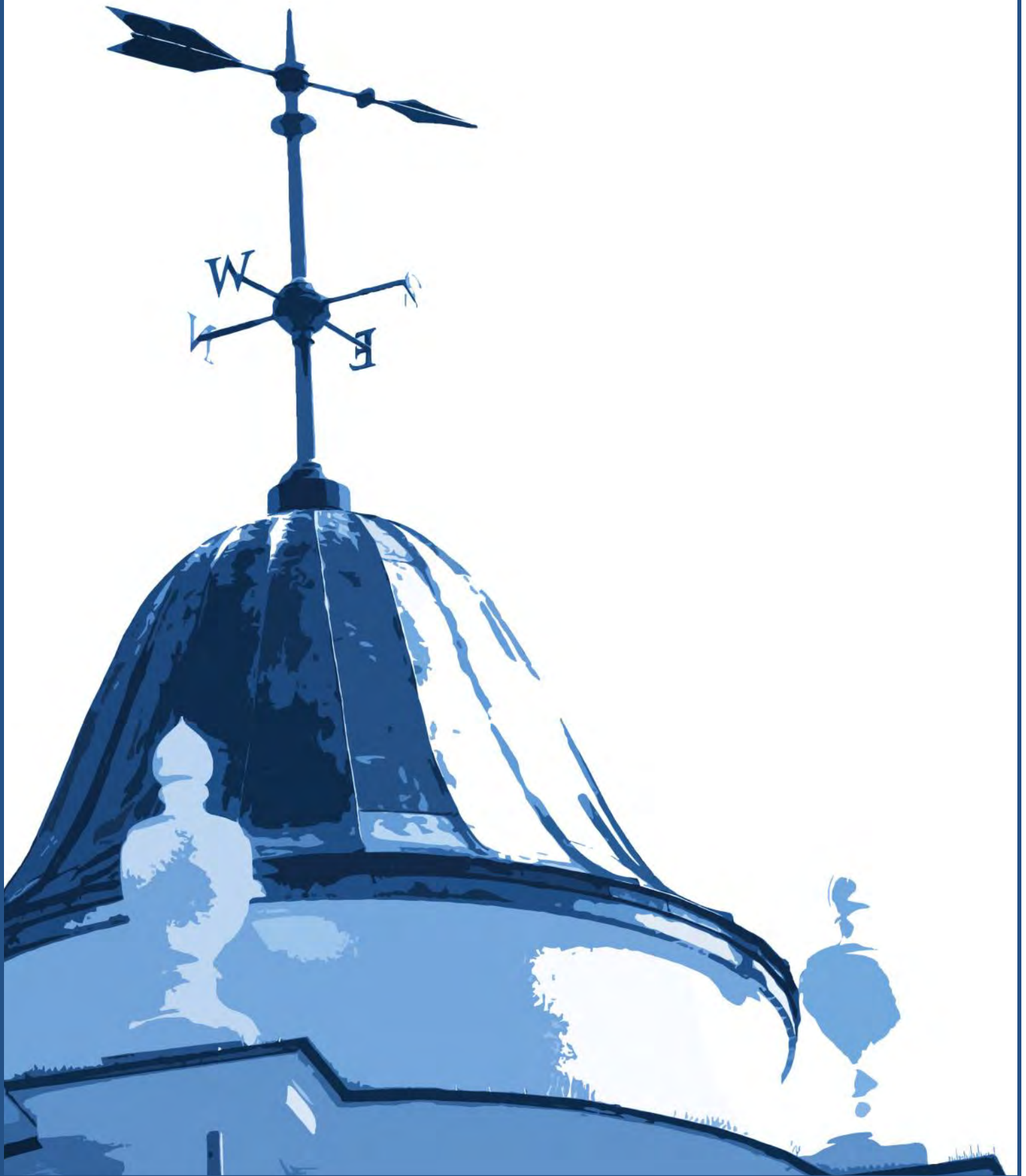
Agenda Item #5  
Citizen Comments



Agenda Item #6  
Consent Agenda  
(none)



Agenda Item #7  
Approval of Minutes



1



2

3

4

## MINUTES

5

**BEDFORD COUNTY BOARD OF SUPERVISORS**

6

ADMINISTRATION BUILDING

7

September 13, 2021

8

9

---

**5:00 PM      WORKSESSION**

10 **Board of Supervisors:** Tommy Scott, District 5, Chair; Tammy Parker, District 7, Vice-Chair; Mickey  
 11 Johnson, District 1; Edgar Tuck, District 2; Charla Bansley, District 3\*; John Sharp, District 4; and Bob  
 12 Davis, District 6\*

13 *(\*Supervisor Bansley attended by phone due to quarantine; Supervisor Davis attend by phone until he  
 14 arrived at 5:36 pm.)*

15 -----

16 **Staff:** County Administrator Robert Hiss, County Attorney Patrick Skelley, Deputy County Administrator  
 17 Amanda Kaufman, Public Works Director Doug Hoffman, IT Director Elizabeth Lo, IT Technician Peter  
 18 Fitch, Finance Director Ashley Anderson, Fire & Rescue Chief Jack Jones, Jr., Deputy Chief Abbey  
 19 Johnston, Sheriff Mike Miller, Major Jon Wilks, Captain Shannon Zimmerman, Captain Brian Neal,  
 20 Lieutenant Ryan Hilbish, Lieutenant Rick Baldwin, Lieutenant Mike Holt, and Executive Assistant  
 21 Brigitte Lockett

22 -----

23 Chairman Scott called the worksession to order and turned the meeting over to County  
 24 Administrator Hiss.

25 Mr. Hiss Briefly reviewed the items on the worksession agenda, and then turned the meeting over  
 26 to Lynn Klappich, Program Manager with Draper Aden Associates.

27 Mrs. Klappich gave a presentation (*attached as Addendum A*) regarding the progress on the  
 28 landfill closure and the next steps that need to be taken in the closure process. Mrs. Klappich briefly  
 29 reviewed Phase I, noting that the landfill is still operational but receiving less tonnage. She stated there is  
 30 a regulatory framework for closure, which minimizes the need for future maintenance and provides  
 31 protection for human health and the environment. She said that the Department of Environmental Quality  
 32 (DEQ) has become very flexible in setting closure schedules, noting we have just completed Phase I,  
 33 which included the start up of the transfer station, the survey, site visits to confirm the design details,

34 developing the conceptual design, and geotechnical testing. She stated that discussions were also  
35 conducted with DEQ regarding permitting requirements, leachate management, et cetera. Mrs. Klappich  
36 displayed a variety of maps and aerial photos during her presentation illustrating current and future  
37 aspects of the closure. She also touched on the landfill cap system being proposed, stormwater, leachate  
38 and gas management, and the “borrow areas” for emergency management areas. Mrs. Klappich stated that  
39 the next steps included more design work and permit modifications. She noted that our recycled glass  
40 mixed with soil could be used as a bottom layer for the roads (beneath the gravel and pavement), which  
41 would save road construction costs. Mr. Hiss interjected that currently there is no money in recycling  
42 glass, so this would appear to be a good use. Mrs. Klappich stated that the recycled glass can also be used  
43 in the berms. She concluded her presentation with a review of the project schedule, noting that right  
44 around the time we would need to develop construction documents the Draper Aden contract with the  
45 County is set to expire; the Board will need to consider re-procurement of their services. Mrs. Klappich  
46 then answered clarifying questions from the Board and Mr. Hiss, with Mr. Dorsey explaining how  
47 recycled glass is used as a base layer for roads. Mrs. Klappich noted that we anticipate that DEQ will  
48 approve our closure plan. She also clarified that, due to the slopes and small size of our landfill, it is not  
49 considered a feasible site for solar panels.

50 Sheriff Mike Miller addressed the Board with a presentation that outlined the operations of his  
51 office (*the full presentation is attached as Addendum B*). Sheriff Miller, Major Jon Wilks, Captain  
52 Shannon Zimmerman (Operations Division), Captain Brian Neal (Administration Division), and  
53 Lieutenant Ryan Hilbish (Community Services Division), and Captain Mike Harmony (Internet Crimes  
54 Against Children) each took turns addressing the Board to explain the functions of their divisions within  
55 the Sheriff’s Office. Each officer also detailed who worked as office staff in their respective departments  
56 and what each office staff member’s duties entail. Their presentation included crime and incident  
57 statistics; community outreach efforts; instruction/education responsibilities; animal control and the K9  
58 units; field operations (serving warrants, traffic, security checks, accidents, et cetera); specialty teams  
59 (Lake Patrol and Tactical Response); vice statistics; the Retired Senior Volunteer Patrol (R.S.V.P.)  
60 program; accreditation standards; courthouse security; school resource officers; evidence collection and  
61 storage; the Internet Crimes Against Children Taskforce (ICAC); and events used to improve staff morale  
62 (which were done completely with donations).

63 Sheriff Miller noted that the Board’s support of his staff with the recent raises and bonuses was  
64 greatly appreciated, as was their conservative approach to governance. He also stated that they could not  
65 get their work done without the Fire and Rescue Department. He stated that it was because of the  
66 conservative values and support his office receives that he is able to recruit high-quality applicants to his  
67 staff.

68 Chairman Scott thanked Sheriff Miller and stated the Board appreciated everything his office  
69 does.



70           There being no further discussion, the Board recessed for supper at 6:30 pm.

71 \_\_\_\_\_

72 **7:00 PM       Regular Meeting**

73 **Board of Supervisors:** Tommy Scott, District 5, Chair; Tammy Parker, District 7, Vice-Chair; Mickey  
74 Johnson, District 1; Edgar Tuck, District 2; Charla Bansley, District 3\*; John Sharp, District 4; and Bob  
75 Davis, District 6\*

76 *(\*Supervisor Bansley attended by phone due to quarantine.)*

77 -----

78 **Staff:** County Administrator Robert Hiss, County Attorney Patrick Skelley, Deputy County Administrator  
79 Amanda Kaufman, Public Works Director Doug Hoffman, IT Director Elizabeth Lo, IT Technician Peter  
80 Fitch, Finance Director Ashley Anderson, Sheriff Mike Miller, and Executive Assistant Brigitte Luckett

81 \_\_\_\_\_

82 **(1)     Call to Order & Welcome**

83           Chairman Scott called the meeting to order and welcomed those in attendance.

84 \_\_\_\_\_

85 **(2)     Moment of Silence**

86           Chairman Scott led the room in a moment of silence.

87 \_\_\_\_\_

88 **(3)     Pledge of Allegiance**

89           Chairman Scott led the room in reciting the Pledge of Allegiance.

90 \_\_\_\_\_

91 **(4)     Approval of Agenda**

92           Vice-Chair Parker made a motion to approve the agenda as presented.

93           **Voting yes:     Mr. Johnson, Mr. Tuck, Mrs. Bansley, Mr. Sharp, Mr. Scott, Mr. Davis, and**  
94                               **Mrs. Parker**

95           **Voting no:     None**

96           **Motion Passed.**

97 \_\_\_\_\_

98 **(5)     Citizen Comments**

- 99           • Erin Farrell, 1300 Battlefield Road, Goode, addressed the Board with her concerns regarding
- 100           the transgender restroom accommodations and the COVID-19 protocols being enforced in the
- 101           County's public schools. Mrs. Farrell was particularly concerned about children being forced to
- 102           wear masks at school, and children who did not wear masks being placed in isolation rooms. Mrs.
- 103           Farrell also asked the Board to direct the School Board to hold their meetings at a venue that
- 104           could accommodate larger audiences.

105 \_\_\_\_\_

106 **(6) Consent Agenda**

107 County Administrator Robert Hiss reviewed the following items on the Consent Agenda:

108 **a.** Consideration of a resolution authorizing staff to approve a contract for replacement of the  
109 County Administration Building chiller.

110 *(Resolution #R 091321-02)*

111 **WHEREAS**, County Administration has an aging chiller that is in need of replacement; and

112 **WHEREAS**, the County has made funds available in the Administration Building Improvements  
113 CIP fund; and

114 **WHEREAS**, the County has an on-going contract with Trane to service the building automation  
115 system and equipment and is familiar with the systems.

116 **NOW, THEREFORE, BE IT RESOLVED**, by the Bedford County Board of Supervisors, that the  
117 County Administrator is authorized to enter into a contract with Trane for the replacement of the chiller at  
118 the County Administration Building.

119 -----

120 **b.** Consideration of a resolution to Authorize Revisions to the Landfill Permit.

121 *(Resolution #R 091321-03)*

122 **WHEREAS**, the Bedford County landfill has limited remaining capacity and is presently used only  
123 for disposal of residues from internal recycling operations; and

124 **WHEREAS**, landfill closure is required as soon as practical after waste disposal ends; and

125 **WHEREAS**, the initial closure planning phase has verified onsite soil quality and quantity is  
126 satisfactory, key infrastructure and utilities have been surveyed, conceptual designs of the cap, gas,  
127 leachate and stormwater systems have been completed and reviewed with the Virginia Department of  
128 Environmental Quality; and

129 **WHEREAS**, the next project phase requires completion and submission of a major permit  
130 modification application; and

131 **WHEREAS**, the County's engineering firm, Draper Aden Associates, has provided a scope of  
132 services and cost estimate for the permit modification necessary for landfill closure; and

133 **WHEREAS**, the cost for Draper Aden Associates to prepare, submit and finalize the permit  
134 modification after input from the Virginia Department of Environmental Quality is estimated to be  
135 \$246,00; and

136 **WHEREAS**, the closure design and permit modification schedule will extend over several years,  
137 and periodic updates will be presented for Board review before proceeding to the next phase of  
138 construction document preparation and contractor procurement; and

139 **WHEREAS**, funds are available within the Solid Waste Expansion Reserves within the General  
140 Fund,

141 **NOW, THEREFORE, BE IT RESOLVED**, that the Bedford County Board of Supervisors does

142 hereby authorize the County Administrator to execute a work order with Draper Aden Associates to  
 143 provide the necessary engineering services to complete the permit modification required for landfill  
 144 closure.

145 -----

146 c. Consideration of a resolution providing for the implementation of the Comprehensive  
 147 Community Corrections Act for Local Responsible Offenders, the Pretrial Services Act and the  
 148 Establishment of the Regional Community Criminal Justice Board.

149 *(Resolution #R 091321-08)*

150 **WHEREAS**, the Virginia General Assembly has adopted legislation entitled the Comprehensive  
 151 Community Corrections Act for Local Responsible Offenders, Article 9 (§ 9.1-173 et. seq.) of the Code of  
 152 Virginia and the Pretrial Services Act, Article 5 (§ 19.2-152.2 et seq.) of the Code of Virginia, both of  
 153 which were effective July 1, 1995; and

154 **WHEREAS**, §§ 9.1-174 and 19.2-152.2 of the Code of Virginia requires counties and cities  
 155 approved for a jail project pursuant to § 53.1-82.1 to develop and establish services in accordance with  
 156 both Acts; and

157 **WHEREAS**, §§ 9.1-178 and 19.2-152.5 of the Code of Virginia require that each county and city  
 158 establishing and operating local community-based probation and pretrial services establish a Community  
 159 Criminal Justice Board, and in the case of multi-jurisdictional efforts, that each jurisdiction mutually  
 160 agree upon the number of appointments to said board.

161 **BE IT THEREFORE RESOLVED** that Bedford County jointly agrees with the City of Lynchburg,  
 162 Amherst County and Campbell County to implement the services and programs required by the  
 163 Comprehensive Community Corrections Act for Local Responsible Offenders and the Pretrial Services  
 164 Act with, pursuant to § 9.1-183, the City of Lynchburg acting as the administrator and fiscal agent on  
 165 behalf of the participating localities.

166 **BE IT FURTHER RESOLVED** that the Counties of Amherst, Bedford and Campbell and the City of  
 167 Lynchburg establish the Regional Community Criminal Justice Board; that said board shall fulfill its  
 168 responsibilities pursuant to § 9.1-180; and shall be comprised of the following members, pursuant to §  
 169 9.1-178 of the Code of Virginia:

- 170 • One representative of the governing body of each participating jurisdiction
- 171 • A Circuit Court judge representing the 24th Judicial Circuit as agreed upon by the judges of  
 172 said circuit
- 173 • A judge of the General District Court, representing the 24th Judicial District as agreed upon  
 174 by said judges of the district
- 175 • A judge of the Juvenile and Domestic Relations District Court representing the 24<sup>th</sup> Judicial  
 176 District as agreed upon by the said judges of the district
- 177 • The Chief Magistrate

- 178           • A Commonwealth's Attorney representing all of the Commonwealth's Attorneys of the  
179 participating jurisdictions
- 180           • A public defender where available in the participating localities or an attorney experienced in  
181 the defense of criminal matters who is a current member of the Virginia State Bar
- 182           • The Regional Jail Administrator responsible for jails serving the jurisdictions involved in  
183 local pretrial and community-based probation services
- 184           • A Chief of Police or a Sheriff in a jurisdiction not served by a police department to represent  
185 all law enforcement agencies of the participating jurisdictions
- 186           • A Community Services Board Administrator providing services to participating jurisdictions
- 187           • A local adult educator from a local college or university

188           **BE IT FURTHER RESOLVED** that this resolution supersedes and replaces all prior resolutions  
189 approved by the localities relating to the establishment of required services and the formation of the  
190 Regional Community Criminal Justice Board.

191           **BE IT FURTHER RESOLVED** that the Board of Supervisors appoints the Bedford County Deputy  
192 County Administrator as its governing body representative on the CCJB.

193 That this resolution shall be in force and effect upon adoption.

194 -----

195           **d.** Consideration of a resolution declaring Bedford County a Disaster Area due to drought.  
196 *(Resolution #R 91321-07)*

197           **WHEREAS**, there continues to be dry conditions throughout 2021 in Bedford County, Virginia,  
198 which have caused widespread, substantial crop and grassland damage, and

199           **WHEREAS**, unseasonably high temperatures are accelerating the effects of the rainfall deficit, and

200           **WHEREAS**, livestock water resources are declining, and

201           **WHEREAS**, the lack of sufficient pasture has required farmers to use winter feed reserves, and

202           **WHEREAS**, there does not appear to be any significant relief in the foreseeable future, and

203           **WHEREAS**, these conditions have and continue to cause financial loss to the farmers in Bedford  
204 County.

205           **NOW, THEREFORE, BE IT RESOLVED**, that the Bedford County Board of Supervisors hereby  
206 petitions the Honorable Ralph Northam, Governor of the Commonwealth of Virginia, to declare Bedford  
207 County a disaster area in order to provide the means for those affected to qualify for some relief assistance.

208 -----

209           **e.** Consideration of a resolution granting TLAC No Wake Surfing Zone regulation at Smith  
210 Mountain and Leesville Lake.

211           *(Resolution #R 091321-01)*

212           **WHEREAS**, the "Purpose Clause" of the Cooperative Agreement ("Agreement") states  
213 that the Tri-County Lakes Administrative Commission ("TLAC") is established to carry out lake

214 planning duties as may be assigned by Board of Supervisors of the several; and

215 **WHEREAS**, specific duties set out in the Purpose Clause do not include the acceptance of  
216 applications for the placement of no wake surfing buoys; and

217 **WHEREAS**, wake surfing has become a major issue at Smith Mountain and Leesville  
218 Lakes and it is the opinion of the TLAC Board of Directors that some level of regulation is necessary; and

219 **NOW, THEREFORE, BE IT RESOLVED**, by the Bedford County Board of Supervisors that, in  
220 addition to the specific powers set for in the Purpose Clause of the aforesaid Agreement, TLAC is granted  
221 the authority by the Board to prepare the form of the application and procedures, to accept No Wake  
222 Surfing Buoy applications, to conduct public hearings related to the establishment of No Wake Surfing  
223 Zones, and for the making of a recommendations as to the placement of No Wake Surfing buoys to the  
224 Department of Wildlife Resources effective January 1, 2022.

225 **Supervisor Tuck made a motion to approve the Consent Agenda.**

226 **Voting yes: Mr. Johnson, Mr. Tuck, Mrs. Bansley, Mr. Sharp, Mr. Scott, Mr. Davis, and**  
227 **Mrs. Parker**

228 **Voting no: None**

229 **Motion Passed.**

230

231 **(7) Approval of Minutes**

232 **Vice-Chair Parker made a motion to approve the minutes as amended below:**

233 • **May 25**

234 ○ Line 74 – remove “during which Supervisor Davis offered a prayer”

235 • **June 14** *(no corrections)*

236 • **June 28** *(no corrections)*

237 • **July 12**

238 ○ Line 15 – remove “Recess the BOS for a dinner break by 6:30 p.m.”

239 ○ Line 25 – change worksession to meeting

240 • **July 26**

241 ○ Line 99 – change Supervisors to School Board

242 ○ Line 143 – change operations in the past to Operations Budget

243 ○ Lines 372 & 373 – change Board to Planning Commission

244 • **August 9**

245 ○ Line 119 – change Mickey Johnson to Supervisor Johnson

246 ○ Line 211 – change Edgar Tuck to Supervisor Tuck

247 ○ Line 226 – change Mickey Johnson to Supervisor Johnson

248 • **September 7**

249 ○ Line 9 – 7:00 p.m. should be 5:00 p.m. and Regular Meeting should be Special Called  
250 Meeting

251           **Voting yes:   Mr. Johnson, Mr. Tuck, Mrs. Bansley, Mr. Sharp, Mr. Scott, Mr. Davis, and**  
 252                                   **Mrs. Parker**  
 253           **Voting no:   None**  
 254           **Motion Passed.**

255

256   **(8)   Public Hearings & Presentations**

257           **a.** Supervisor Tuck presented the following resolution of appreciation for the leadership of Sam  
 258 Williams:

259           **WHEREAS,** the Bedford County Agricultural Economic Development Advisory Board (Ag  
 260 Board) and the Bedford County Board of Supervisors recognize that agriculture and forestry is Bedford  
 261 County's largest industry; and

262           **WHEREAS,** Sam Williams, General Manager of the Bedford Southern States Cooperative, retired,  
 263 after completing outstanding service to the industry of agriculture for over forty three years.

264           **WHEREAS,** the Bedford Cooperative brings a significant and consistent contribution to the  
 265 agriculture industry under the leadership of Mr. Sam Williams, General Manager; and

266           **WHEREAS,** Mr. Williams has faithfully served the agriculture industry in Bedford County and the  
 267 surrounding region for many years; and,

268           **WHEREAS,** Mr. Williams has improved economic opportunities for agriculture producers through  
 269 his industry expertise and excellent customer service; and,

270           **WHEREAS,** Mr. Williams has supported agricultural educational programs for the community and  
 271 local youth by providing opportunities and financial support; and,

272           **WHEREAS,** Mr. Williams has supported the larger agricultural community of Southside Virginia  
 273 through his vast influence and work in the region.

274           **NOW, THEREFORE, BE IT RESOLVED,** that the Bedford County Board of Supervisors hereby  
 275 recognize Mr. Sam Williams for his outstanding dedication and leadership to Bedford County's  
 276 agriculture community.

277           **BE IT FURTHER RESOLVED,** that the members and staff of the Board of Supervisors extend their  
 278 sincere appreciation to Mr. Sam Williams through the adoption of this resolution directed that a copy be  
 279 presented to him and made a part of the minutes of the Board of Supervisors meeting.

280 -----

281           **b.** Community Development Director Jordan Mitchell addressed the Board with an ordinance  
 282 for Text Amendment Application #TA21-0003 - Hotel / Motel / Motor Lodge, Extended Stay" use.

283           Mr. Mitchell stated this amendment was initiated by the Board of Supervisors at a previous  
 284 meeting. He said that the Planning Commission held a public hearing on this amendment on July 26,  
 285 2021, during which no citizen requested to speak. The Planning Commission has recommended approval  
 286 of this request by a vote of 4-0. Mr. Mitchell then briefly reviewed the details of the request, which are

287 outlined in the Ordinance below. He also noted that the Planning Commission will hold another public  
 288 hearing on the Board’s other request to incorporate the “non-transient occupancy” into the  
 289 Hotel/Motel/Motor Lodge definition at its next meeting.

290 The citizen comment portion of the public hearing was opened; there being no one desiring to  
 291 speak, this portion of the public hearing was closed.

292 **Vice-Chair Parker made a motion to approve Ordinance #O 091321-06.**

293 **BE IT HEREBY ORDAINED**, by the Board of Supervisors of Bedford County, Virginia, that after  
 294 having conducted a duly advertised public hearing and upon receiving the recommendation forwarded by  
 295 the Bedford County Planning Commission, that the regulations of the Bedford County Zoning Ordinance  
 296 be amended and readopted as follows to remove “Hotel/Motel/Motor Lodge, Extended Stay” use:

297 **Part I.**

298 That **Section 30-28, Definitions**, be amended to remove the definition for “Hotel/Motel/Motor Lodge,  
 299 Extended Stay”:

300 ~~Hotel/motel/motor lodge, extended stay: A building or buildings containing six or more guest rooms~~  
 301 ~~or suites, offering temporary residence for compensation and specifically constructed, licensed, and/or~~  
 302 ~~maintained, all or in part, for non-transient extended stays and/or stays longer than 30 days, regardless of~~  
 303 ~~the presence of leases for shorter periods of time for individuals who have their domicile established at~~  
 304 ~~another permanent residence. Each room shall contain, at a minimum, accommodations for sleeping, a~~  
 305 ~~bathroom, and a kitchen equipped with a refrigerator, built in cooking facilities, microwave, sink, cooking~~  
 306 ~~utensils, dishes, and cutlery.~~

307 **Part II.**

308 That **Section 30-79-2, Permitted Use Table**, be amended to remove “Hotel/Motel/Motor Lodge, Extended  
 309 Stay” as a permissible Commercial use:

310 Sec. 30-79-2 Permitted Uses Table

311 Permitted uses by district shall be as shown in the following table where:

312 "R" Indicates a use by right

313 "S" Indicates a special use

314 "\*" Indicates more stringent standards as specified in article IV

USES	AP	AR	AV	R-1	R-2	R-3	R-4	PRD	RMH	C-1	C-2	NC	PCD	I-1	I-2	PID	EP
<b>Commercial Uses</b>																	
<del>Hotel/Motel/Motor Lodge, Extended Stay</del>			R					R		R			R	R	R	R	R

315

316 **Part III.**

317 Should any portion or provision of this ordinance be held by any court to be unconstitutional or invalid,

318 that decision shall not affect the validity of the ordinance as a whole, or any part of the ordinance other  
 319 than the part held to be unconstitutional or invalid.

320 This ordinance shall become effective immediately upon its adoption.

321 **Voting yes: Mr. Johnson, Mr. Tuck, Mrs. Bansley, Mr. Sharp, Mr. Scott, Mr. Davis, and**  
 322 **Mrs. Parker**

323 **Voting no: None**

324 **Motion Passed.**

325 \_\_\_\_\_

326 **(9) Action & Discussion Items**

327 **a.** Finance Director Ashley Anderson addressed the Board with setting the Percentage Tax  
 328 Relief Rate Available through the Personal Property Tax Relief Act (PPTRA).

329 Mrs. Anderson briefly explained the process that led to this request being brought before the  
 330 Board this evening, which is also outlined in the resolution below. She reminded the Board this is a flat  
 331 funding of \$6.1 million that we receive from the state every year, and noted that values have increased  
 332 approximately 8% over last year.

333 **Supervisor Tuck made a motion to approve Resolution #R 091321-04.**

334 **WHEREAS**, the Virginia General Assembly in 1998 passed the Personal Property Tax Relief Act;  
 335 and

336 **WHEREAS**, the philosophy in passing the Act was to eliminate personal property tax on personal  
 337 motor vehicles; and

338 **WHEREAS**, in 2001 the Virginia General Assembly set the reimbursement rate to localities for  
 339 personal property taxes for personal vehicles at 70% of the personal property tax amount; and

340 **WHEREAS**, the Virginia General Assembly in 2004 drastically revised the philosophy of the Act  
 341 and capped the contribution of the Commonwealth to localities for reimbursement for personal property  
 342 taxes; and

343 **WHEREAS**, on the 28th day of November 2005, as a requirement of the 2004 amendments to the  
 344 Act, the County of Bedford passed an ordinance to set the percentage of tax relief that the County  
 345 anticipates will fully exhaust the PPTRA funds that it will be provided by the Commonwealth (Bedford  
 346 County Ordinance "Taxation" §17-16 "Personal Property Relief"); and

347 **WHEREAS**, pursuant to §17-16 of the County Code, the County shall, as part of the annual  
 348 budget, by resolution set the percentage of tax relief at such level that it is anticipated to fully exhaust  
 349 PPTRA relief funds provided to the County by the Commonwealth.

350 **NOW, THEREFORE, BE IT RESOLVED**, by the Bedford County Board of Supervisors, that  
 351 pursuant to Bedford County Code Chapter 17 "Taxation", Section 17-16 "Personal Property Relief Act"  
 352 the percentage of tax relief anticipated to fully exhaust PPTRA funds provided to the County by the  
 353 Commonwealth is hereby set at thirty-nine and a half percent (39.5%). Any amount of PPTRA relief not



354 used within the County's fiscal year shall be carried forward and used to increase the funds available for  
 355 personal property tax relief in the following fiscal year.

356 **Voting yes: Mr. Johnson, Mr. Tuck, Mrs. Bansley, Mr. Sharp, Mr. Scott, Mr. Davis, and**  
 357 **Mrs. Parker**

358 **Voting no: None**

359 **Motion Passed.**

360 -----

361 **b.** County Administrator Robert Hiss addressed the Board with a resolution regarding the  
 362 placement of the Susie G. Gibson High School roadside historical marker.

363 Mr. Hiss reviewed the details of this request, as outlined in the resolution below. He stated that  
 364 after some discussion with the Susie G. Gibson Legacy group, it was decided that placing the marker at  
 365 the Welcome Center would give the marker the best visibility. Mr. Hiss clarified that the Town would  
 366 maintain the sign with VDOT funds that are provided specifically for the maintenance of historical  
 367 markers.

368 **Supervisor Davis made a motion to approve Resolution #R 091321-05.**

369 **WHEREAS**, the Susie G. Gibson Legacy, Inc. in cooperation with the Town of Bedford and the  
 370 Bedford County Museum applied to the Department of Historical Resources for a roadside historical  
 371 marker commemorating the historical importance of the Susie G. Gibson High School; and

372 **WHEREAS**, the Department of Historical Resources approved the application; and

373 **WHEREAS**, the County's Welcome Center has adequate road frontage (along Burkes Hill Road)  
 374 for placement of the roadside historical marker; and

375 **WHEREAS**, the traffic volume and visibility of this location is preferred than to locate the marker  
 376 on the former Susie G. Gibson High School property.

377 **NOW, THEREFORE, BE IT RESOLVED**, by the Bedford County Board of Supervisors, that, the  
 378 placement of the Susie G. Gibson roadside historical marker should be placed in the Town right of way  
 379 along Burkes Hill Road (Highway 122).

380 **Voting yes: Mr. Johnson, Mr. Tuck, Mrs. Bansley, Mr. Sharp, Mr. Scott, Mr. Davis, and**  
 381 **Mrs. Parker**

382 **Voting no: None**

383 **Motion Passed.**

384 \_\_\_\_\_

385 **(10) Board Committee Reports - none**

386 \_\_\_\_\_

387 **(11) Board Comments**

388 In response to a question from Supervisor Tuck, Mr. Hiss stated all the County's historical  
 389 markers are maintained by VDOT. Supervisor Tuck responded that the marker at Halesford Bridge needs

390 some attention.

391 Supervisor Sharp asked Mrs. Farrell, who had addressed the Board earlier during the citizen  
392 comment period, to speak with him after the meeting to further discuss her concerns.

393 Supervisor Davis stated he finds the concerns voiced by Mrs. Farrell during citizen comment to  
394 be appalling. He said if someone wants to wear a mask then they should, but he refuses to wear a mask  
395 and will not go anywhere where he is required to wear one. Supervisor Davis said mask wearing should  
396 not be forced on children and stated he felt it is just theater when the School Board refuses to hold their  
397 meetings at a larger venue to accommodate all the parents who wish to speak.

398 \_\_\_\_\_

399 **(12) Board Appointments**

400 a. Supervisor Sharp made a motion to appoint Ryan Minnie to represent District 4 on the  
401 Redistricting Committee.

402 In response to a question from Vice-Chair Parker, Mr. Hiss stated the Redistricting Committee  
403 would be able to establish its own meeting schedule. He clarified that, in the past, this committee has met  
404 an average of every two weeks over a three to four month window.

405 **Voting yes: Mr. Johnson, Mr. Tuck, Mrs. Bansley, Mr. Sharp, Mr. Scott, Mr. Davis, and**  
406 **Mrs. Parker**

407 **Voting no: none**

408 **Motion passed.**

409 \_\_\_\_\_

410 **(13) County Administrator Report**

411 Mr. Hiss stated that the Broadband VATI grant will be submitted on September 14, which has  
412 been a very big effort on behalf of the staff. He noted that Mr. Putney and Ms. Kaufman have put in a lot  
413 of time on that project. He further noted that the GIS staff has done an incredible job with their portion of  
414 the VATI grant, and they have gone above and beyond what was expected.

415 Mr. Hiss reminded the Board that there will be a joint meeting with the EDA on October 12 at  
416 5:00 pm; a regular meeting may be added for 7:00 pm that evening, depending on need.

417 Mr. Hiss stated we are still waiting to hear whether any further pandemic mandates will be put in  
418 place and how they will affect us.

419 Supervisor Sharp stated we should consider any opportunity that presents itself to mount a legal  
420 challenge to any new pandemic mandates. Attorney Skelley noted there may be an opportunity to join  
421 with other localities in legal opposition.

422 Chairman Scott asked Mr. Hiss to pass on the Board's appreciation to the GIS department for  
423 their work on the VATI grant.

424 \_\_\_\_\_

425

426 **(14) County Attorney Report**

427 Attorney Skelley requested, and received, consensus from the Board to extend the emergency  
428 ordinance that allows members of boards and committees to attend meetings virtually.

429 \_\_\_\_\_

430 **(15) Board Information**

431 a. The Board was given a copy of the Bedford Regional Water Authority meeting minutes from  
432 June 15, 2021 for review.

433 b. The Board was given a copy of the Bedford Communications Report for August 2021 for  
434 review.

435 \_\_\_\_\_

436 **(16) Board Calendar and Reminders**

437 Mr. Hiss reviewed the following schedule for upcoming meetings:

- 438 • September 27 – Worksession at 5:00 pm; Regular Meeting at 7:00 pm
- 439 • October 12 – (Tuesday) - Annual Joint Meeting with the EDA at 5:00 pm and *possibly*  
440 *adding a Regular Meeting at 7:00 pm*
- 441 • October 25 - Worksession at 5:00 pm and Regular Meeting at 7:00 pm.

442 -----

443 In response to a question from Supervisor Johnson, Mr. Hiss stated he plans to schedule a Public  
444 Works Committee meeting to further discuss the misuse of the convenience site issues. Supervisor  
445 Johnson said he would like to see this issue expedited.

446 \_\_\_\_\_

447 **Adjourn**

448 **Supervisor Sharp made a motion to adjourn the meeting at 7:40 pm.**

449 **Voting yes: Mr. Johnson, Mr. Tuck, Mrs. Bansley, Mr. Sharp, Mr. Scott, Mr. Davis,**  
450 **and Mrs. Parker**

451 **Voting no: None**

452 **Motion passed.**

# Bedford County Landfill Closure Progress Report and Next Steps



BOS Work Session 9/13/2021

**Lynn P. Klappich**

*Program Manager*

Draper Aden Associates

Leachate Pond



67

43

Montevideo Rd

Recycle Rd

Virginia Byway

Disposal Area

Borrow Area

Transfer Station



# REGULATORY FRAMEWORK

## CLOSURE

9VAC20-81-160

- *The owner or operator shall close the landfill in a manner that minimizes the need for further maintenance and provides for the protection of human health and the environment.*
- *Closure shall eliminate the escape of leachate or of waste decomposition products.*
- *Closure shall control and/or minimize surface runoff and the escape of waste decomposition products to the atmosphere.*
- *The owner or operator shall begin closure activities no later than 30 days after the date on which the unit receives the final waste.*
- *The owner or operator shall complete closure activities of each unit in accordance with the closure plan and within six months after receiving the final volume of wastes.*



# Phase 1 - Schedule

ACTIVITY	FY 2021												FY 2022											
	2020						2021						2021						2022					
	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J
<b>PHASE 1 - PRELIMINARY DESIGN ACTIVITIES</b>																								
Task order signed				■																				
Site visit to discuss closure design, stormwater, borrow area					■																			
Base sheet development - survey and mapping						■	■	■	■															
Aerial survey									■	■	■													
Borrow area site work, testing and report preparation				■	■	■	■	■	■															
Borrow area - submit report and call to review										■														
Site visit to review survey and work to date										■	■													
Review survey and develop conceptual design										■	■	■												
Site visit to discuss concept design											■													
Finalize conceptual design											■	■												
DEQ meeting - to review project and permitting requirements											■													
BOS meeting to review findings and recommendations																						■		

# Work Completed to Date

## Start up of Transfer Station

Waste/recycling residues being placed in landfill. Defers closure.

## Survey

Compiled accurate information on landfill infrastructure, utilities, and grades.

## Borrow Area Evaluation

Evaluated on-site soils for use in construction; established that suitable soils exist on site for closure.

## Site Visits

Evaluated and confirmed site details for design.





# Work Completed to Date

## Conceptual design

Evaluated slopes, cap options, costs, stormwater management, erosion control, overall gas and leachate systems design. Focus on rapid stabilization and compliance.

## Geotechnical testing

Evaluated stability of various layers; layers stable.

## Discussion with DEQ

Discussed cap types, permitting requirements, gas management, leachate management, and schedule. Critical insights provided on submittals.





# Borrow Areas - Evaluated



# Closure Components

## Cap System

Risks / benefits of various cap types

## Stormwater Management

Compliance with VPDES permit; stabilization critical

## Leachate Management

Modify existing system; 30-year post closure

## Gas Management

Active gas system for odor control; methane destruction

## Emergency Management Areas

Borrow areas for to be graded to maximize future use

# Next Steps

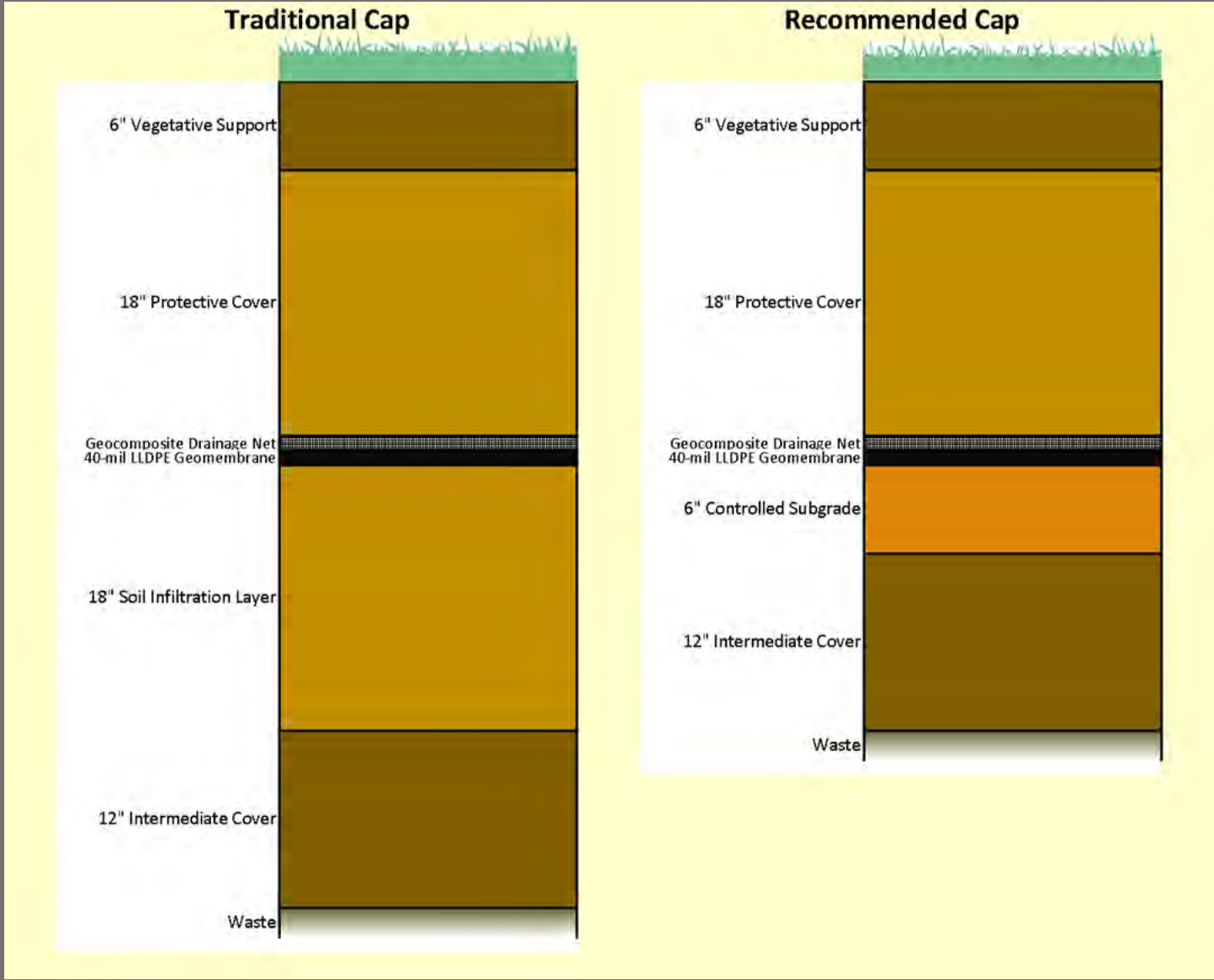
## Design

- Goal – stabilization for 30+ year post closure
- Durability
- Constructability
- Cost

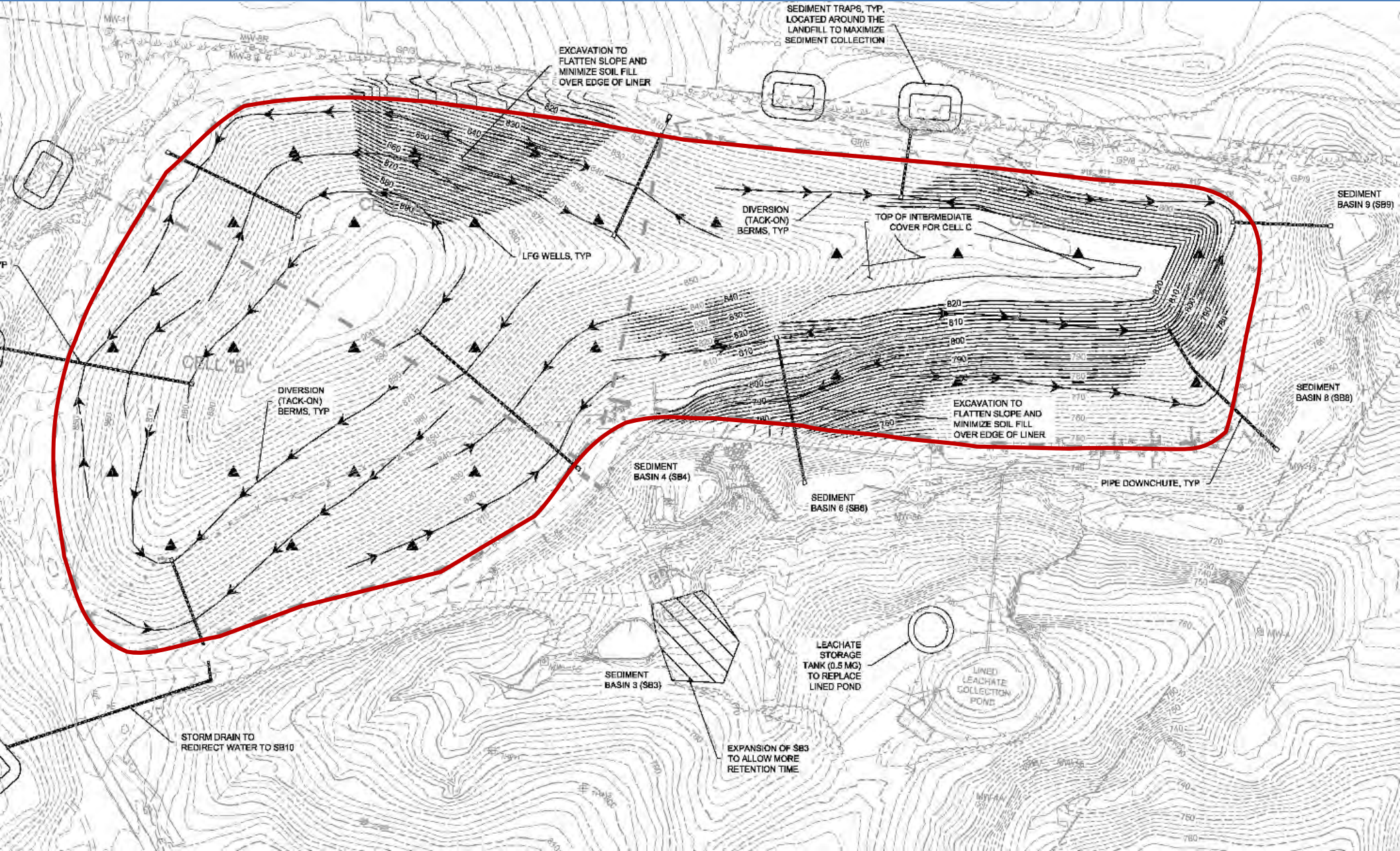
## Permit Modification

- Approve task order for permit modification
- Least predictable time frame in schedule - DEQ
- Include all aspects: cap type, stormwater, leachate update, gas

# COMPARISON OF CAPS



# Conceptual Closure Plan



# Leachate System

## **Goal:** Minimize leachate handling requirements

- 30+ year post closure care
- Stabilize storage system; age of existing system
- Reduction in rainwater
- Reduction in leachate
- Concerns with available treatment facilities
- Potential future need for pretreatment
- Compliance with future regulations





## Gas Management

**Goal:** Efficient management to maintain compliance

- Use of Permit 30 flare – under review
- Location of flare – potential synergy with leachate system
- Control of migration
- Control of odors
- Compliance with future regulations



# Beneficial Glass Recycling

## **Goal:** Beneficial use of glass

- On-site usage
- Avoiding disposal costs: 500 – 600 tons per year = \$25,000 (Approx.)
- Demonstration in landscape berms and roads approved
- Bunkers for glass storage completed
- Savings in gravel



# Updated Closure Schedule

ACTIVITY	FY 2022					FY 2023					FY 2024					FY 2025					FY 2026																										
	2021					2022					2023					2024					2025					2026																					
	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
<b>PHASE 2 - PERMIT MODIFICATION</b>																																															
Major permit modification - Preparation and submittal to VDEQ	[Blue]					[Blue]																																									
SWMP updates						[Pink]																				[Pink]																					
VDEQ review						[Red]					[Red]																																				
Update BOS						[Green]					[Green]																																				
Draft permit and public comment											[Red]																																				
Final permit																[Red]																															
<b>PHASE 3 - CONSTRUCTION DOCUMENT PREPARATION</b>																																															
Update survey																[Blue]																															
Development of construction documents																[Blue]					[Blue]																										
Update BOS																[Green]																															
Submit for E&S approval																					[Blue]																										
Final approvals																					[Red]																										
<b>PHASE 4 - BIDDING AND CONSTRUCTION</b>																																															
Update BOS																					[Green]																										
Bidding																					[Blue]																										
Award bid																										[Green]																					
Construction																										[Orange]					[Orange]					[Orange]											
Note: Draper Aden Associates contract expires 2/25/2024.																																															

# Task Order

## Permit Modification

- Approve task order for permit modification
- Least predictable time frame in schedule - DEQ
- Include all aspects: cap type, stormwater, leachate update, gas



# Discussion

---



Draper Aden Associates  
*Engineering • Surveying • Environmental Services*

# BEDFORD COUNTY SHERIFF'S OFFICE

Sheriff Mike Miller

Major Jon Wilks



# BEDFORD COUNTY SHERIFF'S OFFICE



## OPERATIONS DIVISION

Captain Shannon Zimmerman

Lieutenant Rick Baldwin

Lieutenant Mike Holt

1345 Falling Creek Road

Bedford, Virginia 24523

(540)586-4800

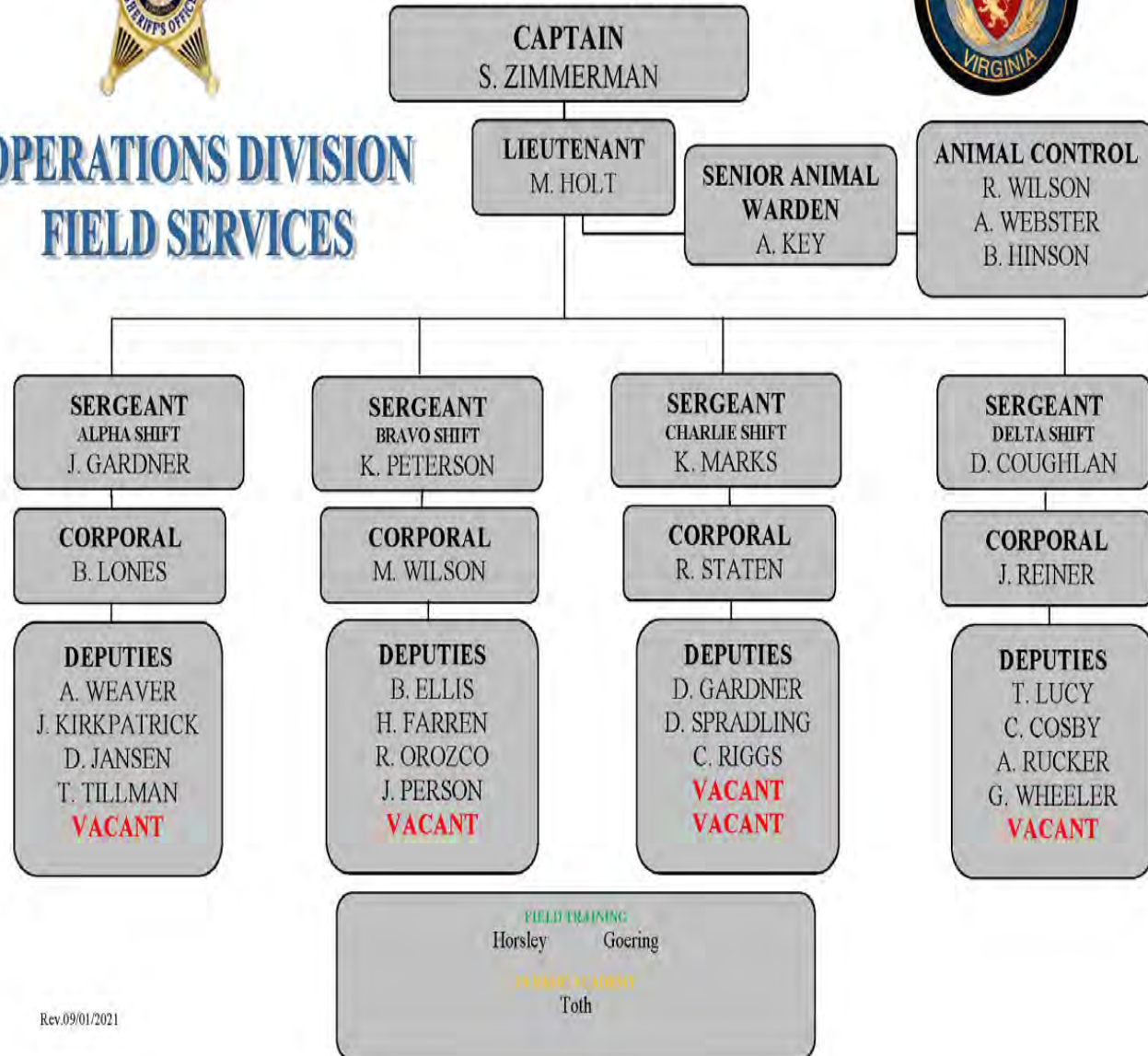
[www.http://bedfordcountysheriff.org/](http://bedfordcountysheriff.org/)



# BEDFORD COUNTY SHERIFF'S OFFICE BEDFORD, VA



## OPERATIONS DIVISION FIELD SERVICES

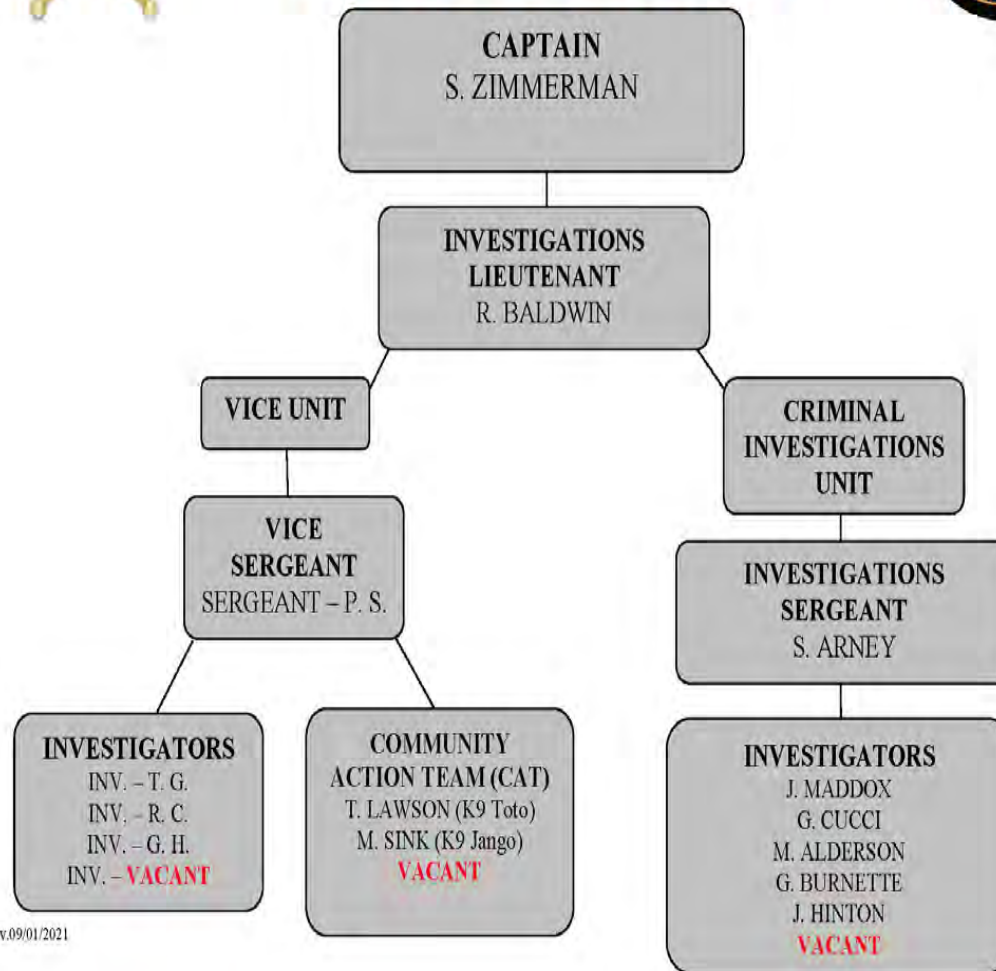


Rev.09/01/2021





# BEDFORD COUNTY SHERIFF'S OFFICE BEDFORD, VA OPERATIONS DIVISION INVESTIGATIONS



Rev.09/01/2021

# Operations Division

## Field Operations

- ▶ Patrol
- ▶ Animal Control

## Investigations

- ▶ Criminal Investigations Unit
- ▶ VICE/Narcotics
- ▶ K-9 Unit
- ▶ Community Action Team (CAT)

# Incidents

## Field Services

2010- 36,167

2019- 43,660

2020- 41,654

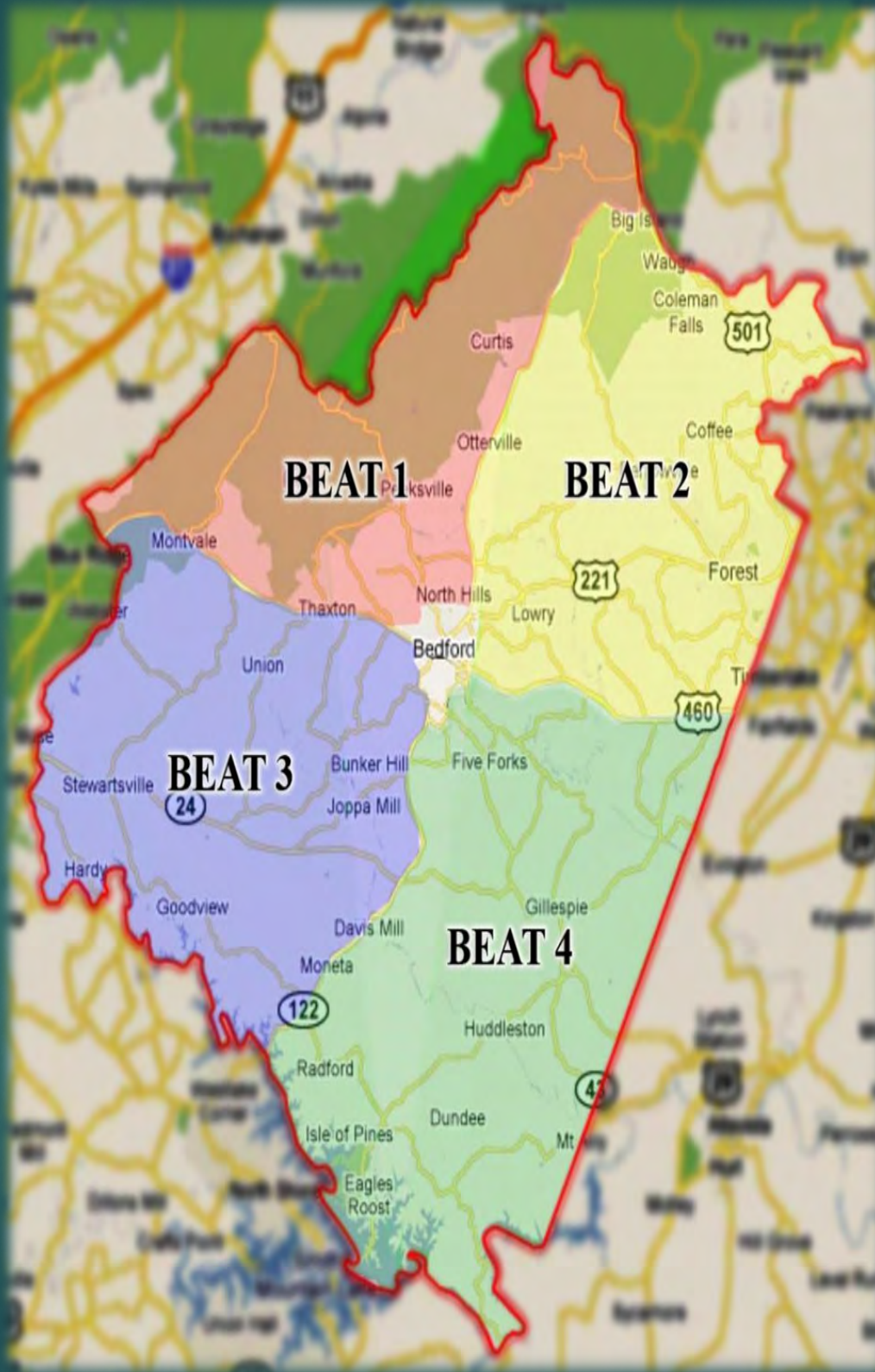
2021- 28,600

(as of Sept 1)

# Field Operations

- ▶ 4 shifts
- ▶ 7 deputies Per Shift
- ▶ Operate on 12 hour, rotating shifts – rotate every 28 days
- ▶ 7 – 7
- ▶ Broken into 4 patrol beat areas





# Responsibilities (short list)

- ▶ 911 Calls for Service
- ▶ Motor Vehicle Traffic Enforcement
- ▶ Business and Property Checks
- ▶ Criminal Warrant Service
- ▶ Motor Vehicle Accident Investigation
- ▶ Crime Investigation
- ▶ Case Presentation for Court
- ▶ Welfare Checks

# Field Operations Activities

	2019	2020	2021 <sub>(as of Aug)</sub>
Warrants:	1717	1895	876
Process:	1787	1877	903
ECO:	125	164	94
Traffic:	2983	1640	1035
Warnings:	2450	1537	837
Case cleared:	866	941	415
Calls for service:	17214	17641	10573
Drug arrests:	227	217	52
Security checks:	4134	3670	1942
Motor Vehicle Accidents:	139	138	46
D U I:	54	45	35

# Academy Instructors

- Firearms
- Less Lethal (Taser, OC, Baton)
- Defensive Tactics
- Defensive Driving
- Radar
- General Instructor

## Instructor Hours:

2019	1098
2020	1152
2021	700 (as of July)

## Student Hours:

Basic Academy: 1,044 Hours

Basic Jail: 448 Hours

Basic Civil/Court: 80 Hours

Not including in service: 40  
hours every 2 years



# Specialty Teams

▶ Lake patrol



▶ Tactical Response Team

# Specialty Teams

K-9 Unit



Motor Carrier



# EDUCATION

ACTIVE SHOOTER/ACTIVE THREAT

SECURITY ASSESSMENTS FOR  
CHURCH/BUSINESSES

DCJS CLASSES FOR CITIZENS



# Specialty Teams (cont.)

- ▶ Crisis Negotiations
- ▶ Bike Patrol
- ▶ Criminal Interdiction
- ▶ Project Lifesaver
- ▶ Speed studies/education/enforcement

# Criminal Investigations

- ▶ Six Investigators, plus a Sergeant
- ▶ Monday – Friday, 8:00 a.m. – 4:30 p.m.
- ▶ Evening Shift Investigator Tuesday-Saturday, 2:00 p.m. – 10:00 p.m.
- ▶ On-Call Investigator subject to call out 24 hours a day on a weekly rotation.

# Responsibilities

- ▶ Investigation of property crimes (Major Property Damage, Breaking and Entering)
- ▶ Investigation of Crimes Against People (Assault, Rape, Homicide)
- ▶ Investigation of Theft Offenses (Grand Larceny, Embezzlement)
- ▶ Investigation of Crimes of Interest (Serial Crimes, Community Interest)

# Criminal Investigations

	2020	2021
• Total Cases taken=	385	188
• Clearance rate=	58%	53%

National average is around 33%

# Polygraph information

Polygraph Examiner certification=480 hours out of state and 6 months to 1 year internship.

CE required 30 hours every 2 years.

Initial purchase of equipment \$4,000

- ▶ 2019- 25 (15)
- ▶ 2020- 36 (10)
- ▶ 2021- 23 (3)
- ▶ 53 screenings over this same time
- ▶ 3 no tests
- ▶ 4 hours per test=336 hours spent



# VICE / Narcotics /CAT

- ▶ Four Investigators, including a Sergeant.
- ▶ Work Daylight/Evening shift, but flexible based on cases.
- ▶ On-Call Investigator operates the same as Criminal Investigator.
- ▶ Work together with Virginia State Police Narcotics Investigator.

# VICE Statistics

- 2020-2021
  - 49 people indicted on 102 charges (PWID,Firearms)
  - Controlled purchases 92
  - Search Warrants 14
  - Encounters w/drug arrest 17
  - Methamphetamine 400g
  - Fentanyl 8.4g
  - Marijuana 24lbs
  - Cocaine 30.5g
  - Mushrooms 24g
  - Suboxone 4 strips

# Responsibilities

- ▶ Interviews complainants, suspects, and witnesses regarding crimes relating to vice/narcotic, organized crime offenses, and intelligence operations
- ▶ Prepares case history reports and testifies in court
- ▶ Prepares and executes search warrants
- ▶ Develops informants for purposes of gathering intelligence
- ▶ Acts in an undercover capacity to identify illegal activities and participants
- ▶ Maintains liaison with Vice/Narcotic/Intelligence and organized crime divisions of other agencies, and works jointly on mutual problems
- ▶ Conducts surveillances
- ▶ Maintains intelligence activity and confidential informant files
- ▶ Responds to information requests about drugs and other related problems

# K9 Unit

- ▶ 4 K9 Teams
- ▶ 2 Patrol & Narcotics Certified Team
- ▶ 1 Patrol certified team
- ▶ 1 Electronic Storage Detection Dog Team (PPPO is what it detects)
- ▶ Patrol Dogs are for Suspect Apprehension, Narcotics Detection, Area Search and Tracking
- ▶ K9 teams are assigned to CAT/Interdiction Unit

# Responsibilities

- ▶ The K-9 teams will be called upon to use specialized skills for tracking; open field searches; building searches; any search that is necessary to locate and apprehend persons suspected of crimes; drug searches; locating lost/missing individuals; etc.
- ▶ Be a deterrent by being highly visible.
- ▶ Respond to the area of vehicle pursuits in case the suspect attempts to flee on foot.
- ▶ Respond to felonies in progress, felony traffic stops, and a felony that has just occurred.
- ▶ Assist in the serving of felony warrants.
- ▶ Provide backup for uniform patrol
- ▶ Perform routine building checks.
- ▶ Perform school searches.
- ▶ Conduct searches and detect a variety of explosives and weapons within most settings.

# Tactical Response Team (TRT)

- ▶ 18 member team
- ▶ One Team Commander, two Assistant Team Leaders
- ▶ Train bi-monthly
- ▶ Members are comprised of all different units with the Sheriff's Office.
- ▶ Town of Bedford also have members on the team

# Responsibilities

- ▶ Response to Critical Incidents (Hostage / Barricaded Subjects)
- ▶ High Risk Warrant Service
- ▶ Vice / Narcotics Search Warrant Service
- ▶ Surveillance
- ▶ Special Circumstances incidents

# Retired Senior Volunteer Patrol (R.S.V.P.)

- ▶ Established in 2000
- ▶ 21 Members
- ▶ Three equipped volunteer vehicles
- ▶ Attend an academy and other specialized training courses
- ▶ Work one to two days a week from 9:00 a.m. to 3:00 p.m.



# Responsibilities

- ▶ Conduct Parking Lot Security Patrols
- ▶ Assist Stranded Motorists
- ▶ Conduct Traffic Control
- ▶ Assist in support roles during Emergency Situations
- ▶ Assist with non-law enforcement tasks to enable Deputies to focus on enforcement.

# Training

- ▶ Crime Prevention Techniques
- ▶ Traffic Control Methods
- ▶ Radio Usage
- ▶ Defensive Driving
- ▶ School Safety
- ▶ Virginia Law

# 2020 Statistics

- ▶ Total of 2095 volunteer hours worked
- ▶ 503 administrative tasks completed for Sheriff's Office
- ▶ 31 Funeral Escorts
- ▶ 8 Traffic Control assignments
- ▶ 35 Unlocked vehicles
- ▶ 21 Motorists assisted
- ▶ 468 School Checks
- ▶ 241 Project Lifesaver Visits
- ▶ 12 Citizen assists
- ▶ 30,205 miles traveled in vehicles!!



# Bedford County Sheriff's Office *Administration Division*



# Administration Division

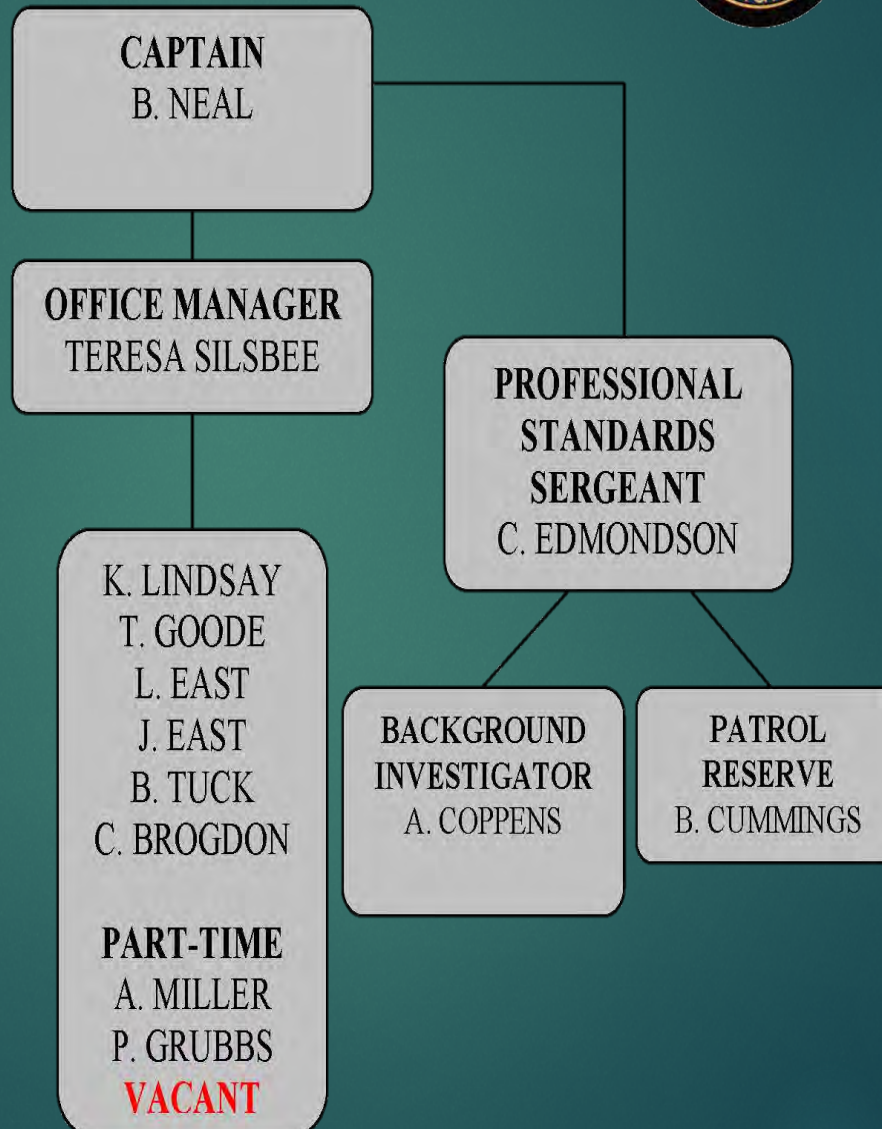
**The Administration Division is comprised of 13 employees, both sworn and civilian**

**The Administration Division supports the other Divisions of the Sheriff's Office by providing budgeting and funding assistance, equipment procurement, fleet management, policy research and formulation, accreditation compliance, and professional standards investigations**



BEDFORD COUNTY SHERIFF'S OFFICE  
BEDFORD, VA

ADMINISTRATION DIVISION





# Administration Division

## MEET THE TEAM



# Administration Division

**Brian Neal**  
**Division Captain**







# Administration Division

## Duties

- ❖ Direct Reports: 2
- ❖ Policy and Procedure research and formulation
- ❖ Conduct and review the criminal background check of all concealed weapons permit applicants
- ❖ Agency FOIA compliance officer
- ❖ Agency fleet manager
- ❖ Agency social media and website coordinator
- ❖ Manage Internal Affairs/Professional Standards investigations



# Administration Division

## Statistics

- ❖ From 07/01/2019 – 06/30/2020 The Bedford County Sheriff's Office processed 2,771 Concealed Weapons Permits
- ❖ From 07/01/2020 – 06/30/2021 The Bedford County Sheriff's Office processed 3,935 Concealed Weapons Permits



# Administration Division

## Teresa Silsbee Office Manager





# Administration Division

## Duties

- ❖ Manages all civilian employees assigned to the Administration Division
- ❖ Processes expungements from the Central Criminal Records Exchange
- ❖ Maintains all employee training records
- ❖ Maintains all employee personnel files
- ❖ Processes and maintains all time and attendance/payroll records
- ❖ Coordinates all Compensation Board matters



# Administration Division

**Kim Lindsay**  
**Senior Fiscal Technician**





# Administration Division

## Duties

- ❖ Processes all purchasing made for Sheriff's Office operations
- ❖ Assists with budget management and reporting
- ❖ Orders needed supplies and schedules repair and maintenance of office equipment
- ❖ Provides creative design expertise for Sheriff's Office communication materials, to include signs, flyers, posters, certificates, etc.
- ❖ Assists with other administrative tasks as needed



# Administration Division

**Tammy Goode**  
**Senior Administrative Associate**





# Administration Division

## Duties

- ❖ Enters all reports into the Sheriff's Office Records Management System (RMS)
- ❖ Runs all DMV and Criminal History records for various investigative purposes
- ❖ Reports crime statistics to Virginia State Police pursuant to the Virginia Crime Reporting Program
- ❖ Assists with other administrative tasks as needed





# Administration Division

## Statistics

- ❖ From 07/01/2019 – 06/30/2020 The Bedford County Sheriff's Office answered 42,983 calls for service, generating approximately 5,395 reportable incidents which were entered into our records management system (RMS)
- ❖ From 07/01/2020 – 06/30/2021 The Bedford County Sheriff's Office answered 41,445 calls for service, generating approximately 5,669 reportable incidents which were entered into our records management system (RMS)



# Administration Division

**Lori East**  
**Assistant to the Sheriff**





# Administration Division

## Duties

- ❖ Sets and keeps the Sheriff's schedule
- ❖ Keeps official minutes from various meetings, to include the Recruitment Team, the Deputy Committee, and Command Staff meetings
- ❖ Assists the Office Manager with processing time and attendance records
- ❖ Assists citizens in bringing their concerns to the Sheriff's attention
- ❖ Performs any other duties assigned by the Sheriff or Office Manager



# Administration Division

## Julie East Administrative Associate





# Administration Division

## Duties

- ❖ Processes all FOIA requests
- ❖ Records and reports to Virginia State Police all data collected from traffic stops pursuant to the Community Data Collection Act
- ❖ Assists with other administrative tasks as needed



# Administration Division

## Statistics

- ❖ From 07/01/2019 – 06/30/2020 The Bedford County Sheriff's Office processed 485 requests under the Virginia Freedom of Information Act (VFOIA)
- ❖ From 07/01/2020 – 06/30/2021 The Bedford County Sheriff's Office processed 520 requests under the Virginia Freedom of Information Act (VFOIA)
- ❖ From July 2020 – Present The Bedford County Sheriff's Office has collected and reported to Virginia State Police data from 3,062 traffic stops.



# Administration Division

**Brooke Tuck**  
**Administrative Associate**





# Administration Division

## Duties

- ❖ Greets visitors to the Bedford County Sheriff's Office
- ❖ Answers the Sheriff's Office main phone line and directs callers to the appropriate personnel
- ❖ Assists with data entry into the records management system (RMS) as needed
- ❖ Assists with other administrative tasks as needed





# Administration Division

## Part-Time Associates



**Amy Miller**



**Petrina Grubbs**



# Administration Division

## Duties

- ❖ Data entry into the Sheriff's Office records management system (RMS)
- ❖ Grant research, writing, and procurement



# Administration Division

## Statistics

- ❖ From 07/01/2019 – 06/30/2020 The Bedford County Sheriff's Office entered 3,964 Summons and Warning Citation data into our records management system (RMS)
- ❖ From 07/01/2020 – 06/30/2021 The Bedford County Sheriff's Office entered 3,260 Summons and Warning Citation data into our records management system (RMS)



# Administration Division

## Professional Standards Unit



Sgt. Christian Edmondson  
Accreditation Manager



Angie Coppens  
Background Investigator



# Administration Division

## Duties

- ❖ Applicant hiring
- ❖ Managing promotion and transfer processes
- ❖ Maintaining agency accreditation through the Virginia Law Enforcement Professional Standards Commission (VLEPSC)
- ❖ Assisting with Internal Affairs / Professional Standards investigations
- ❖ Assisting with policy and procedure formulation



# Administration Division

## Statistics

- From 07/01/2019 – 06/30/2020 The Bedford County Sheriff's Office Professional Standards Unit processed 92 applications for employment. Of those:
  - ❖ 45 Applicants were interviewed
  - ❖ 11 applicants completed the employment process and were hired
- From 07/01/2020 – 06/30/2021 The Bedford County Sheriff's Office Professional Standards Unit processed 72 applications for employment. Of those:
  - ❖ 46 Applicants were interviewed
  - ❖ 11 applicants completed the employment process and were hired
- The Sheriff's Office must comply with 188 accreditation standards, comprised of over 400 individual bullets, in order to maintain it's status as an accredited agency



# Community Services Division Captain Ryan Nash Lt. Ryan Hilbish

# Civil Process Unit Sgt. Chris Cook - Supervisor

## Assigned Tasks

- ▶ Serves civil and criminal process papers on behalf of the Sheriff
- ▶ Provides custodial transports for court -ordered appearances
- ▶ Executes writs, levies, and evictions
- ▶ Maintain custody of ECO/TDO patients and provides transport to mental health evaluation facilities as required.
- ▶ Transport prisoners back to VA on extraditions
- ▶ Responds to dispatched calls such as domestic situations, alarms, advise calls, etc., on an as needed/available basis
- ▶ Enforce local and state laws and issues summons for traffic violations





	2017	2018	2019	2020
Civil Process Services	20,394	21,659	22,615	21,559
Levies	9	8	11	6
Writs	105	61	57	23
Evictions	133	134	192	85
Inmate Transports	459	512	378	220
ECO's	51	50	21	41
TDO Transports	77	66	66	55
Extraditions	10	2	6	3



# Courthouse Security

# Courthouse Security Sgt. Chris Wimmer - Supervisor

## Assigned Tasks

- ▶ Courthouse security deputies will be responsible for knowing work schedules, emergency procedures, alarm systems, key and lock control, communication and response procedures, equipment usage, visitor control, and other operational procedures relating to deputy sheriff's and court security.
- ▶ Maintain documentation of inmates and reports
- ▶ Handling ECO's/TDO's as required including after hours
- ▶ Handle prisoner Transports
- ▶ Roving security checks and inspections
- ▶ Maintain a record of all incidents, including building checks and activity that occurs during the tour of duty.
- ▶ Perform safety inspections/searches of all courtrooms and holding cells at the beginning and end of the day



	2017	2018	2019	2020
<b>Front Door Count</b>	<b>93,838</b>	<b>92,034</b>	<b>89,470</b>	<b>65,418</b>
<b>Adult inmates</b>	<b>1,312</b>	<b>1,452</b>	<b>1,330</b>	<b>685</b>
<b>Juvenile Inmates</b>	<b>76</b>	<b>94</b>	<b>43</b>	<b>28</b>



# School Resource

School  
Resource  
Officers  
Sgt. Adam  
Hopkins-  
Supervisor

Assigned Tasks

- ▶ Provide law enforcement presence within the Bedford Co. School system
- ▶ Develop programs and relationships that will encourage a safe learning environment students, faculty and staff
- ▶ Perform safety surveys
- ▶ Conduct criminal investigations
- ▶ Coordinate crime prevention programs within the school system
- ▶ Attend neighborhood watch meetings
- ▶ Assist with the Citizens Police Academy
- ▶ Conduct other law enforcement related presentations to community groups

# School Resource Officers

- ▶ SROs are assigned to a middle school or a high school
- ▶ They are also responsible for two or three elementary schools
- ▶ Each middle and high school have a YOVASO program (Youth of Virginia Speak out about traffic safety)
- ▶ One SRO teaches the DARE program in all 5<sup>th</sup> grade classrooms

Each SRO  
handles on  
average 40  
calls for  
service  
a month

Calls For service

Assault and Batteries

Threats

Larcenies

Drugs

Mental Health

Child Custody

Advice Calls

Overdose

Disorderly Conduct

Sexting

Weapons

Alcohol

Truancy

Domestics





# Evidence

# Evidence Technician Dep. Rachel Cocke

## Assigned Tasks

- ▶ Maintains and oversees all evidence logged into the department's possession.
- ▶ Assists on crime scenes with the collection, storing and submission of evidence
- ▶ Ensures evidence is returned to the rightful owner
- ▶ Keeps up to date with current state mandated guidelines on the storage and release of any evidence
- ▶ transports evidence to a local lab for analysis
- ▶ Conducts periodic inspections and inventories of dept. personnel and stored property
- ▶ Works with external customers in the ordering/purchasing and bidding of dept. property/equipment in accordance with state and county guidelines

# Evidence

- ▶ The sheriff's office currently has 35,798 pieces of evidence
- ▶ All evidence is taken in and stored in secure locations.
- ▶ Quarter master is responsible for issuing all equipment to sworn personnel.



ICAC

# Southern Virginia Internet Crimes Against Children Task Force

# Supervision

- Captain Mike Harmony – ICAC Commander
- Stephen Anders- Administrative Sgt
- Chris Edmondson- Investigative Sgt
- Josh Dobyys- Forensic Sgt



# Criminal Investigators

- Inv. Brian Garland
- Inv. Eddie Harmony
- Inv. Ryan Hartman
- Inv. Marissa Oaks
- Inv. Chris Brown
- Inv. Curtis Rice (Campbell County)
- Special Agent Brian Luoma (HSI TFO)
- Inv. Crystal Collins (Cyber Tip Manager)



# Forensic Investigators

- Inv. Ashley Bensinger
- Inv. Robert Ferguson
- Inv. Chauncey Wilder



# ICAC Support Staff

- Linda Cousins- Financial Analyst
- Frank Cupp- IT







# Cyber Tips



NATIONAL  
CENTRAL  
FOR MISSING &  
EXPLOITED  
CHILDREN **CYBER**  
**TIPLINE**  
[www.cybertipline.com](http://www.cybertipline.com)  
**1-800-843-5678**



# Cybertips



ISP's required to report to NCMEC

NCMEC triages reports & assigns a priority code – Priority one is the most serious

Tips are sent to the respective ICAC's for investigation

Feedback forms are then submitted to NCMEC to complete the cycle



# CyberTips / CyberTipline

- The Congressionally mandated CyberTipline is a means for reporting crimes against children including:
  - Possession, manufacture, and distribution of child pornography
  - Online enticement of children for sexual acts
  - Child prostitution
  - Sex Tourism Involving Children
  - Extrafamilial Child Sexual Molestation
  - Unsolicited Obscene Material Sent to a Child
  - Misleading Domain Names
  - Misleading Words or Digital Images on the Internet



# CYBERTIPS

WHY IS IT SO IMPORTANT TO WORK  
CYBERTIPS IN A TIMELY MANNER?



# CYBERTIPS

A tragic case of investigative failure led to a \$10.5 million lawsuit settlement in Washington after it was learned that an offender identified as the result of an Internet tip was also a serial hands-on offender, who had molested numerous children. An investigator in Tacoma did not respond quickly enough to the original tip and the subsequent lawsuit on behalf of the victimized children alleged that while the complaint languished, victims were being molested. The offender, a certified foster-parent, was subsequently arrested but the Tacoma Police Department, the Washington Child Protective Services Agency, and the Seattle Police Department were sued. The suit alleged, in part, that deliberate indifference and failure to investigate the original complaint in a timely manner resulted in the continuing victimization of several foster children. Each agency settled out of court and the total payout was reported as \$10.5 million.

# Case Information

# of Investigations		1887
Arrests		115
CyberTips Received		2408
Case Dispositions	Unfounded	808
	Suspended	80
	Plea	60
	Trial	5
Case Referrals	Federal	12
	State	45
	Local	640
Submitted for Federal Prosecution		18
Accepted for Federal Prosecution		15



# Documented Complaints

Traveler	Proactive	51	
	Reactive	5	
Enticement	Proactive	87	
	Reactive	136	
Obscenity Directed to Minors	Proactive	22	
	Reactive	60	
Child Prostitution	Proactive	27	
	Reactive	15	
Child Pornography	Manufacture	Proactive	23
		Reactive	85
	Distribution	Proactive	61
		Reactive	813
	Possession	Proactive	45
		Reactive	769

# Child Victims Identified



Child Victims Identified with Images	51
Child Victims Identified without Images	10





# Court Actions

Subpoenas or Court Orders	Federal	265
	State/Local	1698
Search Warrants	Federal	29
	State/Local	505

# Technical Assists

Technical Support		762
Forensic Exams	Number of Hard Drives	286
	Number of Cell Phones	613
	Number of CDs/DVDs	130
	Number of Other (Thumb drives, SD cards)	268
	Number of Gigabytes Examined	289152
Previews	Number of Items Previewed	439



# Training

Training Sessions Provided	13
Law Enforcement Trained	156
Prosecutors Trained	3
Other Professions Trained	0
Training - # Sent to ICAC T&TA Training	39
# Sent to Other Training	532



# Community Outreach

Presentations	41
Number of Attendees (Presentations)	726
Public Events	6
Number of Attendees (Public Events)	323
Public Awareness	12



Sheriff Miller  
&  
Major Wilks

# Community Events Attended

- ▶ Jan'20-Dec'20 - 151 Events
- ▶ Jan'21-Sept'21- 103 Events

These events include:

Birthday Parades, Festivals, Community Meetings, Neighborhood Watch Meetings, Church Security Assessments, and Community Sporting Events.

These numbers do not include assisting Bedford County Fire and Rescue on all COVID Clinics in Bedford County where 16,000 vaccinations were administered.





# BCSO FAMILY DAY @ CEDAR OAKS 2021





# BCSO FAMILY DAY @ CEDAR OAKS



# BCSO FAMILY DAY @ CEDAR OAKS

# BCSO FAMILY DAY @ CEDAR OAKS





FIRST RESPONDERS APPRECIATION DAY @ BEDFORD  
COUNTRY CLUB  
2021



# FIRST RESPONDERS APPRECIATION DAY @ BEDFORD COUNTRY CLUB 2021



FIRST  
RESPONDERS  
APPRECIATION  
DAY @ BEDFORD  
COUNTRY CLUB  
2021



FIRST  
RESPONDERS  
APPRECIATION  
DAY @  
BEDFORD  
COUNTRY CLUB  
2021

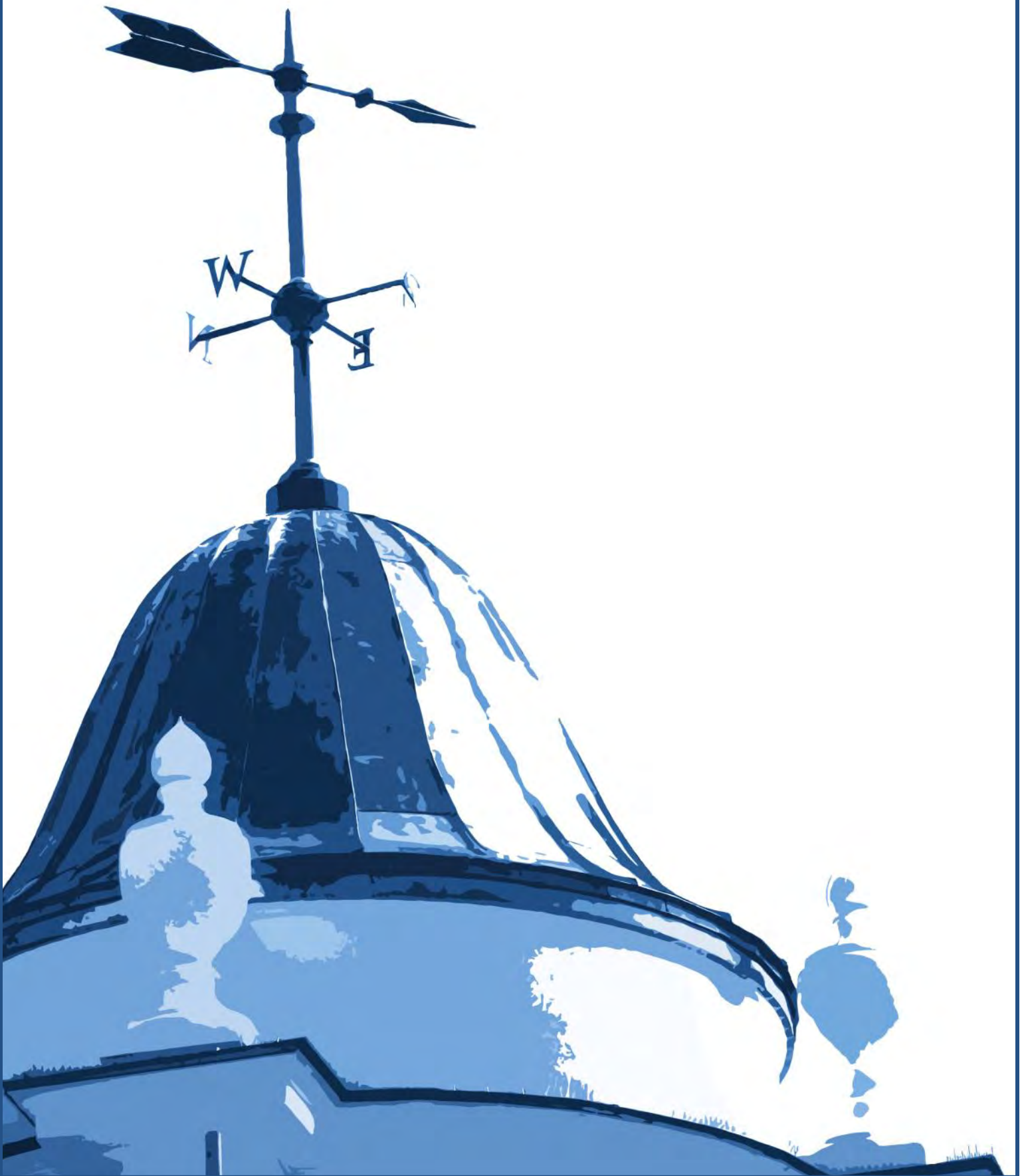


# QUESTIONS





Agenda Item #8  
Public Hearings and Presentations





## BEDFORD COUNTY BOARD OF SUPERVISORS Agenda Item Summary

---

AGENDA ITEM # 8 b

ORDINANCE #O 092721-03

MEETING DATE: September 27, 2021

MEETING TYPE: Regular Meeting

AGENDA SECTION: Public Hearings & Presentations

ITEM TITLE: Emergency Ordinance--Virtual Meetings

---

### RECOMMENDATION

Approve Ordinance to Permit Remote Meeting Participation

### SUMMARY

While COVID numbers continue to fluctuate, the attached ordinance would allow, but not require, committees, authorities, and commissions to conduct their meetings in a virtual environment or have certain members participate virtually as needed. It is further recommended to allow this meeting option to continue until November 27, 2021, at such time the ordinance can be re-evaluated for an extension or discontinuance.

### FISCAL IMPACT

No fiscal impact.

### PRIOR ACTIONS

Emergency Ordinance Adopted 04/06/2020 O-040620-01  
 Readopted 01/11/2021 O-011121-06  
 Readopted 3/7/2021 O-030821-01

### CONTACTS

Patrick J. Skelley II, County Attorney



At a regular meeting of the Board of Supervisors of the County of Bedford, Virginia held at the Bedford County Administration Building on September 27, 2021, beginning at 7:00 pm:

**MEMBERS:**

Tommy W. Scott, Chair  
 Tammy Parker, Vice-Chair  
 Mickey Johnson  
 Edgar Tuck  
 Charla Bansley  
 John Sharp  
 Bob Davis

**VOTE:**

On motion of \_\_\_\_\_, which carried by a vote of \_\_\_\_\_, the following was adopted:

**EMERGENCY ORDINANCE  
 TO ALLOW FOR THE CONTINUITY OF GOVERNMENT OPERATIONS DURING THE PANDEMIC,  
 INCLUDING ALTERING THE PROCESS FOR CONDUCTING PUBLIC MEETINGS.**

**WHEREAS**, on January 31, 2020, the U.S. Secretary of Health and Human Services declared a public health emergency in response to the spread of the novel coronavirus (COVID-19); and

**WHEREAS**, on March 12, 2020, the Governor, in Executive Order 51, declared a state of emergency in the Commonwealth of Virginia, acknowledging the spread of COVID-19 as a disaster as defined in Virginia Code § 44-146.16; and

**WHEREAS**, Executive Order 51 authorized local governments to render appropriate assistance and to alleviate conditions, as appropriate, to prepare for and mitigate the effects of the virus; and

**WHEREAS**, on March 13, 2020, the President of the United States found and declared the outbreak of COVID-19 to constitute a national emergency, beginning March 1, 2020; and

**WHEREAS**, on March 13, 2020, in accordance with Virginia Code § 44-146.21, the Bedford County Director of Emergency Management declared a local state of emergency in Bedford County; and

**WHEREAS**, the Board of Supervisors has determined that COVID-19 constitutes a communicable disease of public health threat which has caused a disaster as those terms are defined in Virginia Code § 44-146.16; and

**WHEREAS**, the Bedford County Board of Supervisors convened a meeting on March 23, 2020, and

confirmed, pursuant to Virginia Code § 44-146.21, the declaration of emergency in Bedford County; and

**WHEREAS**, the County's prior Continuity of Government Ordinance was readopted by the Board of Supervisors on January 11, 2021 and again on March 8, 2021, and expired by its own terms on May 7, 2021, and

**WHEREAS**, while the Board of Supervisors values transparency in government and public engagement, it also finds that emergency measures are necessary to mitigate the spread of COVID-19 and to protect the health, safety, and welfare of residents and employees, while still providing for government operations to continue during this state of emergency; and

**WHEREAS**, Virginia Code § 15.2-1413 provides that the Board of Supervisors, notwithstanding any contrary provision of law, may adopt an ordinance to assure the continuity of government operations during this disaster and for up to six months; and

**WHEREAS**, Virginia Code § 44-146.21 further provides that the locality, during a declared local emergency, may proceed without regard to time-consuming procedures and formalities prescribed by law, except for mandatory constitutional requirements; and

**WHEREAS**, Virginia Code § 15.2-1200 provides the county with authority to adopt necessary regulations to prevent the spread of contagious diseases among its residents; and

**WHEREAS**, the Board of Supervisors also has the inherent authority to vary the county's policies, procedures, and practices to assure the continuity of government operations; and

**WHEREAS**, government operations includes the work of the Board of Supervisors and other local public bodies, and the personnel who work for or on behalf of local public bodies; and

**WHEREAS**, this emergency ordinance in response to the disaster caused by the COVID-19 pandemic promotes the public health, safety, and welfare, and its adoption is consistent with the law of the Commonwealth of Virginia, the Virginia Constitution and the United States Constitution.

**NOW, THEREFORE, BE IT ORDAINED**, that this uncodified ordinance is hereby enacted as follows:  
**An Emergency Ordinance Allowing for the Continuity of Government Operations During the Pandemic**

**Sec. 1. Purpose; Effective Date; Expiration**

This ordinance allows for variances from state laws and county ordinances in order to protect the health, safety, and welfare of residents and employees from the spread of COVID-19 while still providing for government operations to continue during this state of emergency.

The operation of government includes management of all county facilities, management of the school system, and the work of all local boards, including the board of supervisors, the planning commission, the board of equalization, the electoral board, the board of zoning appeals, and any other local or regional board, commission, committee, or authority created by the board of supervisors or to which the board of supervisors appoints or recommends for appointment all or a portion of its members (collectively

“Public Bodies” and individually “Public Body”), including employees who work for or on behalf of any Public Body.

Accordingly, this ordinance contains modifications for public meetings which should be followed while it is deemed unwise or unsafe to gather in one location a quorum for any Public Bodies, or to invite members of the public to physically gather together for public meetings, or for individual employees and officers to be physically present for meetings while be unable to do so due to COVID-19 issues.

Moreover, the spread of COVID-19 may make it impossible or impractical for government operations to meet all normally imposed deadlines, regulations, and time frames, or to comport, in some instances, with lengthy procedures and processes such as procurement or employment processes.

This emergency ordinance is effective immediately and will remain in effect until November 27, 2021 unless amended, rescinded, or readopted in conformity with the notice provisions of Virginia Code § 15.2-1427; however, in no event will the ordinance be effective for more than six months from the conclusion of the declared disaster. Upon repeal or expiration of this ordinance, normal government operations will resume.

## **Sec. 2. Public Meetings and Public Hearings**

**A.** Any regularly scheduled or regular meeting of any Public Body may be canceled by the chair if there is no essential business that needs to occur or if conditions otherwise make it impractical to meet. Notice of the cancellation must be provided to the Public Body members and the public as soon as practicable.

**B.** In the alternative, any regularly scheduled or regular meeting of any Public Body may be held by solely electronic or telephonic means without a quorum of members physically present and without members of the public physically present, provided the following occurs:

- 1) The meeting is accessible to the public through live audio or video on the County’s or Public Body’s website, a dial-in telephone number, or a social media platform.
- 2) The agenda and public notice for the meeting must:
  - a. include a statement that the meeting is being held using electronic means under this ordinance;
  - b. contain specific information about how members of the public can access the meeting; and
  - c. if there are any public hearing or public comment items, specifically identify how members of the public can provide comment, including one or more of the following: by e-mail, in writing, by telephone, through a social media platform, or via other electronic means.
- 3) The agenda is posted on the County’s or Public Body’s website at least six days prior to the meeting, except that the agenda of any regularly scheduled meeting occurring within seven days of the adoption of this ordinance must be posted by two working days after adoption of this ordinance. Other materials associated with the meeting, if any, must be made available to

the public at the same time they are provided to the Public Body members.

- 4) For public hearings and any items for which public comment is permitted, the following rules apply:
    - a. Normal rules of order apply with respect to requiring the name and home address of the commenter, that comments relate to the hearing or comment topic, that appropriate limits on the number of comments per person per item apply, and that comments be of reasonable length.
    - b. Public Bodies may allow public comments to be submitted via phone call, e-mail, or in writing, up until a reasonable time before the start of the meeting so long as those comments are provided to the Public Body members prior to any decision on an item.
    - c. If available, members of the public may provide comments through leaving a voicemail on a dedicated phone number up until a reasonable time before the start of the meeting so long as those comments are then provided to the Public Body members prior to any decision on an item.
    - d. If available, members of the public may provide comments through telephonic or interactive electronic means (call-in meeting access, social media platform) during the meeting so long as those comments are received by or provided to the Public Body members prior to any decision on an item.
    - e. The Public Body may choose to receive additional comments through any means for a period of time after the public hearing or public meeting, so long as it announces and publicizes that opportunity and those comments are provided to the Public Body members prior to any decision on an item.
    - f. All public comments must be made a part of the record of the Public Body either by being summarized in or included with the meeting minutes.
  - 5) Any votes taken during the meeting must be taken by roll call, individually recording each member's name and vote.
  - 6) The minutes of any meeting under this ordinance must conform to the requirements of law, including identifying the forms of electronic communication used, the members participating and the means by which they participated, the opportunities for public access or participation, a summary of the public comments, if any, and the actions taken at the meeting.
- C.** Public Bodies may hold special meetings consistent with the provisions in (B) except that notice of the special meeting need only be provided at least three working days prior to the meeting, and the agenda and associated materials, if any, need to be made available to the public at the same time as they are made available to the Public Body members.
- D.** Public Bodies may hold emergency meetings consistent with Virginia Code § 2.2-3708.

**E.** Any item on an agenda for a regularly scheduled, regular, special, or emergency meeting held hereunder may be continued to a later date or time for the purpose of reviewing and considering comments from the public.

- 1. This ordinance shall be effective upon adoption.**
- 2. This ordinance shall expire the 27<sup>th</sup> day of November, 2021, unless re-adopted by the Board of Supervisors after public notice.**

Agenda Item #9  
Action and Discussion Items







## BEDFORD COUNTY BOARD OF SUPERVISORS Agenda Item Summary

---

AGENDA ITEM # 9 a

RESOLUTION #R 092721-01

MEETING DATE: September 27, 2021

MEETING TYPE: Regular Meeting

AGENDA SECTION: Action & Discussion Items

ITEM TITLE: Accepting funds gifted to the Bedford County Department of Fire & Rescue as beneficiary of the Andrew E. Hudson Trust in the amount of \$402,699.38

---

### RECOMMENDATION

Staff recommends the acceptance of these funds for the intent of supporting future ambulance purchases.

### SUMMARY

Staff proposes utilizing these funds for the purchase of necessary ambulances based on the fleet replacement cycle. This utilization fulfills the stated intentions of the awardee: continuation and support of the Emergency Medical Service delivery in Bedford. These funds are to be used for system enhancements and are not intended to supplant local dollars according to the trust administrators at Sands Anderson of Richmond, Virginia. Annually, BCo.FR seeks Virginia Office of Emergency Medical Services grants for financial assistance of purchases to match local dollars. The use of these funds when/if grants are not available will negate the necessity of the department from seeking additional dollars from the Board of Supervisors for such acquisitions and or funds form the EMS for futures line.

### FISCAL IMPACT

These funds will be held in reserve in the County's fund balance until needed. Staff intent is to use these funds to fulfill the grant match on ambulance grants or fully fund the purchase of ambulances if grants are not available.

### PRIOR ACTIONS

None.

CONTACTS

Chief Jack Jones, Jr., EFP

Ashley Anderson, Director of Finance

ATTACHMENTS

Sands Anderson Distribution/ A.E Hudson Trust



At a regular meeting of the Board of Supervisors of the County of Bedford, Virginia held at the Bedford County Administration Building on the September 27, 2021, beginning at 7:00 pm:

**MEMBERS:**

Tommy W. Scott, Chair  
 Tammy Parker, Vice-Chair  
 Mickey Johnson  
 Edgar Tuck  
 Charla Bansley  
 John Sharp  
 Bob Davis

**VOTE:**

On motion of Supervisor \_\_\_\_\_, which carried by a vote of \_\_\_\_\_, the following was adopted:

**A RESOLUTION**

**ACCEPTING FUNDS GIFTED TO THE BEDFORD COUNTY DEPARTMENT OF FIRE & RESCUE AS BENEFICIARY OF THE ANDREW E. HUDSON TRUST IN THE AMOUNT OF \$402,699.38**

**WHEREAS**, The Andrew E. Hudson Trust did recognize Bedford County Fire & Rescue as a beneficiary to said trust.

**WHEREAS**, that the intention of this bequest was to continue to support EMS service delivery in the Bedford Area.

**WHEREAS**, the sum of \$402,699.38 has been received by Bedford County for this intended purpose & that the use of these funds to aid in the purchase of ambulance/medic units for the county is appropriate and beneficial

**NOW, THEREFORE, BE IT RESOLVED**, by the Bedford County Board of Supervisors, that the Board accept the funds gifted (\$402,699.38) and hold such funds in reserve in fund balance until needed. Funds will be used to fulfill the grant match on ambulance grants or fully fund ambulance purchases if grants are not available.



Bruce L. Mertens  
Attorney

Direct: (804) 783-7203  
BMertens@SandsAnderson.com

RICHMOND | CHRISTIANSBURG |  
FREDERICKSBURG | MCLEAN | DURHAM |  
WILLIAMSBURG

SANDSANDERSON.COM

1111 East Main Street  
Post Office Box 1998  
Richmond, VA 23218-1998  
Main: (804) 648-1636  
Fax: (804) 783-7291

February 4, 2021

Main Street United Methodist Church  
P.O. Box 505  
212 East Main Street  
Bedford, Virginia 24523

Huguenot Road Baptist Church  
10525 West Huguenot Rd.  
Richmond, Virginia 23235

The National D-Day Memorial  
P.O. Box 77  
Bedford, Virginia 24523

Moneta Volunteer Fire Department  
P.O. Box 455  
Moneta, Virginia 24121

Manchester Volunteer Rescue Squad  
P.O. Box 455  
3500 Courthouse Rd.  
Chesterfield, Virginia 23832

VCU Massey Center of MCV  
401 College St.  
Richmond, Virginia 23298

St. Jude's Children's Research Hospital  
501 St. Jude Place  
Memphis, TN 38105-9959

Bedford County Fire & Rescue  
311 Bedford Avenue  
Bedford, Virginia 24523

Bedford Volunteer Fire Department  
315 Bedford Avenue  
Bedford, Virginia 24523

Moneta Rescue Squad, Inc.  
P.O. Box 497  
Moneta, Virginia 24121

Forest View Volunteer Rescue Squad  
P.O. Box 36153  
8008 Midlothian Turnpike  
Richmond, Virginia 23235

Bensley-Bermuda Volunteer Rescue Squad  
P.O. Box 657  
2500 Rio Vista Rd.  
Chester, Virginia 23831

The University of Texas M.D. Anderson  
Cancer Center  
1515 Holcombe Blvd  
Houston, Texas 77030

**Re: The Andrew E. Hudson Trust u/a dated January 1, 2002, as amended**

Dear Trust Beneficiaries:

On behalf of Gail Cooper Smith, Trustee of the Andrew E. Hudson Trust, we are providing you, the Trust Beneficiaries, with statements showing the assets held in the trust, income received, and expenses paid. Five (5) enclosures are included with this letter, to bring you up to date:

February 4, 2021  
Page 2


- **2019 BB&T Bank Statement acct. no. xx9331 (September 2019 to closing of individual account)**
- **2020 BB&T Bank Statement for Trust acct. no. xx 0700 (January 2020-December 2020)**
- **2019 Monthly Davenport & Company Investment Account Statements for acct. no. xx14824 (from the date of Mr. Hudson's death(9/17/2019) to November 2019)**
- **2020 Monthly Davenport & Company Investment Account Statement for Trust acct. no. xx1392 (January 2020-December 2020)**
- **Virginia Code §64.2-779**

Attached to this letter is a schedule showing a substantial distribution that Ms. Smith plans to make from the Trust and the amount of remaining assets that would be held in reserve fund for the anticipated costs of filing the final income tax return for the trust and other potential fees. Once all such fees are paid, a final distribution of any remainder of the reserve fund can be made. In accordance with the provisions of the Code of Virginia (1950, as amended) § 64.2-779, a copy of which is attached, please let me know of any objections you have to any of the transactions of the Trust as reflected in the account statements you have received, or any objections that you have concerning the proposed distribution, **within 30 days of the date of this letter.**

Once the 30-day period has passed, assuming no objections from any beneficiary, the Trustee will proceed with making the distributions. The distributions can be made sooner than that if all of you would execute and return your enclosed form in the envelope provided, stating that you accept the informational accountings you have received and do not object to the proposed distribution.

Should you have any questions or concerns regarding the enclosed, please do not hesitate to contact me.

Yours,



Bruce L. Mertens

BLM/dba  
Enclosures

cc (w/o encs.): Gail Cooper Smith, Trustee

<b>The Andrew E. Hudson, Jr., Trust u/a dated January 2, 2002, as amended Gail Cooper Smith, Trustee Proposed Plan of Distribution</b>		
Date	Description	
	This is a proposal of a substantial distribution to be made from the Andrew E. Hudson, Jr., Trust u/a dated January 2, 2002, as amended (the "Trust")	
12/31/20	BB& T Investment Account Trust Assets (as December 31, 2020)	\$7,660,531.83
12/31/20	BB & T. Checking Account Trust Assets (as of December 31, 2020)	\$ 576,435.67
	Total:	\$8,236,967.50
	Reserve fund for the final expenses associated with the close-out of the Trust; including but not limited to CPA fees, legal fees & costs and other fees associated with closing out the Trust.	(\$75,000.00)
	Amount remaining after reserve fund holdback:	\$8,161,967.50
	<b>Trustee Fees Paid</b>	
	Gail Cooper Smith (Trustee and Expense Fee)	\$20,828.89
	5% of income to Charles D. Saunders (pursuant to First Amendment to Andrew E. Hudson, Jr., Trust) - "prorated" December according to reasonable amount	\$1,339.74
	1% of principal to Charles D. Saunders (pursuant to First Amendment to Andrew E. Hudson, Jr., Trust)	\$85,811.22
	<b>Remaining balance of Trust after above distributions and reserve:</b>	
	Distribution will be made to Charities as of the following:	\$8,053,987.65
<b>Percentage Amount</b>	<b>Remaining Distribution to Charities as follows:</b>	
10%	Ten percent (10%) to Main Street United Methodist Church	\$805,398.76
5%	Five percent (5%) to Bedford Lifesaving Crew (now known as Bedford County Fire & Rescue)	\$402,699.38
5%	Five percent (5%) to Huguenot Road Baptist Church	\$402,699.38
5%	Five percent (5%) to Bedford Volunteer Fire Department	\$402,699.38
10%	Ten percent (10%) to the National D-Day Memorial	\$805,398.76
1%	One percent (1%) to Moneta Rescue Squad, Inc.,	\$80,539.88
1%	One percent (1%) to Moneta Volunteer Fire Department	\$80,539.88
1%	One percent (1%) to Forest View Volunteer Rescue Squad	\$80,539.88
1%	One percent (1%) to Manchester Volunteer Rescue Squad	\$80,539.88

1%	One percent (1%) to Bensley-Bermuda Volunteer Rescue Squad	\$80,539.88
25%	Twenty-Five percent (25%) to VCU Massey Center of MCV	\$2,013,496.91
20%	Twenty percent (20%) to The University of Texas M.D. Anderson Cancer Center	\$1,610,797.53
15%	Fifteen percent (15%) to St. Jude Children's Research Hospital	\$1,208,098.14
	<b>Total Distribution:</b>	\$8,053,987.65
	I have reviewed the investment account statements and list of expenditures from the Andrew E. Hudson Trust covering the period of November 1, 2019 through December 31, 2020, along with the above proposed distribution schedule. I do not have any objections to the transactions disclosed in these documents. Further, I agree and consent to the fractional distribution amounts. I hereby ask the Trustee hold out the indicated remaining and reserve funds for final fees and expenses and a final distribution and make the fractional distribution to the Trust beneficiaries as soon as possible. It is my understanding that should funds remain in the reserve fund after all of the final expenses are paid that a similar fractional distribution to the Trust beneficiaries will be made.	

By: \_\_\_\_\_  
Its: \_\_\_\_\_

**Main Street United Methodist Church -1/13 Trust Beneficiary**  
of the Andrew E. Hudson Jr., Trust u/a dated January 2, 2002, as amended

I have reviewed the investment account statements and list of expenditures from the Andrew E. Hudson Trust covering the period of November 1, 2019 through December 31, 2020, along with the above proposed distribution schedule. I do not have any objections to the transactions disclosed in these documents. Further, I agree and consent to the fractional distribution amounts. I hereby ask the Trustee hold out the indicated remaining and reserve funds for final fees and expenses and a final distribution and make the fractional distribution to the Trust beneficiaries as soon as possible. It is my understanding that should funds remain in the reserve fund after all of the final expenses are paid that a similar fractional distribution to the Trust beneficiaries will be made.

---

By: \_\_\_\_\_  
Its: \_\_\_\_\_

**Bedford County Fire & Rescue -1/13 Trust Beneficiary**  
of the Andrew E. Hudson Jr., Trust u/a dated January 2, 2002, as amended



THIRD AMENDMENT TO THE ANDREW E. HUDSON, JR. TRUST

DATED JANUARY 2, 2002

BETWEEN ANDREW E. HUDSON, JR., AS GRANTOR

AND ANDREW E. HUDSON, JR., AS TRUSTEE

This Third Amendment, made this 27<sup>th</sup> day of July 2018, to the Andrew E. Hudson, Jr., Trust dated January 2, 2002, between myself, Andrew E. Hudson, Jr., as grantor (hereinafter called "Grantor"), and Andrew E. Hudson, Jr., as Trustee (hereinafter called "Trustee");

WITNESSETH:

WHEREAS, I and my Trustee, entered into a Trust Agreement dated January 2, 2002, as amended by First Amendment thereto dated May 7, 2009, and by Second Amendment thereto dated March 31, 2010 (collectively, the "Trust Agreement"); and

WHEREAS, Article VII of the Trust Agreement provides that I may by written instrument delivered to my Trustee during my lifetime, modify the terms of the Trust Agreement; and

WHEREAS, I desire to modify the terms of the Trust Agreement by amending and restating the provisions of Clause 1 of Paragraph B of Article II (previously revoked without substitution), by amending and restating Paragraph B (7) of Article II, and by amending and restating Paragraph C (1) of Article V, all by the provisions hereinafter made and so designated; and

WHEREAS, the Trustee acknowledges and consents to the modification of the Trust Agreement as herein provided and to this Amendment;

NOW THEREFORE, for good and valuable consideration deemed by the parties hereto to be sufficient and unnecessary to recite, the receipt of which is hereby acknowledged, the Trustee and I agree as follows:

1. Clause 1 of Paragraph B of Article II of the Trust Agreement is hereby amended and restated and reinstated to read as follows:

"My Trustee shall distribute to **Gail Cooper Smith**, if she survives me, the sum of Two Hundred Thousand Dollars (\$200,000), together with the real estate and all improvements thereon located at and known as 9109 Redington Drive, N. Chesterfield, Virginia 23235, together with all of my tangible personal property located therein or on the property, including all of my motor vehicles, and excepting only those items of my tangible personal property specifically given under the terms of my will or any separate list of tangibles referred to in my will."

2. Paragraph B (7) of Article II of the Trust Agreement is hereby amended and restated to read as follows:

All the rest and remainder of the Trust, including any lapsed gifts, shall pass and be distributed to the following charities in the percentage share set forth for each:

- a. Ten percent (10%) to Main Street United Methodist Church, Post Office Box 505, 212 East Main Street, Bedford, Virginia 24523.
- b. Five percent (5%) to Bedford Lifesaving Crew, 311 Bedford Avenue, Bedford, Virginia 24523.
- c. Five percent (5%) to Huguenot Road Baptist Church, 10525 West Huguenot Road, Richmond, Virginia 23235.
- d. Five percent (5%) to Bedford Volunteer Fire Department, 315 Bedford Avenue, Bedford, Virginia 24523.
- e. Ten percent (10%) to the National D-Day Memorial, Post Office Box 77, Bedford, Virginia 24523.
- f. One percent (1%) to Moneta Rescue Squad, Inc., Post Office Box 497, Moneta, Virginia 24121.

- g. One percent (1%) to Moneta Volunteer Fire Department, Post Office Box 455, Moneta, Virginia 24121.
- h. One percent (1%) to Forest View Volunteer Rescue Squad, Post Office Box 36153, 8008 Midlothian Turnpike, Richmond, Virginia 23235.
- i. One percent (1%) to Manchester Volunteer Rescue Squad, Post Office Box 455, 3500 Courthouse Road, Chesterfield, Virginia 23832.
- j. One percent (1%) to Bensley-Bermuda Volunteer Rescue Squad, Post Office Box 657, 2500 Rio Vista Road, Chester, Virginia 23831.
- k. Twenty-Five percent (25%) to VCU Massey Center of MCV, 401 College St, Richmond, VA 23298.
- l. Twenty percent (20%) to The University of Texas M.D. Anderson Cancer Center, 1515 Holcombe Blvd, Houston, TX 77030.
- m. Fifteen percent (15%) to St. Jude Children's Research Hospital, 501 St. Jude Place, Memphis, TN 38105-9959.

If a gift to any charity named above does not qualify for a charitable deduction under Section 2055 of the Internal Revenue Code (or any similar subsequent legislation), then that gift shall be void and that gift shall be allocated to the other takers named in this paragraph B(7) in proportion to the amounts set out in this paragraph.

3. Paragraph C (1) of Article V of the Trust Agreement is hereby completely amended and restated to read as follows:

1. If I fail or cease to act as Trustee, I name **Charles D. Saunders, III**, and **Gail Cooper Smith** to serve as Trustees and if **Charles D. Saunders, III**, fails or ceases to act I name **Branch Banking & Trust Company** to serve as Trustee in his place and stead, to be co-Trustee with **Gail Cooper Smith** if she is then serving as a Trustee hereunder.

4. In all other respects the Trust Agreement remains unchanged.

5. As evidenced by my execution hereof as Trustee, I hereby agree to the modifications provided for in paragraphs numbered 1, 2 and 3 hereof, and hereby acknowledge receipt of this written instrument duly signed by me as trust grantor and as my own Trustee.

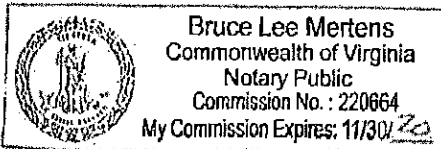
IN WITNESS WHEREOF, I have hereunto set my hand and seal as grantor and as Trustee, all as of the date referred to above.

Andrew E. Hudson, Jr. [SEAL]  
Andrew E. Hudson, Jr., as Grantor and as Trustee

COMMONWEALTH OF VIRGINIA:  
CITY/COUNTY of RICHMOND, to-wit:

The foregoing instrument was acknowledged before me on this 27<sup>th</sup> day of July, 2018 by Andrew E. Hudson, Jr.

Bruce Lee Mertens  
Notary Public





## BEDFORD COUNTY BOARD OF SUPERVISORS Agenda Item Summary

---

AGENDA ITEM # 9 b

RESOLUTION #R 092721-02

MEETING DATE: September 27, 2021

MEETING TYPE: Regular Meeting

AGENDA SECTION: Action & Discussion Items

ITEM TITLE: Adopting the Bedford County Emergency Operations Plan (EOP) and Continuity of Operations Plan (COOP)

---

### RECOMMENDATION

Staff recommends that the Board adopt the Emergency Operations Plan (EOP) and Continuity of Operations Plan (COOP). These documents are in compliance with state and federal requirements.

### SUMMARY

In September of 2020 the Board of Supervisors authorized the County Administrator to execute a contract with the Olson Group Ltd. for development of a Emergency Operations Plan (EOP) and Continuity of Operations Plan (COOP). These plans meet state and federal requirements and will allow for the county to be in position to recover from major emergencies and disasters. These also provide a resource for hazard mitigation grant opportunities and in conjunction with the Regional Hazard Mitigation Plan. These plans have been totally developed and exercised in collaboration with all county departments and constitutional officer functions.

### FISCAL IMPACT

No fiscal impact.

### PRIOR ACTIONS

Board of Supervisors Action item September 28,2020 authorizing the County Administrator to execute a contract with the Olson Group Ltd.

### CONTACTS

### ATTACHMENTS





At a regular meeting of the Board of Supervisors of the County of Bedford, Virginia held at the Bedford County Administration Building on September 27, 2021, beginning at 7:00 pm:

**MEMBERS:**

Tommy W. Scott, Chair  
 Tammy Parker, Vice-Chair  
 Mickey Johnson  
 Edgar Tuck  
 Charla Bansley  
 John Sharp  
 Bob Davis

**VOTE:**

On motion of Supervisor \_\_\_\_\_, which carried by a vote of \_\_\_\_\_, the following was adopted:

**A RESOLUTION**

**ADOPTING THE BEDFORD COUNTY EMERGENCY OPERATIONS PLAN (EOP) AND  
 CONTINUITY OF OPERATIONS PLAN (COOP)**

**WHEREAS**, Bedford County was in need of updating the Emergency Operations Plan (EOP) and Continuity of Operations Plan (COOP)

**WHEREAS**, The Board of Supervisors authorized that these plans be created and a contract with the Olson Group Ltd be executed in September of 2020.

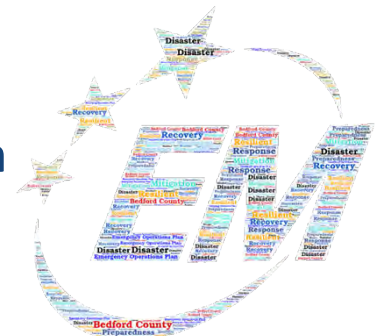
**WHEREAS**, Updated versions of both plans have been developed, reviewed and training as been completed by county staff and constitutional officer functions

**WHEREAS**, these plans are in compliance with state and federal requirements and must be adopted by the governing body

**NOW, THEREFORE, BE IT RESOLVED, that the Emergency Operations Plan (EOP) and Continuity of Operation Plan (COOP) be formally adopted** by the Bedford County Board of Supervisors.



**County of Bedford  
Emergency Operations Plan  
Base Plan**



**January 2021**



# PROMULGATION

## IMPLEMENTATION

This Bedford County Emergency Operations Plan (EOP) has been approved by the Bedford County Board of Supervisor by Resolutions adopted on \_\_\_\_\_ 2021 respectively.

This Emergency Operations Plan shall be effective upon its full execution by all entities covered thereby and supersedes all previous editions of the Plan.

## APPROVAL AND PROMULGATION

WHEREAS the Board of Supervisors of Bedford County, Virginia recognizes the need to prepare for, respond to, and recover from natural and human-made disasters, and

WHEREAS the County of Bedford has a responsibility to provide for the safety and well-being of its citizens and visitors and

WHEREAS the County of Bedford has established and appointed a Director and Coordinator of Emergency Services

NOW, THEREFORE, BE IT HEREBY PROCLAIMED by the Board of Supervisors of the County of Bedford, Virginia that this Emergency Operations Plan as revised December 2020 is officially adopted, and

IT IS FURTHER PROCLAIMED AND ORDERED that the Director of Emergency Services, or his designees, are tasked and authorized to maintain and revise as necessary this document over the next five-year period or until such time it be ordered to come before this Board.

Dated: \_\_\_\_\_  
VA

Board of Supervisors, Bedford County,

Attest: \_\_\_\_\_  
Clerk, Board of Supervisors

\_\_\_\_\_  
County of Bedford  
Commonwealth of Virginia  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## PROMULGATION STATEMENT

The Bedford County Emergency Operations Plan was developed to prevent, prepare for, respond to, recover from natural or man-made disasters, hostile military or paramilitary action, and public health emergencies to include pandemics which threaten its jurisdiction, and ensure a coordinated and organized response to those hazards. Bedford County Emergency Management has been charged with coordination of all emergency management activities and is legally authorized to serve as the coordinating agency for execution of this Plan within the County. In Bedford County, the Director of Emergency Services is an elected official and a member of the Bedford County Board of Supervisors. The Director empowers and delegates emergency management authority to the Bedford County Coordinator of Emergency Services (Chief, Bedford County Fire & Rescue).

Included herein is the revised All-Hazard Emergency Operations Plan for Bedford County. This plan supersedes any previous Emergency Operations Plan promulgated for this purpose. It provides a framework in which the County and other local governmental entities within the County can plan and perform their respective functions during an emergency or disaster.

This plan coordinates with the National Response Framework (NRF) and Virginia Department of Emergency Management (VDEM). It is consistent with the National Incident Management System (NIMS) requirements, and the “Commonwealth of Virginia Emergency Services and Disaster Laws of 2000” (Code of Virginia, §44-146.19) which requires that each locality in the State develop and maintain a current Emergency Operations Plans (EOP) in order to be prepared for a variety of emergencies or hazards that may occur. This is based on the finding that planned-for and coordinated response on the part of local officials in support of in-the-field emergency responders can save lives, protect property, and more quickly restore essential services. The Law further requires that the EOP be updated every four years and the revised plan be formally adopted by the Locality’s governing body. The Plan contains all the necessary elements to ensure that the Local governments comply with their legal responsibilities to minimize the adverse effect of any type disaster.

This plan will be reviewed and recertified annually by Bedford County Emergency Management. All participants are requested to advise Bedford County Emergency Management of any changes which might impact its usefulness.

---

Emergency Services, Coordinator  
Bedford County, VA

Date

# RECORD OF CHANGES

Change #	Page #	Section	Summary of Change	Change Made By	Date
1					
2					
3					

**RECORD OF DISTRIBUTION**

Department	Point of Contact (by Role)	Phone	Email	Date of Distribution

## ACRONYMS

<b>AAR</b>	After-Action Report
<b>AC</b>	Area Command
<b>ADA</b>	Americans with Disabilities Act
<b>AFN</b>	Access and Functional Needs
<b>ALS</b>	Advanced Life Support
<b>ARC</b>	American Red Cross
<b>ARES</b>	Amateur Radio Emergency Services (also see RACES, REACT)
<b>BC</b>	Business Continuity
<b>CBRNE</b>	Chemical, Biological, Radiological, Nuclear, Explosive (weapons; see WMD)
<b>CAD</b>	Computer Aided Dispatch
<b>CAMEO</b>	Computer Aided Management of Emergency Operations
<b>CEM</b>	Certified Emergency Manager
<b>CERT</b>	Community Emergency Response Team
<b>CISM</b>	Critical Incident Stress Management
<b>COOP</b>	Continuity of Operations Plan
<b>CONOPS</b>	Concept of Operations
<b>CP</b>	Command Post
<b>DHS</b>	Department of Homeland Security
<b>DPH</b>	Department of Public Health
<b>DR</b>	Disaster Recovery
<b>DSS</b>	Department of Social Services
<b>EI</b>	Essential Elements of Information
<b>EM</b>	Emergency Management/Emergency Manager
<b>EMAP</b>	Emergency Management Accreditation Program
<b>EMC</b>	Emergency Management Coordinator
<b>EPG</b>	Executive Policy Group
<b>EMS</b>	Emergency Medical Services
<b>EOP</b>	Emergency Operations Plan
<b>EOC</b>	Emergency Operations Center
<b>EOCM</b>	Emergency Operations Center Manager
<b>EPT</b>	Emergency Planning Team

<b>ESF</b>	Emergency Support Functions
<b>FAC</b>	Family Assistance Center
<b>BCEM</b>	Bedford County Emergency Management
<b>GIS</b>	Geographic Information Systems
<b>GPS</b>	Global Positioning System
<b>Haz - Mat</b>	Hazardous Materials
<b>HSPD</b>	Homeland Security Presidential Directive
<b>IAP</b>	Incident Action Plan
<b>IC</b>	Incident Command or Incident Commander (depending on context)
<b>ICP</b>	Incident Command Post
<b>ICS</b>	Incident Command System
<b>IDA</b>	Initial Damage Assessment
<b>IMT</b>	Incident Management Team
<b>IP</b>	Improvement Plans
<b>IT</b>	Information Technology
<b>JIC</b>	Joint Information Center
<b>LNO</b>	Liaison Officer
<b>LSE</b>	Local State of Emergency
<b>LOFR</b>	Liaison Officer
<b>MACC</b>	Multi-Agency Coordination Center
<b>MCI</b>	Mass Casualty Incident
<b>MOA</b>	Memorandum of Agreement
<b>MOU</b>	Memorandum of Understanding
<b>NAWAS</b>	National Warning System
<b>NIOSH</b>	National Institute for Occupational Safety and Health
<b>NIMS</b>	National Incident Management System
<b>NOAA</b>	National Oceanic and Atmospheric Administration
<b>NRF</b>	National Response Framework
<b>NWR</b>	NOAA Weather Radio
<b>NWS</b>	National Weather Service
<b>OSR</b>	Operations Support and Recovery
<b>PA</b>	Public Assistance
<b>PD</b>	Police Department

<b>PIO</b>	Public Information Officer
<b>RACES</b>	Radio Amateur Civilian Emergency Services (also see ARES)
<b>SAR</b>	Search and Rescue
<b>SBA</b>	Small Business Administration
<b>SITREP</b>	Situation Report
<b>SOFR</b>	Safety Officer
<b>SOGs</b>	Standard Operating Guidelines
<b>SOPs</b>	Standard Operating Procedures
<b>UC</b>	Unified Command or Unified Commander

# FORWARD

## BACKGROUND

Following the onset of the Novel Coronavirus (COVID-19) outbreak, Bedford County procured planning support services from The Olson Group, Ltd. (OGL) through the Emergency Management Consulting Contract.

Legal authority to undertake the development of the Emergency Operations Plan and subsequent actions in an emergency derives from the Bedford County Administrator.

## AUTHORITIES

The following policies, statutes, bylaws, regulations, executive orders, or directives pertain to powers, authorities, or requirements that affect or relate to emergency planning and response in Bedford County.

### FEDERAL

- Robert T. Stafford Disaster Relief and Emergency Assistance Act and Amendments
- Homeland Security Presidential Directives #5, Management of Domestic Incidents
- Homeland Security Presidential Directive #8, National Preparedness
- Title 44 of the Code of Federal Regulations
- United States Department of Homeland Security
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- Emergency Management and Assistance, 44 Code of Federal Regulations (CFR)
- Hazardous Waste Operations & Emergency Response, 29 CFR 1910.120
- Federal Radiological Emergency Response Plan
- National Oil and Hazardous Substances Pollution Contingency Plan
- Target Capabilities List (TCL) 2.0
- Universal Task List (UTL) 2.0

### COMMONWEALTH OF VIRGINIA

- Commonwealth of Virginia Emergency Services and Disaster Laws of 2000, as amended, Title 44, Chapter 3.2 Code of Virginia, §44-146.19 through §44-146.28, as amended.
- Virginia Emergency Operations Plan, Virginia Department of Emergency Services, September 2005
- Crime Victim and Witness Rights (Code of Virginia §11.2-11.01)



## REFERENCES

- Bedford County Emergency Operations Plan (EOP) with ESFs and Annexes
- ICS and NIMS Guidance from Federal Emergency Management Agency's (FEMA's)
- Homeland Security Exercise and Evaluation Program (HSEEP)
- 2010-2012 Federal Census (census.gov)

## GUIDING DOCTRINE

This EOP is designed to be compliant with the National Incident Management System (NIMS) and it employs a multi-agency operational structure based on the Incident Command System (ICS) to manage, coordinate, and direct resources committed to an incident. The County is a practitioner of NIMS and is committed to ensuring that the required trainings are provided to all persons with responsibility for implementing the Plan and critical functions within the Plan. Supporting plans for all hazards set forth the concepts and procedures whereby Bedford County can effectively apply available resources to ensure that casualties and property damage will be minimized, and essential services will be restored as soon as possible following an emergency or disaster situation.

## NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

The National Incident Management System (NIMS) provides a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment.

While NIMS provides the template for the management of incidents, the *National Response Framework (NRF)* provides the structure and mechanisms for national-level policy for incident management. Adoption and comprehension of NIMS and NRF principles will assist the County in successfully coordinating and engaging with additional county, state, and federal response entities, should a disaster require their support and resources.

## INCIDENT COMMAND SYSTEM (ICS)

Within NIMS, the Incident Command System (ICS) provides for the effective and efficient management of domestic incidents and events. ICS is scalable and can be used to organize operations for a broad spectrum of situations. When emergency management is applied, facilities, equipment, personnel, procedures, and communications integrate into a deliberate and organized response to a crisis or emergency.

The Bedford County EOP adheres to NIMS concepts, requirements, and policies and outlines the desired actions of first responders and field-based operations in

accordance with ICS. When necessary, multi-departmental and multi-agency coordination will occur through partial or full activation of the County Emergency Operations Center (EOC). The organization and coordinated activities in the EOC will model the ICS structure in such a manner that complements current non-emergency municipal functions while best supporting emergency operations. Members of Bedford County Emergency Planning Team (EPT) developed this Plan. Members of the Executive Policy Group (EPG) approved the Plan. Membership and responsibilities of these groups and committees are outlined within this document.

# TABLE OF CONTENTS

<b>PROMULGATION .....</b>	<b>2</b>
IMPLEMENTATION.....	2
APPROVAL AND PROMULGATION.....	2
PROMULGATION STATEMENT .....	3
<b>RECORD OF CHANGES .....</b>	<b>4</b>
<b>RECORD OF DISTRIBUTION.....</b>	<b>5</b>
<b>ACRONYMS.....</b>	<b>6</b>
<b>FORWARD .....</b>	<b>9</b>
BACKGROUND .....	9
AUTHORITIES.....	9
Federal.....	9
Commonwealth of Virginia.....	9
References .....	10
GUIDING DOCTRINE .....	10
NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS) .....	10
INCIDENT COMMAND SYSTEM (ICS) .....	10
<b>TABLE OF CONTENTS .....</b>	<b>12</b>
<b>INTRODUCTION .....</b>	<b>15</b>
PLAN DEVELOPMENT.....	15
HOW TO USE THIS PLAN .....	15
MISSION.....	16
PURPOSE .....	16
SCOPE .....	16
PLANNING OBJECTIVES .....	17
PLANNING ASSUMPTIONS .....	17
<b>BEDFORD COUNTY PROFILE .....</b>	<b>19</b>
GEOGRAPHY AND LOCATION.....	19
GOVERNMENT .....	19
CLIMATE .....	19
Population and Demographics.....	20
TRANSPORTATION.....	21
Roadways .....	21
INDUSTRY AND COMMERCE .....	21
ECONOMIC DATA .....	22
<b>HAZARD AND RISK VULNERABILITY PROFILE.....</b>	<b>23</b>
LEVELS OF DISASTER .....	23
RISK ANALYSIS.....	25

**CONCEPT OF OPERATIONS.....26**

- GENERAL .....26
- PROGRAMMATIC GOALS .....26
- BEDFORD COUNTY EMERGENCY MANAGEMENT APPROACH.....27
- ICS AND NIMS.....27
- EMERGENCY MANAGEMENT PHASES .....27
- MITIGATION .....28
- PREPAREDNESS .....28
- RESPONSE .....29
- RECOVERY.....29
- DECLARATION OF EMERGENCY/DISASTER.....30
  - State Policy.....30
  - STATE OF EMERGENCY .....31
  - LOCAL STATE OF EMERGENCY.....32
  - EOP ACTIVATION .....32
  - EOC ACTIVATION .....33
    - County EOC.....33
    - Role of the EOC.....33
  - EOC OPERATIONS AND MANAGEMENT .....34
    - EOC Activation Levels.....34
  - EOC ORGANIZATION .....36
  - EOC STAFF POSITIONS .....36
    - Position Types .....37
  - ICS FUNCTIONAL CROSSWALK .....39
  - ROLES AND RESPONSIBILITIES .....40
  - INCIDENT AND RESOURCE MANAGEMENT .....45
    - WebEOC.....45
    - Resource Management .....45
    - Status Reports .....45
    - Incident Action Plans (IAPs) .....46
    - Alerts and Notifications .....46
    - Communications .....46
    - Crime Victims.....46
  - EOC DEACTIVATION .....47
- PLAN MAINTENANCE, TRAINING, AND TESTING.....49**
  - PLAN MAINTENANCE AND UPDATES .....49
  - CORRECTIVE ACTIONS .....49
  - TRAINING .....49
  - TESTING.....50
- ATTACHMENT 1: STAFFING CONTINGENCY .....51**
  - ORDER OF SUCCESSION .....51
  - EMERGENCY WORK POLICY .....51
- ATTACHMENT 2: RESOLUTION FOR THE DECLARATION OF A LOCAL EMERGENCY.....53**

**ATTACHMENT 3: RADIOLOGICAL PROTECTION ANNEX.....54**  
MISSION.....54  
ORGANIZATION .....54  
CONCEPT OF OPERATIONS .....54  
EMERGENCY MANAGEMENT ACTIONS: RADIOLOGICAL PROTECTION .....55  
**ATTACHMENT 4: PROPOSED CHANGE FORM .....57**

# INTRODUCTION

## PLAN DEVELOPMENT

This document is the Bedford County Emergency Operations Plan (EOP). The EOP is an all-hazards plan that provides an overview of the County's guiding principles and methods for Planning, Response, Recovery, and Mitigation of hazards and threats.

Bedford County implemented an integral change in this EOP from previous versions—

Bedford County has adopted the Incident Command System structure for all operations. In the past, Bedford County utilized the Emergency Support Function (ESF) model. To support the transition from ESFs to ICS, a crosswalk has been provided on page 38 of this document.

## HOW TO USE THIS PLAN

This EOP was developed in conjunction with four supporting Annexes, each of which has a specific purpose and scope. The EOP provides an overview of Bedford County's guiding principles and methods, while the Annexes (Mitigation, Preparedness, Response, and Recovery) provide greater detail and actionable guidance for personnel with responsibilities in each of the four mission areas, respectively. The following Table provides an outline of the EOP and supporting Annexes and the types of information found in each:

Plan	Purpose
<b>EOP Base Plan</b>	<ul style="list-style-type: none"> <li>• Provides an overview of Bedford County's approach to emergency operations.</li> <li>• Explains emergency response policies.</li> <li>• Describes the response organization.</li> <li>• Assigns responsibilities.</li> <li>• Includes Attachment 3: Radiological Protection Annex</li> <li>• Provides a solid foundation for development of functional annexes.</li> </ul>
<b>Mitigation Annex</b>	<ul style="list-style-type: none"> <li>• Defines protective actions to reduce the impacts of a pending disaster or emergency situation.</li> <li>• Provides guidance for the development of post-disaster/post-exercise After Action Reports (AARs) and Improvement Plans (IPs).</li> </ul>
<b>Preparedness Annex</b>	<ul style="list-style-type: none"> <li>• Defines ongoing emergency management preparedness activities.</li> <li>• Defines the plan maintenance process and schedule.</li> <li>• Defines training and exercise/testing requirements.</li> </ul>

Plan	Purpose
<b>Response Annex</b>	<ul style="list-style-type: none"> <li>• Defines specific hazards, their characteristics, and impacts.</li> <li>• Provides checklist of response actions for the County's departments.</li> <li>• Identify which strategies and capabilities of the emergency management organization are called on during a response.</li> <li>• Defines the disaster declaration process.</li> </ul>
<b>Recovery Annex</b>	<ul style="list-style-type: none"> <li>• Provides instructions for the completion of the damage assessment process.</li> <li>• Provides a checklist of recovery actions.</li> <li>• Provides instructions for tracking the costs associated with the emergency or disaster.</li> <li>• Provides planning considerations for the establishment of Family Assistance Centers (FACs)</li> </ul>

## MISSION

The Mission of Bedford County Emergency Management Program is to protect public health and safety and preserve public and private property through the application of NIMS and ICS standards in concert with all Bedford County stakeholder organizations.

## PURPOSE

The EOP is the centerpiece of a comprehensive emergency management program. The purpose of the Basic Plan is to establish the legal and organizational basis for emergency operations in Bedford County to effectively respond to and recover from disasters and/or emergency situations. This EOP contains basic information that provides a framework for response to any disaster regardless of its size, scope, or causes. The EOP serves as the primary tool for county emergency management to prepare for, respond to, and recover from disasters by defining disaster-specific procedures, and outlining roles and responsibilities. EOP components and supplemental plans serve specific purposes in supporting Bedford County's Emergency Management Program. Table 1 below, identifies the County's Emergency Management Plans, their components, and an overview of their purpose.

## SCOPE

The Bedford County EOP is an **all-hazards** plan that includes all personnel and equipment, which may be called upon to help facilitate a response to specific disasters and emergency events. The EOP establishes an emergency organization and defines responsibilities for all personnel having roles in the phases of emergency management to include prevention, protection, mitigation,

response, and recovery in Bedford County. The Bedford County Nursing Home is not included in this EOP. It was identified through conversations with the Nursing Home Director that a separate EOP has been developed, updated, and maintained by the Facility.

The Bedford County “**Whole Community**” consists of the County’s staff, residents, business owners, vendors, visitors, and other individuals and entities operating or transiting through, travelling for leisure, as well as the family of staff, which may require assistance.

During emergencies, the Incident Commander (IC) serves as the lead emergency management representative for the County. Any requests not ordinarily coordinated through Dispatch will be made through Bedford County Emergency Management. If local needs cannot be fulfilled internally, they will make a resource requests through existing mutual aid agreements, if available. If the necessary resources cannot be provided through existing mutual aid agreements, Bedford County Emergency Management will follow their internal procedures acquire resources (i.e., Regional, State, Federal).

## PLANNING OBJECTIVES

This EOP has been developed to provide guidance for Bedford County based on the following objectives:

- Establish Bedford’s policy and procedures to respond to emergencies.
- Describe the County’s emergency management organization.
- Define the concept of operations (CONOPS) for emergency management.
- Identify the roles and responsibilities of assigned personnel during an emergency.
- Identify lines of authorities and relationships.
- Describe the County’s Emergency Operations Center (EOC), its organization and activation levels.

## PLANNING ASSUMPTIONS

The Bedford County EOP is based on the Situational Analysis and the Hazard and Risk overview which drives the following planning assumptions:

- Bedford County will be responsible for initial response within its boundaries with the resources it has on hand.
- Response to a particular incident may require State and Federal assistance.
- Assistance from outside the County may be needed for large-scale, little, or no-warning emergencies or disasters.
- The level of impact may vary in location, type, and magnitude and may require a flexible approach to emergency operations.
- All departments are responsible for allocating equipment, personnel, and other resources for emergency response.



- Individuals designated to be responsible for emergency response coordination or who may be assigned to the EOC will be familiar with the EOP.
- The participating personnel will be trained in ICS and NIMS based on Homeland Security Presidential Directive-5 (HSPD-5) and according to the requirements of the U.S. Department of Homeland Security (DHS).
- Pre-planned coordination is necessary to avoid conflicting responsibilities and duplication of services during an emergency or disaster.
- The County's emergency mass notification system is sufficient to adequately provide warnings and notifications.
- County departments will ensure that alternate staff, facilities and resources will be available in the event of damage or disruption to those normally used.
- When a major disaster depletes the available resources of the County, requests for assistance will be made to the Virginia Department Emergency Management (VDEM).
- Disaster conditions may require the County to fulfill emergency response and disaster recovery operations independently and without assistance for up to 72 hours following impact of the event.
- The County will coordinate response and recovery activities with neighboring jurisdictions as necessary.
- County officials will work toward re-establishing order and control within the area of the jurisdiction impacted by a disaster.
- County may need to adjust day-to-day operations to assist disaster victims, restore community services, coordinate debris removal, and similar operations.
- Communication, exchange of information, and coordination of resources for life safety will be the highest priority for the EOC.
- Critical lifeline utilities may be interrupted including water delivery, electrical power, natural gas, telephone communications, microwave and repeater-based radio systems, cellular telephones, and information systems.
- Emergency conditions that affect Bedford County may also affect surrounding communities.
- Regional and local services may not be available.
- Major roads, overpasses, bridges, and local streets may be damaged.
- County buildings, structures, and infrastructure may be damaged.
- Damage may cause injuries and/or displacement of Bedford County's population, disruption of County services, and postponement or cancelation of activities.
- Bedford County may be in competition with other organizations for available resources and existing suppliers may not be able to deliver materials.
- People may become stranded at Bedford County facilities, and conditions may be unsafe to travel.

## BEDFORD COUNTY PROFILE

### GEOGRAPHY AND LOCATION

Bedford County was founded in 1754 and is named after John Russell, the fourth Duke of Bedford. The County resides in the Virginia Mountains region of the Commonwealth of Virginia and east of the Roanoke Metropolitan Area. The Blue Ridge Mountains comprise the western border and the James River forms the northeast boundary of the County. The County has a total area of 769 square miles, of which 753 square miles is land and 16 square miles is water.

The County is part of the Blue Ridge Parkway, Jefferson National Forest, James River Face Wilderness, and the Smith Mountain Lake State Park. Bedford County is home to the National D-Day Memorial which honors American and allied soldiers who were killed at Normandy. Adjacent counties include Rockbridge County (north), Amherst County (northeast), Campbell County (southeast), Pittsylvania County (south), Franklin County (southwest), Roanoke County (west), and Botetourt County (northwest).

### GOVERNMENT

Bedford County is governed by the Board of Supervisors that oversee the operations of the County government. The Board is tasked with passing and repealing ordinances, collecting state taxes, and approving the County's budget. The County has a Board of Supervisors with seven members representing the County's seven districts. At the Annual or Organizational meeting, the Board of Supervisors (from its membership), elects a Chairman and Vice-Chairman who serve a one-year term which expires on December 31, of the year elected, or until their respective successors are elected.

Bedford County is managed by a Board appointed County Administrator who leads the operations of the County government to meet the needs of the County's citizens. The County Administrator appoints an Assistant County Administrator who acts as the day-to-day department head of the County Department of Administration and its divisions with respect to routine departmental budget, operational, and personnel matters (with the County Administrator retaining final authority in this regard as *de facto* head of the Department of Administration). Additionally, the County government has the following five Constitutional officers: Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff, and the Treasurer.

### CLIMATE

The Climate in Bedford County is classified as a temperate climate. On average, the County receives 44 inches of rain, 9.7 inches of snow, and on average has 215 sunny days per year. The annual breakdown includes some form of precipitation

on average, 107 days per year. This precipitation includes a mixture of rain, snow, sleet, or hail that falls to the ground.

May, June, and September are the most pleasant months in Bedford, while January and February are the least comfortable months. Summers are generally warm and humid. Additionally, Bedford County observes the Atlantic Hurricane Season which runs from Jun 1, to November 30, annually.

Table 1 below, provides an illustration of the annual climate averages observed in Bedford County.

Climate Averages	Bedford County	United States
Rainfall	44 Inches	38.1 Inches
Snowfall	9.7 Inches	27.8 Inches
Precipitation	107.2 Days	106.2 Days
Sunny	215 Days	205 Days
Average July High	86.8 Degrees	85.8 Degrees
Average January Low	25.4 Degrees	21.7 Degrees

Table 1. Bedford County Annual Climate Averages

## POPULATION AND DEMOGRAPHICS

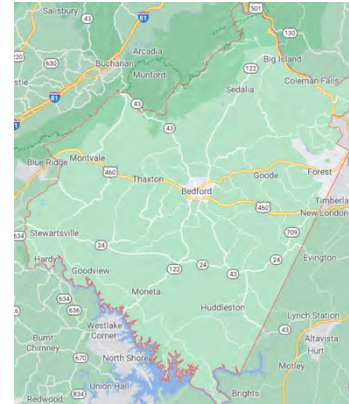
Bedford County Demographic Element	Statistical Data
<b>Population</b>	
Population estimates (2010 Census)	78,997
Population, percent change	5.4%
<b>Age</b>	
Persons under 5 years, percent	4.0%
Persons under 18 years, percent	19.7%
Persons 65 years and over, percent	21.8%
<b>Gender</b>	
Male persons, percent	49.2%
Female persons, percent	50.8%
<b>Race and Hispanic Origin</b>	
White alone, percent,	89.6%
Black or African American alone, percent	7.2%
American Indian and Alaska Native alone, percent	0.4%
Asian alone, percent	1.2%
Two or More Races, percent	1.6%
Hispanic or Latino, percent	2.4%
White alone, not Hispanic or Latino, percent	87.6%
<b>Population Characteristics</b>	
Veterans, 2014 - 2018	6,517
Foreign born persons, 2014 - 2018	2.8%

Table 1. Bedford County Demographics

## TRANSPORTATION

### ROADWAYS

In Bedford County, U.S. Highway (U.S. HWY) 460 runs from Roanoke (west) through the middle of the County and connects to Lynchburg (northeast). State Route 24 (S.R.) parallels U.S. HWY 460 through the southcentral section of the County and connects Roanoke to Rustburg. S.R. 122 runs from the northern tip of the County from Big Island to the south through Moneta connecting to Westlake Corner. State Route 43 connects from the northwest section of the County and runs to the southeast outside Huddleston connecting to neighboring Campbell County at Lynch Station.



### INDUSTRY AND COMMERCE

The Bedford County Economic Development Authority’s (EDA) mission is to sustain and improve the quality of life for all of Bedford County through a prudent and cost-effective economic development program that results in good quality jobs for all residents.<sup>1</sup> The County is home to the New London Business and Technology Center which is a 500-acre (EDA owned) center that combines modern day technology with environmentally friendly sites.

The County is also home to the EDA owned Montvale Center for Commerce, the Little Otter Business Park which offers a prime location for manufacturing or warehouse distribution, and the Bedford Center for Business which is fully served with public water, sewer, streetlights, underground utilities, and high-speed broadband which serves the Park with a 400 Gigabyte-per-second technology infrastructure. The County’s ten major employers include TEVA Pharmaceuticals, Innovairre, Georgia-Pacific Big Island, Centra, Sam Moore Furniture, Carillion Professional Services, Sentry Equipment Erectors, L3Harris Technologies, Inc., Inservice Marketing Group, and RST Marketing.

A breakdown of Bedford County’s economic and business elements and supporting statistical data are reflected in

Bedford County Business Element	Statistical Data
All firms, 2012	4,688
Male-owned firms, 2012	2,592
Female-owned firms, 2012	1,385
Minority-owned firms, 2012	311
Nonminority-owned firms, 2012	4,257
Veteran-owned firms, 2012	567

<sup>1</sup> <https://www.bedfordeconomicdevelopment.com/about-us/economic-development-authority/>

Bedford County Business Element	Statistical Data
Nonveteran-owned firms, 2012	3,799

Table 2 and

Bedford County Economic Element	Statistical Data
In civilian labor force, total, percent of population age 16 years+,	60.0%
In civilian labor force, female, percent of population age 16 years+,	54.6%
Total accommodation and food services sales,	28,890
Total health care and social assistance receipts/revenue,	82,397
Total merchant wholesaler sales,	265,148
Total retail sales,	521,240
Total retail sales per capita,	\$7,490

Table 3 below.

Bedford County Business Element	Statistical Data
All firms, 2012	4,688
Male-owned firms, 2012	2,592
Female-owned firms, 2012	1,385
Minority-owned firms, 2012	311
Nonminority-owned firms, 2012	4,257
Veteran-owned firms, 2012	567
Nonveteran-owned firms, 2012	3,799

Table 2. County Business Ownership Data

## ECONOMIC DATA

Bedford County Economic Element	Statistical Data
In civilian labor force, total, percent of population age 16 years+,	60.0%
In civilian labor force, female, percent of population age 16 years+,	54.6%
Total accommodation and food services sales,	28,890
Total health care and social assistance receipts/revenue,	82,397
Total merchant wholesaler sales,	265,148
Total retail sales,	521,240
Total retail sales per capita,	\$7,490

Table 3. County Economic Data

## HAZARD AND RISK VULNERABILITY PROFILE

In considering the Threats and Hazards facing Bedford County, it has been determined the County is vulnerable to the effects of hazards including natural, human-caused, and technological. These hazards can occur independently, simultaneously, or in conjunction with or as a result of a particular hazard.<sup>2</sup>

**Natural hazards** are hazards related to weather patterns and/or physical characteristics of an area. Often natural hazards occur repeatedly in the same geographical locations. They include extreme heat, hail, flooding, hurricane, lightning, severe wind, and winter storms,

**Human-caused hazards** are hazards that rise from deliberate, intentional human actions to threaten or harm the well-being of others. Examples include school violence, terrorist acts, or sabotage.

**Technological hazards** refer to hazards originating from technological or industrial accidents, infrastructure failures, or certain human activities such as dam/levy failures, utility outages, gas leaks, and hazardous materials (Haz-Mat) spills.

**Public Health Emergencies** is defined by the World Health Organization (WHO) as an occurrence or imminent threat of an illness or health condition, caused by bio terrorism, epidemic or pandemic disease, or (a) novel and highly fatal infectious agent or biological toxin, that poses a substantial risk of a significant number of human fatalities or incidents or permanent or long-term disability (WHO/CDC, 2001). A public health emergency is a condition that requires the Governor to declare a State of Public Health Emergency. The Declaration of a State of Public Health Emergency permits the Governor to suspend state regulations and/or change the functions of state agencies<sup>3</sup>.

**Civil Disorder** refers to the potential for civil unrest is always present particularly in urban areas with dynamic social, economic, and political issues.

**Terrorism** refers to terrorist organizations or affiliates or “lone actors” that may seek to acquire, build, and use weapons of mass destruction (WMD), employ physical threats such as explosives and armed attacks, or seek to disable or interrupt critical infrastructure systems with cyber-attacks. Bedford County, like any community in Virginia, is vulnerable to a terrorist incident.

---

3

[https://www.who.int/hac/about/definitions/en/#:~:text=A%20public%20health%20emergency%20\(he,infectious%20agent%20or%20biological%20toxin%2C](https://www.who.int/hac/about/definitions/en/#:~:text=A%20public%20health%20emergency%20(he,infectious%20agent%20or%20biological%20toxin%2C)

## LEVELS OF DISASTER

The County utilizes an all-hazards approach to emergency management. Bedford has identified a number of natural, technological, or security/human-caused events that pose the greatest risk to the County in terms of probability, extent of damage, and potential losses. These are identified in *rank order* in

Hazard Type	Hazard Likelihood of Occurrence	Estimated Impact Severity
	LESS LIKELY/POSSIBLE/LIKELY	LIMITED/MODERATE/MAJOR
Winter Weather	Highly Likely	Major
Hazardous Materials (Haz-Mat)	Likely	Moderate
Wildland Fires	Likely	Major
Flooding	Likely	Moderate
Public Health Emergency	Likely	Major
Essential Resource Shortage	Less Likely	Moderate
Terrorism	Less Likely	Major

Table 4 on the following page.

Hazard Specific Role-Based Actions are found in **Annex A Mitigation and Annex C Response**.

**RISK ANALYSIS**

Hazard Type	Hazard Likelihood of Occurrence	Estimated Impact Severity
	LESS LIKELY/POSSIBLE/LIKELY	LIMITED/MODERATE/MAJOR
Winter Weather	Highly Likely	Major
Hazardous Materials (Haz-Mat)	Likely	Moderate
Wildland Fires	Likely	Major
Flooding	Likely	Moderate
Public Health Emergency	Likely	Major
Essential Resource Shortage	Less Likely	Moderate
Terrorism	Less Likely	Major

Table 4. Hazard and Risk Analysis Summary



## CONCEPT OF OPERATIONS

### GENERAL

Most incidents and emergencies do not reach the level of a crisis or disaster and the initial response for these incidents will be handled by local emergency responders as appropriate. However, for escalating incidents, special events, or those emergencies requiring coordination across Bedford County that may require assistance from external agencies, Bedford County Emergency Management maintains primary responsibility for emergency management activities. It is recognized that the nature of certain hazards does not allow for any warning or lead time prior to incidents. When this happens, or when the duration of an incident is expected to be relatively short or require limited resources, management of the response will be directed at or near the scene. For major incidents with advance notice or are expected to be lengthy in duration, operations will be managed from the Bedford County Emergency Operations Center (EOC).

All disasters begin and end locally. To the extent possible, Bedford County will respond to all incidents utilizing its own personnel and resources. When an emergency exceeds local capabilities, assistance may be requested to state and federal government agencies.

### PROGRAMMATIC GOALS

The ultimate goals of the Bedford County Emergency Management Program are to:

- Provide effective communications, coordination and application of municipal resources regarding life safety measures and property loss reduction.
- Provide for the rapid resumption of impacted mission-essential functions and services.
- Provide inclusion emergency policies that ensure persons with access and functional needs can access the public safety and emergency management services of Bedford County.
- Provide accurate documentation and records required for future cost recovery and future mitigation efforts.

## BEDFORD COUNTY EMERGENCY MANAGEMENT APPROACH

Bedford County Emergency Management is responsible for all phases of emergency management: Preparedness, Mitigation, Response, and Recovery (including continuity of operations (COOP)). This effort includes coordinating the mitigation of the effects of disasters, developing and maintaining the County's emergency management plans, conducting training and exercises, providing guidance to Bedford County leadership and other departments, and managing the Emergency Operations Center (EOC) for special events and in response to an emergency or disaster.



Figure 1. Emergency Management Cycle

## ICS AND NIMS

Bedford County has adopted the National Incident Management System (NIMS) as its operating structure. NIMS is the National standard for incident management and provides the overarching framework, management, and coordination of key internal and external partnerships.

The Basic framework of NIMS incorporates the use of the Incident Command System (ICS) and the Multi-Agency Coordination System (MACS). As such, the County will implement the Incident Command System (ICS) for all incidents and events, and along with FEMA Comprehensive Planning Guide (CPG)-101, serves as the standardized systematic approach for the development of this EOP. ICS is required for all on-scene and Emergency Operations Center (EOC) activations under the all-hazards incident management approach.

ICS is flexible and can be used for incidents of any type, scope, or complexity. ICS allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents. ICS is also applicable across disciplines. It is typically structured to facilitate activities in five major functional areas: Command, Operations, Planning, Logistics and Finance/Administration. All of the functional areas may or may not be used based on the incident needs.

## EMERGENCY MANAGEMENT PHASES

Bedford County plans are built around the Emergency Management phases, which facilitates an all-hazards cyclical-based plans (versus strictly event specific plans). This methodology enables the County to mitigate, prepare for, respond to, and recover from any incident type.

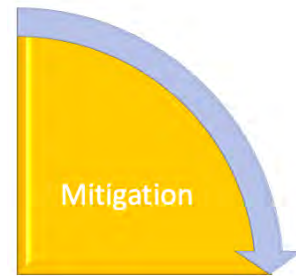
## MITIGATION

Mitigation activities provide a critical foundation in the effort to reduce the loss of life and property from hazards by avoiding or lessening their impact. Mitigation is usually a pre- disaster activity, although mitigation efforts may also occur in the aftermath of an emergency or disaster to prevent an expansion or repetition of the effects.

The County will conduct mitigation activities as an integral part of the emergency management program. The *Mitigation Act of 2000* (Public Law 106-390)<sup>4</sup> is the guiding document that ensures mitigation is done to federal standards and recommendations. Mitigation is intended to:

- Eliminate hazards;
- Reduce the probability of hazards causing an emergency situation; or,
- Lessen the consequences of unavoidable hazards.

Mitigation is further developed in **Annex A Mitigation**.



## PREPAREDNESS

Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents and developing specific plans for delivering capabilities when needed for an incident. Preparedness is made up of actions taken to organize, plan, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk. It also involves providing disaster education to Bedford County's "Whole Community" to assist them in their personal preparedness efforts. Preparedness activities are identified in **Annex B Preparedness**.



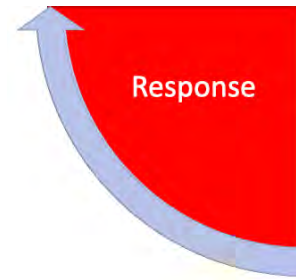
Bedford County will conduct preparedness activities to develop the response capabilities needed in the event of an emergency. Among the preparedness activities included in the County's emergency management program are:

- Providing emergency equipment and facilities;
- Emergency planning, including maintaining this plan, its annexes, and appropriate standard operating procedures (SOPs);

---

<sup>4</sup> FEMA. (2000). *Mitigation Act of 2000*. (Federal Emergency Management Agency) <http://www.fema.gov/media-library/assets/documents/4596>

- Conducting or arranging appropriate training for the Executive Policy Group (EPG) and Emergency Planning Team (EPT), and others that will assist during an emergency;
- Distributing disaster preparedness education materials for Bedford's community; and,
- Conducting periodic drills and exercises to test plans and training.



## RESPONSE

Bedford County utilizes the Incident Command System and the National Incident Management System (NIMS) to manage major special events, emergencies, and disasters. Response activities are immediate actions to save and sustain lives, protect property and the environment, and meet basic human needs. Primary response functions include:

- Public information and warning;
- Emergency medical services;
- Firefighting;
- Law enforcement operations;
- Intelligence development and dissemination as part of the Law Enforcement function;
- Evacuation;
- Shelter and mass care support (including compliance with the Americans with Disabilities Act);
- Emergency public information;
- Search and rescue;
- Transportation; and,
- Other associated functions.



## RECOVERY

The Response phase formally ends when there is no longer a threat to life safety. The Emergency Manager, in coordination with the EPG, will make the decision on when to initiate recovery activities. The goal of recovery operations after any disaster is a return to normal everyday life (or a new normal) in the shortest possible time with the least amount of disruption.

Recovery operations may span weeks or months and can initially be coordinated through the Bedford County EOC, so long as it is effective to keep the EOC activated. Recovery operations can also be conducted from Bedford County departments' normal place of business and/or from facilities especially established for management of long-term recovery operations in Bedford County.

Recovery is formally initiated with the Initial Damage Assessment (IDA), infrastructure assessments, and the request for a disaster declaration. Depending on the threshold criteria being met, Bedford County jurisdictions may qualify for

Public Assistance (PA) or Small Business Administration (SBA) declarations, or both.

Bedford County will carry out a recovery program that involves both short- and long-term efforts in the event that disasters occur. Short-term operations seek to restore vital services to the County and provide for the basic needs of the Community. Long-term recovery focuses on restoring Bedford County to its normal or new normal state.

The Federal government, pursuant to the Stafford Act, provides the vast majority of disaster recovery assistance. The Recovery process includes assistance to individuals, businesses, and to government and other public institutions. Examples of recovery programs include temporary housing, restoration of government services, debris removal, restoration of utilities, disaster mental health services, and reconstruction of damaged roads and bridges, filing of damage reports, providing Bedford County representatives to a State or Federal disaster recovery center, etc.

Bedford County is prepared to coordinate with local, State, and Federal agencies to facilitate individual assistance for the residential population, apply for federal assistance (if available), or file insurance claims. This includes ensuring accurate documentation during response activities to capture funding and recover financial expenditures to the greatest extent possible.

Additional information pertaining to recovery operations and associated assignments are be specified in **Annex D Recovery**.

## **DECLARATION OF EMERGENCY/DISASTER**

Incidents that require immediate action to preserve public health, protect life or property, or reach a level of damage and destruction that exceeds Bedford County's capabilities, may constitute a State of Emergency or Disaster Declaration.

### **STATE POLICY**

The following is an excerpt of the State EOP:

*Whenever, in the opinion of the Governor, the safety and welfare of the people of the state require extreme emergency measures due to a threatened or actual disaster, he may declare a "state of emergency" to exist in the state, or any portion thereof, for the purpose of aiding the affected individuals and local governments. (See Appendix 1, the Commonwealth of Virginia Emergency Services and Disaster Laws of 2000, Section 44-146.17.)*

1. *Whenever the Governor declares a state of emergency, the County, if within the disaster area may, under the control and supervision of the Governor or his designated representative, enter into contracts and incur obligations necessary to combat such threatened or actual disaster, protect the health and safety of persons and*

*property, and provide emergency assistance to the victims of such disaster. In exercising this authority under the supervision and control of the Governor or his designated representative, the County may proceed without regard to time-consuming procedures and formalities prescribed by law (except for mandatory constitutional requirements) pertaining to the performance of public works, entering into contracts, incurring obligations, employment of temporary workers, rental of equipment, purchase of supplies and materials, and appropriation and expenditure of public funds.*

2. *Warning of an impending emergency may be disseminated to the County by the Department of State Police, National Weather Service, the State EOC, or other sources. A local emergency may also occur, of course, without warning.*
3. *A local emergency may be declared by the Director of Emergency Management with the consent of the of the Board of Supervisors or by the Director or any member the Board of Supervisors in the event a quorum of the Board cannot convene due to the disaster. (See Appendix 1, the Commonwealth of Virginia Emergency Services and Disaster Laws of 2000, Section 44-146.21.) The declaration of a local emergency will activate the local EOP and authorize the furnishing of aid and assistance there under.*
4. *Whenever a local emergency has been declared, the Director of Emergency Management or any member of the Board of Supervisors in the absence of the Director, if so authorized by the Board of Supervisors, may enter into contracts and incur obligations as necessary to mitigate the effects of the event, to protect the health and safety of persons and property, and to provide emergency assistance to event-related victims. (See Appendix 1, the Commonwealth of Virginia Emergency Services and Disaster Laws of 2000, Section 44-146.21.*
5. *Upon declaration of a local emergency, the Director of Emergency Management will notify the State EOC immediately, and thereafter will provide a daily situation report for the duration of the emergency period.*

## **STATE OF EMERGENCY**

In the event of a natural disaster, civil unrest, armed conflict, medical pandemic or epidemic or other biosecurity risk, the Chair of County Board of Supervisors, and Municipal Mayors may determine and proclaim a State of Emergency for this jurisdiction and impose prohibitions and restrictions to control the situation, by suspending rights and freedoms initially guaranteed under the Nation's Constitution or Basic Law. In addition, a Stay-at-Home Order may be mandated as needed or required (i.e., novel corona virus disease 2019 (COVID-19)). During the COVID-19 pandemic, the Order was utilized to mitigate the spread of the Virus and implement the prioritization of social distancing measures, provided for essential businesses to continue to operate while non-essential businesses were

closed, banned large gatherings, closed schools, and placed limits on bars and restaurants and other public gathering places.

## LOCAL STATE OF EMERGENCY

When an emergency situation has caused severe damage, injury, or loss of life or it appears likely to do so, the Board of Supervisors, Director of Emergency Services is the constituted legal authority for approving Emergency Operations Plans and declaring a local state of emergency. A local emergency may be declared by the Coordinator of Emergency Services. The Declaration of a local emergency activates the Emergency Operations Plan and authorizes the provision of aid and assistance there under.

Note: A Disaster Declaration may be made before or after an

It should be declared when a coordinated response among several local agencies/organizations must be directed or when it becomes necessary to incur substantial financial obligations in order to protect the health and safety of persons and property or to provide assistance to the victims of a disaster.

The Coordinator of Emergency Services may subsequently issue orders or proclamations referencing the Declaration to invoke certain emergency powers granted by the Governor on an appropriate local scale in order to cope with the disaster. These powers include:

1. Using all available resources of government to cope with the disaster.
2. Restricting the movement of people and occupancy of premises.
3. Prohibiting the sale or transportation of certain substances.
4. Prohibiting and/or restricting other activities or conditions, the control of which may be reasonably necessary to maintain order and protect lives or property during the state of emergency.

The Coordinator of Emergency Services will notify the Virginia Department of Emergency Management (VDEM) immediately upon the Declaration of a local emergency. Daily situation reports are also required. All appropriate locally available forces and resources will be fully committed before requesting assistance from the State. All disaster-related expenditures must be documented in order to be eligible for post-disaster reimbursement should a federal disaster be declared.

If the situation exceeds the capabilities of the Local government (municipalities and counties) to cope with the emergency or disaster, the Governor may declare a State of Emergency for the affected part of the State or the entire State of Virginia. If the disaster exceeds the State's ability to handle the emergency, the President of the United States can declare a State of Emergency at the National level.

## EOP ACTIVATION

This EOP is designed to provide the day-to-day emergency management program related to preparedness, certain mitigation activities, coordinating planned special events, and for emergency situations requiring activation of the Response and

Recovery Annexes. The circumstances which trigger an automatic activation of Response and Recovery include the following:

5. Major threats to life and safety;
6. Disruptions which impact the continuity of leadership, essential programs and functions, and their supporting systems and data;
7. Incident posing a threat to critical assets and infrastructure;
8. Incidents posing a threat to property;
9. Incidents posing a threat to the environment;
10. Incidents requiring restoration/resumption of essential systems and services; and,
11. Incidents posing a threat to revenue or the financial stability of the County Situational Overview.

## **EOC ACTIVATION**

The activation of the Bedford County EOC will be ordered by the Coordinator of Emergency Services based upon the best available information at the time. Depending on the situation, a partial or full activation will be ordered. A partial activation will be ordered when the emergency requires relatively few personnel to accomplish the necessary tasks. Such situations might vary from weather warnings or operations resulting from minor storm damage, fire, and vehicular accidents with multiple casualties, etc. A full activation of the EOC will be ordered when an emergency event has occurred, or is likely to occur, that carries an impact magnitude that would require a large number of resources (i.e., personnel, equipment, etc.) to successfully respond to and recover from the emergency.

## **COUNTY EOC**

Bedford County emergency operations will be directed and controlled from the County Emergency Operations Center (EOC) located in the Bedford County Fire and Rescue Headquarters 1185 Turning Point Rd. Bedford, VA 24523. The EOC staff will consist of the Coordinator of Emergency Services and pre-identify roles that align with the ICS organizational structure. Additional personnel will be assigned to support positions as needed or required by the emergency situation.

## **ROLE OF THE EOC**

Bedford County emergency operations will be directed and controlled from the Emergency Operations Center (EOC). The EOC is an essential tool for successful response and recovery operations. The EOC is where policy decisions, strategy, coordination, and administrative duties occur in support of the incident. With decision makers located together supported by policy makers, personnel and resources can be used more efficiently. Coordination of activities will ensure that all tasks are accomplished and minimize duplication of efforts.



## EOC OPERATIONS AND MANAGEMENT

The EOC Manager has authority for the overall operation and management of the EOC. Bedford County Departments will perform emergency activities as closely related as possible to those they perform routinely and are responsible for fulfilling their obligations as presented in the Annexes to this Basic Plan. However, there may be instances that require personnel to assist in other areas as required to meet the needs of the emergency operation.

The EOC can be activated both virtually and physically on-site. For virtual activations, a teleconference line, temporary facility, or mobile command vehicle may be used to coordinate activities. It is unlikely that all non-routine emergency situations will require a full activation of the EOC. Most emergency incidents will be handled with a graduated response based on the extent, size, duration and/or complexity of the event. Initially, at the onset of an emergency, a single or dual response from county departments (i.e., Law Enforcement and Fire and Rescue Services) may be sufficient to handle the incident. If the emergency escalates beyond the capability of a single or dual response, additional measures will be implemented as needed.

Situations that may warrant activation of the Bedford County EOC include, but are not limited to, the following:

- Upon request of an Incident Commander when emergency operations exceed the County's capabilities;
- When Bedford County is confronted with the imminent impact of a significant disaster;
- Prior to, and for the duration of, a significant or highly controversial public event occurring within Bedford County;
- To coordinate County efforts in support of emergency response or disaster recovery operations in other jurisdictions; and,
- Upon request of Bedford County Emergency Management and/or the State of Virginia Emergency Management.

Detailed EOC procedures are found in **Annex C Response**.

## EOC ACTIVATION LEVELS

Depending on the nature and the scope of the emergency and its operational requirements. The EOC may be activated at various levels ranging from Level 1 (lowest-normal day-to-day operations) to Level 4 (recovery operations).

The Activation Levels (Daily/Normal Conditions, Increased Readiness, Response Operations, and Recovery Operations) utilized by the Bedford County are consistent with those used by the Virginia Department of Emergency Management to enhance coordination of response operations by all levels of government. The EOC activation levels are illustrated below.



**Level 1 (Daily/Normal Conditions):** Emergency Operations Plans and procedures are developed and maintained. Training and tests/exercises are conducted periodically as required to maintain readiness, personnel rosters are updated, emergency resources are identified (i.e., facilities, equipment, technology, personnel, etc.), mutual aid agreements are developed, etc.



**Level 2 (Increased Readiness):** When a disaster threatens, all departments and agencies having responsibilities will take action as called for in their respective parts of the plan. The following optional levels of increased readiness may also be used in developing detailed procedures:

- Communications Watch
- Initial Alert
- Advanced Alert



**Level 3 (Response Operations):** Full-scale operations and a total commitment of manpower and resources are required to mobilize and respond in time of emergency. The Phases of Response Operations are:

- Mobilization Phase - Conditions worsen requiring full-scale mitigation and preparedness activities.
- Emergency Phase - Disaster strikes or is imminent.
- Relief Phase - Assistance is provided to affected individuals and organizations. Stop-gap measures (such as tent cities and potable water trucks) are implemented in order to provide essential services and damage assessment surveys are conducted. This period ends when the County is no longer in an official state of emergency.



**Level 4 (Recovery Operations):** This phase requires that priority attention be given to establishing normalcy or identifying a new normal, the restoration of essential facilities, functions, programs and services.

- Restore essential facilities, functions, services and programs.
- Provide temporary housing and food to those impacted by the emergency as needed or required.
- Continue to maintain a record of disaster-related expenditures
- Coordinate with the State EOC and provide supplementary damage assessment information as

required. Request post-disaster assistance if appropriate.

**Figure 2. EOC Activation Levels**

## EOC ORGANIZATION

The EOC will implement an ICS organizational structure in which existing ESFs are assigned to ICS positions.

The Bedford County EOC will operate and function under the overall management and policy direction of the Emergency Policy Group (EPG), which will serve as the principal decision-making body for Bedford County at the time of a disaster. This group will convene prior to, during and following a major disaster to receive status reports from available sources, establish the County's overall priorities for response and recovery activities, and to formally approve short-term and long-term response and recovery plans.

The Bedford County Coordinator of Emergency Services or their designee, will serve as the EOC Manager under the direction of the Emergency Management Policy Group. The EOC Manager will ensure that the EOC has adequate administrative staff to support operations and that procedures for activation, operation, and deactivation have been prepared.

With NIMS as the framework, Bedford County Emergency Management (BCEM) provides support for on-scene management of an incident and also provides the coordination of response activities between the County, its departments, and between external partner organizations.

The BCEM structure is comprised of two distinct groups working together to support the emergency management phases (preparedness, mitigation, response, and recovery). They are:

- **Executive Policy Group (EPG):** The EPG provides policy-level guidance regarding emergency planning and response/recovery activities. The group will be managed by the Director of Emergency Services or their designee, with policy guidance from the County Administrator and County Board of Supervisors. The group represents the citizens of Bedford County in response to and recovery from a variety of emergencies or disasters. The members of the Executive Policy Group include the following:
- **Emergency Planning Team (EPT):** Stakeholders from across Bedford County, which provide subject matter expertise and input in developing emergency management plans and serve in support roles during a disaster.

## EOC STAFF POSITIONS

In keeping with ICS, the EOC organization is designed to expand and contract as necessary to address the operational need. EOC personnel are assigned to coordinate and execute the missions and maintain the capabilities of a given functional area while it is still required to address operational needs. There may be times when these agencies will not be physically represented in the EOC. During these periods, other Bedford County departments will provide support with

personnel, material, or other resources for the successful execution of response missions.

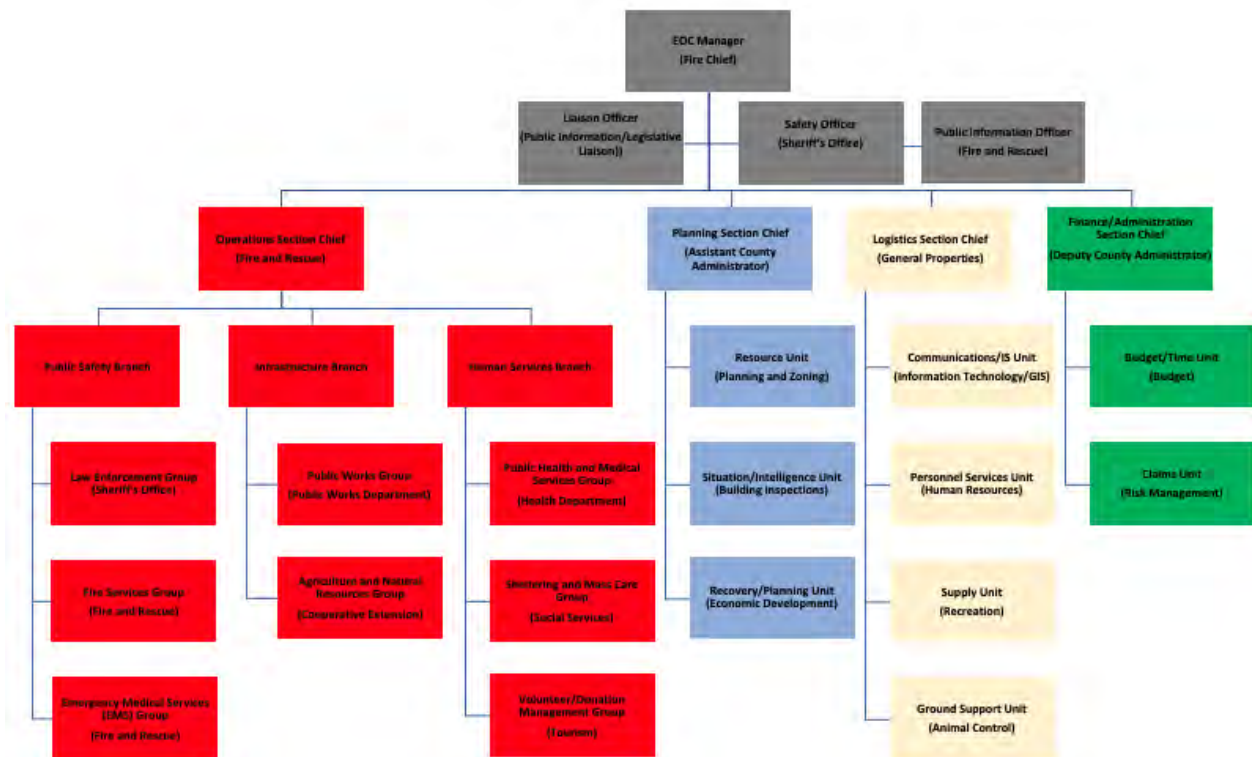
The nature and scope of the incident will determine who should staff the EOC. **Only ICS positions needed for a given incident should be filled.** For example, if a Public Information Officer (PIO) is on-scene and reporting to the Incident Commander, the EOC may not require the PIO position be filled. However, if there are multiple scenes involved or a PIO has not yet been assigned to the incident, the EOC Manager may choose to fill the PIO position at the EOC.

In a prolonged EOC activation or when the EOC is open for extended hours, multiple individuals may be assigned to any one position to cover shifts or time off.

## POSITION TYPES

The EOC organizational structure consists of:

- **EOC Manager**– Oversees all EOC activities, sets EOC objectives,



establishes battle rhythm, and coordinates with the Executive Policy Group (EPG).

- **Command Staff**– Includes Safety Officer, Public Information Officer, and Liaison Officer. Command Staff positions report directly to the EOC Manager.
- **General Staff** - The EOC General Staff includes four traditional ICS sections (Operations, Planning, Logistics, and Finance/Administration). Under each ICS section, operational responsibilities are divided into functional areas, as illustrated below in **Error! Reference source not found.**

•  
Figure 3. ICS Functional Areas

Crosswalk: Incident Command System (ICS)/Emergency Support Function (ESF)  
Federal, State, and some large local government jurisdiction utilize the Emergency Support Function (ESF) construct to organize their Emergency Operations Centers. The ESF concept of operations is labor intensive and may not support multiple operational periods due to a lack of bench depth and trained/cross trained personnel. Prior to the ICS transition, Bedford County EOC operations were comprised of 17 separate ESFs that did not conform to the Commonwealth of Virginia Emergency Operations Plan (COVEOP). On the following page a crosswalk aligns the appropriate ICS Functional Groups to the ESFs identified in the COVEOP. The transition allows Bedford County to easily activate ICS functions based on the size, scope, and severity of the incident.

### ICS FUNCTIONAL CROSSWALK

FINANCE/ADMIN SECTION	
<b>FUNCTIONAL AREA(S)</b>	<ul style="list-style-type: none"> <li>• Procurement Unit</li> <li>• Budget and Time Unit</li> <li>• Claims Unit (Worker’s Compensation and Liability)</li> </ul>
<b>ESF(s)</b>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
LOGISTICS SECTION	
<b>FUNCTIONAL AREA(S)</b>	<ul style="list-style-type: none"> <li>• Personnel Services Group</li> <li>• Communications/Information Services Group</li> <li>• Supply Unit</li> <li>• Ground Support Unit</li> </ul>
<b>ESF(s)</b>	<ul style="list-style-type: none"> <li>• ESF 1 - Transportation</li> <li>• ESF 7 - Resource Support</li> </ul>
OPERATIONS SECTION	
<b>FUNCTIONAL AREA(S)</b>	<ul style="list-style-type: none"> <li>• Public Safety (Firefighting, Law Enforcement, Security, Search and Rescue, Emergency Transportation)</li> <li>• Public Health and Medical Services Group</li> <li>• Sheltering and Mass Care</li> <li>• Donations Management Unit</li> <li>• Volunteer/Reception Management Unit</li> </ul>
<b>ESF(s)</b>	<ul style="list-style-type: none"> <li>• ESF 2 - Communication</li> <li>• ESF 3 - Public Works</li> <li>• ESF 4 - Fire Fighting</li> <li>• ESF 5 - Emergency Management</li> <li>• ESF 6 - Mass Care and Human Services</li> <li>• ESF 8 - Health and Medical Services</li> <li>• ESF 9 - Search and Rescue</li> <li>• ESF 10 - Oil and Hazardous Materials</li> <li>• ESF 11 - Agriculture</li> <li>• ESF 12 - Energy</li> <li>• ESF 13 - Law Enforcement, Public Safety and Security</li> <li>• ESF 16 - Military Affairs</li> <li>• ESF 17 - Volunteer and Donations Management</li> </ul>
PLANNING SECTION	
<b>FUNCTIONAL AREA(S)</b>	<ul style="list-style-type: none"> <li>• Resources Unit</li> <li>• Documentation and Situation Unit</li> <li>• Resources Unit</li> </ul>
<b>ESF(s)</b>	<ul style="list-style-type: none"> <li>• ESF 14 - Community Recovery</li> <li>• ESF 15 - External Affairs</li> </ul>

Table 6. ICS to ESF Crosswalk

## ROLES AND RESPONSIBILITIES

The EOC Manager role will be filled by the Deputy EMC. The EMC will likely serve as IC/Unified Command.

<b>Command Staff</b>		
Command Staff includes the positions which report directly to the Incident Commander/EOC Manager.		
<b>Command Staff</b>	EOC Manager	The EOC Manager has overall authority, knows agency policy and is responsible for conducting incident operations. May assign technical specialists as additional command advisors, depending on the nature, scope, complexity, and location(s) of the incident(s), or according to specific needs.
	Liaison Officer (LNO)	Serves as the point of contact for representatives of governmental agencies, jurisdictions, NGOs, and private sector organizations that are not included in the Unified Command. These representatives provide input on their agency, organization, or jurisdiction's policies, resource availability, and other incident-related matters.
	Safety Officer	Monitors incident operations and advises the Incident Commander or Unified Command on all matters relating to operational safety, including the health and safety of incident personnel.
	Public Information Officer (PIO)	Responsible for interfacing with incident personnel, the public and media and/or with other agencies/organizations with incident-related information needs. Gathers, verifies, coordinates, and disseminates accessible, meaningful, and timely information on the incident for both internal and external audiences. The PIO monitors the media and other sources of public information to collect relevant information and transmits this information to the appropriate components of the incident management organization. In incidents that involve PIOs from different agencies, the Incident Commander or Unified Command designates one as the lead PIO.



<b>Finance/Administration Section</b>	<b>Finance/Administration Section</b>	
	When the incident management activities involve on-scene or incident-specific finance and administrative support services, this section will be created and staff will be responsible for recording personnel time, negotiating leases and maintaining vendor contracts, administering claims, and tracking and analyzing incident costs. Staff closely coordinates with the Planning and Logistics Sections to reconcile operational records with financial documents.	
	Finance/Administration Section Chief	Manages all financial aspects of an incident. Not all incidents will require a Finance/Administration Section.
	Budget/Time Unit	Ensure the daily recording of incident personnel and equipment time is accurate and in accordance with the policies of the relevant agencies. Provides all incident cost analysis, tracks costs, analyzes cost data, makes estimates, and recommends cost-saving measures.
	Claims Unit	Administer all financial matters pertaining to leases, fiscal agreements and vendor contracts. Oversees the completion of all forms required by workers' compensation and local agencies
<b>Logistics Section</b>		
Personnel provide services and support for effective and efficient incident management, including ordering resources and needed services to support achievement of the incident objectives, resources can include personnel, equipment (maintenance and fuel), teams, supplies, and facilities, security (of the incident command (IC) facilities and personnel), transportation, food services, communications and IT support, and medical services for incident personnel.		
<b>Logistics Section</b>	Logistics Section Chief	Provides all incident support needs including facilities, transportation, communications, supplies, equipment maintenance and fueling, food and medical services for incident personnel, and all off-incident resources.
	Communications/IS Unit	Develops plans for the use of incident communications equipment and facilities; installing and testing of communications equipment; and the distribution and maintenance of communications equipment.

	Personnel Services Unit	The Personnel Services Unit manages and coordinates all Human Resource functions during an EOC activation.
	Ground Support Unit	Staff primarily responsible for the maintenance, service, and fueling of all mobile equipment and vehicles, with the exception of aviation resources. The Unit also has responsibility for the ground transportation of personnel, supplies and equipment, and the development of the Incident Traffic Plan.
	Supply Unit	Responsible for ordering, receiving, processing and storing all incident-related resources (equipment and supplies). Maintaining an inventory of supplies; and servicing nonexpendable supplies and equipment. All off-incident resources will be ordered through the Supply Unit, including tactical and support resources (including personnel). All expendable and non-expendable support supplies.
<b>Planning Section</b>		
Helps ensure responders have accurate information and provides resources such as maps and floor plans. Supports the incident action planning process by tracking resources, collecting/analyzing information, and maintaining documentation.		
<b>Planning Section</b>	Planning Section Chief	Manages staff to collect, evaluate, processes, and disseminates information for use at the incident. When activated, the Section is managed by the Planning Section Chief who is a member of the General Staff. There are four units within the Planning Section that can be activated as necessary: Resources Unit, Situation Unit, Documentation Unit, Demobilization Unit.
	Resources Unit	Provides logistical support and maintains the status of all assigned resources (primary and support) at an incident.
	Recovery/Planning Unit	Staff organizes structures for key functional areas of assistance outlined in the National Disaster Recovery Framework that group capabilities of various government and private sector partner organizations to promote

		effective recovery from disasters before and after disasters strike.
	Situation/Intelligence Unit	Maintains accurate, up-to-date incident files; collects, processes, and organizes situation information; prepares Situation Reports (SitReps); and develops projections and forecasts related to the incident. Ensures that intelligence is gathered, analyzed, and disseminated appropriately.

<b>Operations Section</b>		
*First to be established* personnel plan and perform tactical activities to achieve the incident objectives established by the Incident Commander or Unified Command. Objectives typically focus on saving lives, reducing the immediate hazard, protecting property and the environment, establishing situational control, and restoring normal operations.		
<b>Operations Section</b>	Operations Section Chief	Interact with next lower level of Section (Branch, Division/Group or Sector) to develop the operations portion of the Incident Action Plan. Request resources needed to implement the Operation's tactics as a part of the Incident Action Plan development (ICS 215).
	Law Enforcement Unit	Staff consider law enforcement capabilities in the mission to prepare for, protect against, respond to, recover from and mitigate all hazards. Set policy, programs and operations affecting or impacting the law enforcement community. Enhance communication and coordination between national security agencies and law enforcement professionals by enabling synchronization of internal and external initiatives that involve law enforcement and security activities through partnership, intelligence, information-sharing, analysis and decision-making support.
	Fire Services Group	Staff support and strengthens fire and emergency medical services and stakeholders to prepare for, prevent, mitigate and respond to all hazards. Through data collection, public education, research and training efforts, the U.S. Fire Administration has helped to reduce fire

	deaths and make our communities and residents safer.
Emergency Medical Services (EMS) Group	Staff support and strengthens emergency medical services and stakeholders to prepare for, prevent, mitigate and respond to all emergency calls for service.
Public Health and Medical Services Group	Staff will develop an Incident Medical Plan (to be included in the Incident Action Plan); develop procedures for managing major medical emergencies; provide medical aid; and assist the Finance/Administration Section with processing injury-related claims.
Sheltering and Mass Care Group	Staff will utilize plans to setup and operate Evacuation Centers local facilities as needed to house and feed displaced residents and certain household pets during extreme emergencies. Acquire and provide resources necessary to support mass care services.
Volunteer/Donations Management Unit	<p>Identify how to effectively manage the surge of unsolicited goods. Gather information from organizations, agencies, volunteers, media, and others for donations intelligence purposes. Facilitate the matching of unaffiliated volunteers with appropriate organizations or agencies during program implementation. List the planning considerations for cash donations. Incorporate technology needed to successfully manage data and information on unaffiliated volunteers and unsolicited goods.</p> <p>Develops the Volunteer Management Plan and coordinates with Donations Management to ensure coverage is provided for volunteer services. Creates activation and deployment schedules for disaster volunteers and maintains and updates volunteer roster. Leverages the expertise of local community partners for volunteer initiatives.</p>
Public Works Group	The Public Works function is handled by the Public Works Department and its staff. They will be assisted by, and work in

		<p>conjunction with, a variety of other Bedford County departments and state agencies, private utility companies, contractors, heavy equipment operators, and waste management firms to fulfill their mission. The County is served by the following utilities:</p> <ul style="list-style-type: none"> <li>• Electric: Southside, A.E.P., City of Bedford</li> <li>• Telephone: Verizon</li> <li>• Gas: Commonwealth Gas</li> </ul>
	<p>Agricultural and Natural Resources Group</p>	<p>Agriculture and Natural Resources organizes and coordinates Federal support for the protection of the Nation’s agricultural and natural and cultural resources during national emergencies. Works during actual and potential incidents to provide nutrition assistance; respond to animal and agricultural health issues; provide technical expertise, coordination and support of animal and agricultural emergency management; ensure the safety and defense of the Nation’s supply of meat, poultry, and processed egg products; and ensure the protection of natural and cultural resources and historic properties.</p>

Table 7. Roles and Responsibilities

## INCIDENT AND RESOURCE MANAGEMENT

### WEBEOC

Bedford County Emergency Management utilizes an internet-enabled incident and event management system called WebEOC. The system complies with the provisions for the National Incident Management System (NIMS) and supports the Incident Command System (ICS).

With access to the Internet, personnel with prior authorization can view and enter incident information in WebEOC status boards. Bedford County personnel have been granted password protected access to WebEOC and will use this system for entering and tracking incident information, making resource requests, reporting damages, etc. to the Bedford County EOC. Traditional methods of communication and documentation (such as ICS 214 forms) will be utilized as back-up if WebEOC is inoperable.

## RESOURCE MANAGEMENT

All Bedford County departments are encouraged to inventory and document their critical resources and address any shortfalls prior to an incident. If response operations deplete county resources, requests for resources are to be made to the State through WebEOC.

## STATUS REPORTS

Incident situational awareness is maintained through a variety of different methods to include Incident Action Plans (IAPs), Situation Reports (SitReps), and briefings. Status reporting outside of IAPs, SitReps, and briefings should be conducted through WebEOC, using the Significant Events Board. The Bedford County EOC will advise as to when Significant Events should be reported. Normally, this would be when the EOC is first activated and at the end of each day or shift change. Significant Events will be submitted using WebEOC.

## INCIDENT ACTION PLANS (IAPs)

An oral or written plan that contains general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods. Incident Action Plans (IAPs) will be developed by the EOC each operational period in preparation for the following operational period. For additional guidance regarding IAP development, see the **Annex C Response**.

## ALERTS AND NOTIFICATIONS

Emergency warnings will come in through the Emergency Communications 911 Dispatch Center, email, text message, or telephone call. Emergency protective actions will be distributed to the Public through the Emergency Alerts System (EAS).

## COMMUNICATIONS

EOC communications systems include standard telephone lines, cellular phones, pagers, satellite communications, 800 MHz radio system, conference calls, email, fax, incident management system software (WebEOC), desktop and laptop computers.

The primary means of communication between Bedford County and the State EOC will be via WebEOC and telephone. Secondary (back-up) communications will be conducted via 800 MHz radio, e-mail and/or cellular telephone to include text messaging.

## CRIME VICTIMS

"In the event of an emergency when there are crime victims involved as defined by §19.2-11.01 of the Code of Virginia Goochland County will contact the Virginia Department of Virginia Criminal Justice Services(DCJS) and the Virginia Criminal

Injuries Contact Fund(VCICF) to deploy. Both entities will serve as the lead for coordinating services and assistance to the victims.”

**Department of Criminal Justice Services**

Julia Fuller-Wilson, Violence Against Women Program Administrator and State  
Crisis Response Coordinator

Victims Services, Division of Programs and Services

Virginia Department of Criminal Justice Services

1100 Bank Street, Richmond, VA 23219

(804) 371-0386 F: (804) 786-3414

Crisis Response Emergency Cell: (804) 840-4276

[julia.fuller-wilson@dcjs.virginia.gov](mailto:julia.fuller-wilson@dcjs.virginia.gov)

## Virginia Victim Fund (VVF)/Criminal Injury Compensation Fund

Cathy Day

(804) 774-4137

After Hours Cell: (804) 840-4802

[Cathy.Day@virginiavictimsfund.org](mailto:Cathy.Day@virginiavictimsfund.org)

“The Plan shall include, but not be limited to, responsibilities of all local agencies and shall establish a chain of command, and a provision that the Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund shall be contacted immediately to deploy assistance in the event of an emergency as defined in the emergency response plan when there are victims as defined in § 19.2-11.01. The Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund shall be the lead coordinating agencies for those individuals determined to be victims, and the plan shall also contain current contact information for both agencies.”

## EOC DEACTIVATION

As Bedford County’s emergency response operations are completed or recovery operations no longer require intensive coordination, the EOC Manager in coordination with the EPG may consider deactivation of the County EOC. Deactivation of the Bedford County EOC is further discussed in **Annex C: Response**.

This decision will take into account the following considerations:

- The need for continuing coordination of Bedford County responsibilities and decision-making as response operations are completed and Bedford County transitions to disaster recovery operations;
- The continued operation of Bedford County Command Posts or continued field activities;
- The continued activation of the Bedford County EOC and/or EOCs of adjacent municipalities, as well as the potential needs for Bedford County support to operations outside of the Jurisdiction; and,
- The capabilities of County departments to effectively conduct remaining operations from their normal offices or other places of operations.

Upon a decision to deactivate the EOC, the EOC Manager will ensure that all documentation regarding operations directed from the EOC, or expenditures made, have been completed accurately and received by the appropriate entity. Following receipt of this information, the EOC will be deactivated. Upon deactivation, the EOC Manager will be responsible for promptly completing the following:

- Notifying Bedford County Director of Emergency Services or their designee, along with VDEM of the deactivation;
- Notifying all County departments and members of the EPG of the deactivation;
- Notifying any other organizations or agencies conducting operations within Bedford County of the deactivation;



- Ensuring that all documentation regarding response operations by Bedford County is complete and accurate;
- Issuing public information and/or a media release explaining deactivation of the EOC; and,
- Defining the disaster recovery facilities that will be activated and the Recovery operations that will be implemented.

# PLAN MAINTENANCE, TRAINING, AND TESTING

## PLAN MAINTENANCE AND UPDATES

Bedford County Emergency Management is responsible for the overall development and maintenance of the EOP. The Coordinator of Emergency Services or their designee, will ensure the EOP is reviewed and updated by each department. It should be updated with minor changes based on lessons learned following a real-world incident or exercise, or after a known threat passes without incident. At a minimum the EOP will be readopted every four (4) years by the Emergency Policy Group (EPG).

The EOP should be updated and tested annually for the purpose of correcting deficiencies identified through actual emergency response operations, drills, exercises, and through changes in Bedford County organizational structure, technological changes, etc. Plan changes requests will be documented on **Attachment 4 Plan Change Form** and submitted appropriately for review. Approved and incorporated updates will be documented in the **Record of Changes** at the beginning of this document.

## CORRECTIVE ACTIONS

After-Action Reports (AARs) are essential for identifying issues that impeded operations or innovative approaches that were introduced during the response and recovery that may be applicable to future incidents. In order for issues to be addressed, these issues need to be identified and documented. The Bedford County Coordinator of Emergency Services or their designee will coordinate AARs, and provide documentation, dissemination, and tracking of findings and corrective actions. Through a collaborative and objective process with the EPT, develop a corrective action plan and established for further incident/event response, mitigation, strategies/actions, and corrective action plans. Corrective actions will be taken directly from the AAR process and associated documents.

Bedford County Emergency Services will maintain a training and exercise schedule and assure that the appropriate resources are available to complete these activities. Following each exercise or actual event, a hot wash and AAR will take place. Strengths and areas for improvement will be incorporated into the updated EOP.

## TRAINING

Trained and knowledgeable personnel are essential for the prompt and proper execution of the EOP. Bedford County Emergency Services will ensure all EPG, EPT, and other departmental support personnel have a thorough understanding of their assigned responsibilities in a disaster or emergency situation, as well as how their role and responsibilities interface with the other response components of the

EOP. Bedford County Emergency Services will provide personnel with the necessary training to execute those responsibilities in an effective and responsible manner. The Training is identified in greater detail in **Annex B Preparedness**.

## TESTING

Bedford County Emergency Services will develop, plan, and should conduct an exercise at least annually. These exercises will be designed to not only test the EOP and other support plans, but to aid in training all appropriate personnel and to improve the overall emergency management organization and capability of Bedford County. Exercise information is detailed in **Annex B Preparedness**.

## ATTACHMENT 1: STAFFING CONTINGENCY

### ORDER OF SUCCESSION

This EOP provides for continuity of leadership in the event that authorized individuals are unable to carry out their responsibilities. Bedford County has provided a line of succession for Emergency Management in the event of a major emergency.

Should the Coordinator of Emergency Services be unavailable or unable to serve, the positions identified below in order, shall act as the Bedford County Emergency Manager, with all the powers and authorities of the Coordinator of Emergency Services. Alternates shall only be empowered to exercise the powers and authorities of the Emergency Manager, if Emergency Manager and the alternates identified previously in the successive order are absent or otherwise unable to serve. The individual who serves as acting Emergency Manager shall have all the powers and authority of the Emergency Manager and will serve until the Coordinator of Emergency Services is again able to serve or a successor is appointed by the Bedford County Administrator.

Order of Succession	Title
1	Coordinator of Emergency Services
2	Deputy Coordinator of Emergency Services

### EMERGENCY WORK POLICY

During emergency operations, Bedford County employee schedules will be determined by the appropriate Department Director or designee. This scheduling may continue for an extended period of time. Shifts will be implemented to allow employees time to secure and/or arrange for necessary cleanup and repairs to their homes.

Any Bedford County employee can be designated as Emergency Critical Personnel for emergency operations dependent on the nature of the emergency. Bedford County Department Leadership is responsible for designating each of their employees as emergency critical personnel. This means:

- **Essential Employees (EEs):** Employees must be immediately available to their department before, during, and after the disaster related event, tropical storm or hurricane. These employees will be those with specific emergency or disaster-related knowledge or specialized skills. Some examples include fire, police, public works, EOC staff and call center operators.

Upon declaration of an emergency, the County Administrator will make personnel policy decisions concerning facility closures, essential personnel, hours of work, work assignments, and other matters. All provisions of the County's *Employee Handbook*, latest edition, may be suspended by the County Administrator, except for those sections concerning safety and wages. The Bedford County Human Resources Department will distribute these policies in writing to Bedford County Departments. These policies will be updated and amended as appropriate to the emergency

# ATTACHMENT 2: RESOLUTION FOR THE DECLARATION OF A LOCAL EMERGENCY

AT A SPECIAL MEETING OF THE BOARD OF SUPERVISORS OF BEDFORD COUNTY, VIRGINIA, HELD AT \_\_\_\_\_, ON \_\_\_\_\_, \_\_\_\_\_, 2\_\_\_\_.

RESOLUTION \_\_\_\_\_ - \_\_\_\_\_ DECLARING A LOCAL EMERGENCY TO EXIST IN BEDFORD COUNTY, VIRGINIA

WHEREAS, the Board of Supervisors of Bedford County, Virginia, does hereby find as follows:

1. That due to the occurrence of \_\_\_\_\_, Bedford County is facing a condition of extreme peril to the lives, safety \_\_\_\_\_ and property of the residents of Bedford County;

2. That as a result of this extreme peril, the proclamation of the existence of an \_\_\_\_\_ emergency is necessary to permit the full powers of government to deal \_\_\_\_\_ effectively with this condition of peril.

NOW, THEREFORE, BE IT HEREBY PROCLAIMED by the Board of Supervisors of Bedford County, Virginia, that a local emergency now exists throughout Bedford County; and

IT IS FURTHER PROCLAIMED AND ORDERED that during the existence of this emergency the powers, functions, and duties of the Director of Emergency Services and the Emergency Services organization and functions of Bedford County shall be those prescribed by the laws of the Commonwealth of Virginia and the ordinances, resolutions, and approved plans of Bedford County in order to mitigate the effects of said emergency.

In order to carry out the effect of this resolution, a sum of money, not to exceed \$\_\_\_\_\_, is hereby appropriated from the county's unappropriated fund balance (from the Board's Special Account fund) to cover the reasonable operational costs of emergency services pending further report to this Board and such additional appropriations as shall be deemed necessary to cover the expected scope of this emergency.

Dated: \_\_\_\_\_  
County, VA

Board of Supervisors, Bedford

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Attest: \_\_\_\_\_  
Clerk, Board of Supervisors  
Bedford County Commonwealth of Virginia

## ATTACHMENT 3: RADIOLOGICAL PROTECTION ANNEX

### MISSION

In the event of a peacetime radiological incident, the mission is to (1) detect, record, and report radiation intensity, (2) to provide for the exposure control of emergency workers, (3) to provide and implement protective action guidance to the public through the local EOC, and (4) to provide for decontamination as required.

### ORGANIZATION

Bedford County will designate a Radiological Officer to develop and maintain a response capability. The Radiological Officer must organize and train a radiological response team, secure and maintain the necessary equipment and supplies, and develop contamination control procedures. Responsibility for radiological monitoring will belong to the State's Regional Hazardous Materials Team in Roanoke, Virginia.

The State Department of Emergency Management Radiological Officer and the State Department of Health, Bureau of Radiological Health will provide technical advice and assistance as required, either in the development of a program or a response to an accident/incident.

### CONCEPT OF OPERATIONS

In the case of a radiological event/emergency not located within the County but which could potentially impact the County or its citizens, the designated representative of Bedford County Fire and Rescue will assume command at the EOC. The Radiological Officer and radiological monitors will implement radiological monitoring, exposure control and contamination control procedures and also provide other assistance as required.

All accidents/incidents involving radioactive materials should be reported to the Radiological Officer, State Department of Emergency Management (804-674-2400) and to the State Department of Health, Bureau of Radiological Health (804-786-5932). Again, these agencies will provide technical advice and assistance with monitoring and exposure control as required.

With a radiological accident/incident, the legal duty for reporting, containment, and cleanup rests with the party responsible for the material prior to the incident. If the manufacturer, shipper, or other responsible party is unable to respond, neglects to take the proper steps, or lacks the capability to act, then local government, within its capability, must act to prevent or minimize injuries and property damage.

Local government has the primary responsibility for protecting the public. Depending upon the magnitude or severity of the situation, local government will



take steps necessary to provide public warnings, initiate protective actions, and isolate the general area affected.

The Radiological Officer, State Department of Emergency Management provides assistance in the development of a local radiological response capability. The following radiation exposure control measures should be considered and implemented as required in the event of an accident/incident.

12. Control access to and egress from the area affected.
13. Monitor evacuees and emergency workers for radiation contamination/exposure and decontaminate as required.
14. Provide continuous monitoring of essential workers operating in effected areas and limit their total dose levels as low as reasonably possible.
15. Contain the radiation hazard. Ensure water supplies and agricultural products are not contaminated.
16. Remove and dispose of radioactive materials, or debris in accordance with procedures established by the State Department of Health, Bureau of Radiological Health.

## **EMERGENCY MANAGEMENT ACTIONS: RADIOLOGICAL PROTECTION**

### **1. Normal Operations**

- Designate a Radiological Officer
- Develop and maintain a local capability for a radiological emergency response.
- Designate and provide training for radiological monitors
- Maintain equipment and supplies
- Develop plans and procedures to efficiently and effectively respond to a radiological emergency

### **2. Emergency Operations**

- Response Phase assess the situation.
- Take preventative protective actions as necessary or required.
- Alert the designated representative of the Fire Department to assume Incident Command (IC) on-site or at the EOC.
- The Radiological Officer will provide technical advice as needed or required.
- Isolate and secure the affected area. Implement contamination control procedures as required.
- Records must be maintained for all persons determined to be contaminated or exposed.
- Establish and maintain communication between the Local EOC and the on-site Incident Commander.

- Report to Virginia Department of Health (VDH), Bureau of Radiological Health and to the State EOC.
- Requests technical analysis and recommended protective actions.
- If the accident/incident involves a transportation accident, establish and maintain contact with the trucking company or shipper involved.
- Consider response to protect the public. Estimate potential harm without intervention.
- For large-scale radiological incidents, the Virginia EOC will provide protective actions recommendations.
- Implement protective action as appropriate. Consider evacuation.
- Maintain records of accumulated exposure to evacuees and essential workers.
- Do not exceed protective action guides.
- Provide periodic status reports to the State EOC.
- Declare the area safe for re-entry after danger is passed.

### **3. Recovery**

- Take appropriate recovery action as required utilizing applicable vendors, pre-event and new contracts, MOUs/MOAs, etc.
- Provide public information (i.e., protective measures education and awareness) to the Whole Community.

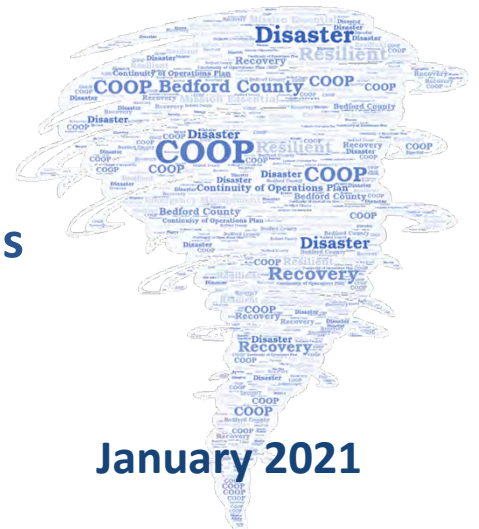
# ATTACHMENT 4: PROPOSED CHANGE FORM

**Instructions:** This form is used to a change to the Emergency Operations Plan. Please email the completed form with the top portion completed to Bedford County Emergency Services.

<b>EMERGENCY OPERATIONS PLAN CHANGE FORM</b>		Date:
Name:		Department:
Phone:		Email:
<b>CHANGE REQUESTED</b>		
Plan Page(s)	Reason for Change:	
	Proposed Change Language:	
<b>BEDFORD COUNTY EMERGENCY SERVICES USE</b>		
Reviewed by:		Change Approved? Yes <input type="checkbox"/> No <input type="checkbox"/>
Approved Change Language:		
<input type="checkbox"/> Recorded in Record of Changes      Date: <input type="checkbox"/> Updated Plan Sent to Plan Holders		



**County of Bedford  
Continuity of Operations  
Master Plan**



**January 2021**

This Page Intentionally Left Blank

## PROMULGATION STATEMENT

Bedford County must ensure its operations are performed efficiently with minimal disruption, especially during an emergency. This document provides planning and program guidance for implementing the Bedford County's Continuity Plan (COOP) and programs to ensure the organization is capable of conducting its essential missions and functions under all threats and conditions.

Key Bedford County personnel who are relocated under this plan are collectively known as the Emergency Relocation Group (ERG). Upon plan activation, these members will deploy to their designated COOP site. Upon arrival, designated COOP personnel will establish an operational capability and perform essential functions within 24 hours from the time of the activation of the Continuity Plan for up to a 30-day period or until normal operations can be resumed.

Protecting the safety and security of Bedford County is a responsibility we, the undersigned, take very seriously. We are committed to joining and collaborating with staff, residents, and visitors in our efforts to meet that shared responsibility.

### Implementation

This plan is developed in accordance with guidance in the National Continuity Policy Implementation Plan; Continuity Guidance Circular 1 (CGC 1), Continuity Guidance for Non-Federal Governments (States, Territories, Tribes, and Local Government Jurisdictions), dated July 2013; Continuity Guidance Circular 2 (CGC 2), Continuity Guidance for Non-Federal Governments, dated October 2013.

### Approval and Promulgation

This COOP is hereby approved and is effective immediately. This document will be maintained, reviewed, and updated as defined within this document. Authority is delegated from the Director of Emergency Services (elected official) to the Bedford County Coordinator of Emergency Services, or their designee to maintain this plan as necessary, to address operational or organizational changes, comply with policy, or address mandates from the State of Virginia or Federal government. All Bedford County Departments are hereby directed to follow this plan, its supporting plans, annexes, policies, and procedures.

Approved: \_\_\_\_\_ Date

\_\_\_\_\_  
Robert Hiss  
County Administrator, Bedford County Administration

Approved: \_\_\_\_\_ Date

\_\_\_\_\_  
Jack Jones  
Chief/Coordinator of Emergency Services, Bedford County Department of Fire & Rescue







## COOP Roles Defined

The table below defines the Bedford County's COOP roles and responsibilities.

<p><b>COOP Management Team</b></p>	<p>The COOP Management Team includes the following personnel:</p> <ul style="list-style-type: none"> <li>• Bedford County Administrator;</li> <li>• Bedford County Director of Emergency Services</li> <li>• Emergency Management Coordinator; and</li> <li>• Department Directors.</li> </ul>
<p><b>COOP Coordinators</b></p>	<p>Assigned departmental personnel responsible for maintaining departmental COOP annexes and coordinating departmental COOP procedures.</p>
<p><b>Emergency Relocation Group (ERG)</b></p>	<p>The ERG is comprised of COOP Personnel that are tasked with the initial deployment to the Emergency Relocation Site (ERS). These individuals ensure the ERS is setup (i.e., Infrastructure, Systems, Equipment, Resources, etc.) for the resumption of the Bedford County's essential functions and services.</p>
<p><b>Emergency Relocation Site (ERS)</b></p>	<p>The department specific, pre-identified emergency relocation site for the resumption of Bedford County's essential functions and services.</p>
<p><b>Mission Essential Personnel</b></p>	<p>Personnel that are deemed to be mission essential due to the knowledge they possess and the tasks they are assigned.</p>
<p><b>Reconstitution Team</b></p>	<p>The Reconstitution Team is made up of members from the ERG. They are tasked with ensuring that Bedford County's ERSs are capable of normal operations, making recommendations to remain at the ERS, or finding a different (more permanent) ERS location.</p>

# TABLE OF CONTENTS

- Promulgation Statement .....3**
- Implementation.....3
- Approval and Promulgation.....4
- Record of Changes .....5
- Record of Distribution.....5
- COOP Roles Defined.....7
- Table of Contents .....8**
- Introduction.....10**
- Executive Summary .....10
- Purpose.....11
- Scope .....11
- Situation .....11
- Planning Assumptions.....13
- Authority and Reference .....13
- Concept of Operations .....14**
- Phase I: Resilience and Preparedness .....15
- Organization Resilience and Preparedness .....15
- Staff Readiness and Preparedness.....15
- Phase II: Activation and Relocation .....15
- Decision Process.....15
- Disruption Matrix .....17
- Alert and Notification Procedures .....19
- Relocation Process.....20
- Phase III: Continuity Operations .....25
- Phase IV: Reconstitution Operations .....28
- COOP Planning and Responsibilities .....30**
- Reconstitution.....33**
- Direction, Control, and Coordination.....34**
- Communications and IT Systems .....36**
- Training, Testing, and exercises .....44**
- Plan Development and Maintenance .....45**
- Appendices .....46**
- Appendix I: Departmental Leadership Notification Matrix .....46
- Appendix II: Essential Functions by Department .....49
- Appendix III: Orders of Succession by Mission Essential Function .....54
- Appendix IV: Departmental Emergency Relocation Sites (ERS) .....55
- On-Site Emergency Relocation Sites .....55

Off-Site Emergency Location Sites.....56  
**Attachment 1: Proposed Change To The Continuity of Operations Plan Form .....58**

# INTRODUCTION

## Executive Summary

Today's ever-changing threat environment, including the potential for attack from a foreign adversary or terrorist, and recent disasters including acts of nature, accidents, and technological emergencies, have underscored the need to plan for continuity of operations across all mission-essential departments.

Continuity of operations planning (COOP) refers to the internal efforts the County has taken to ensure that essential government services and functions continue to be provided in response to a broad spectrum of emergencies, disasters, or other operational interruptions. COOP is an ongoing process that is driven in part by growth and change in information systems, personnel, and mission-critical needs.

Operational interruptions may include:

- Routine business renovation or maintenance;
- Mechanical failure of heating, cooling, or other building systems;
- Fire, inclement weather, flooding, or other acts of nature;
- Major accidents (i.e., chemical spills);
- Major power loss interruptions;
- Public health epidemics; and
- A range of threatened or actual cyber and/or terrorist attacks.

All Emergency Operations Plans, including the County's Continuity Plans, are developed with a goal of ensuring alignment with the organization's mission, vision, and values.

It is Bedford County's policy to ensure the ability to perform essential functions and deliver essential services under all circumstances. To meet these objectives, the County has established this Continuity of Operations Plan (COOP), which sets forth a concept of operations, identifies essential functions, and outlines four potential phases of operation:

1. Readiness and Preparedness;
2. Activation;
3. Continuity Operations; and
4. Reconstitution.

This plan also identifies the roles and responsibilities of Bedford County Departments and organizations in support of COOP planning and implementation.

The COOP incorporates the following key elements associated with continuity of operations planning:

- Identification of essential County functions;
- Line of succession for Bedford County leadership;
- Delegations of authority to key officials identified in the lines of succession;
- Safeguarding of vital County records and databases; and
- Training, tests, and exercises.

## Purpose

The purpose of continuity planning is to ensure the continuity of the essential functions under all conditions. The current changing threat environment and recent emergencies, including acts of nature, accidents, technological emergencies, and military or terrorist attack-related incidents, have increased the need for viable continuity capabilities and plans that enable organizations to continue their essential functions in an all-hazards environment and across a wide range of emergencies.

## Scope

This Continuity Plan applies to functions, operations, and resources necessary to ensure the continuation of the County's essential functions in the event its normal operations at Bedford County departments are disrupted or threatened with disruption. This plan applies to all Bedford County personnel; therefore, all County employees should be familiar with continuity policies and procedures and their respective continuity roles and responsibilities.

This document ensures the Bedford County staff are capable of conducting their essential functions under all threats and conditions, with or without warning.

## Situation

Continuity planning is based on the worst-case assumption that organizations will not receive warning of an impending emergency. As a result, a risk assessment is essential to continuity planning. The County conducted an analysis and determined the top seven threats and hazards that may impact operations for Bedford County departments and within Bedford County as a whole. **Table 1** on the following page illustrates the threats and hazards, the likelihood of an occurrence (Highly Likely, Moderate, and Less Likely), and the potential severity of the impact (Catastrophic, Major, and Minor).

Hazard Type	Hazard Likelihood of Occurrence	Estimated Impact Severity
	(SEE BELOW)	LIMITED/MODERATE/MAJOR
Winter Weather	Highly Likely	Major
Hazardous Materials (HazMat)	Likely	Moderate
Wildland Fires	Likely	Major
Flooding	Likely	Moderate
Public Health Emergency	Likely	Major
Essential Resource Shortage	Less Likely	Moderate
Terrorism	Less Likely	Major

**Table 1: Bedford County Threats and Hazards**

In addition, relocation from Bedford County departments may be necessary due to fire, explosion, or loss of power or water services. Many Bedford County departments do have backup power capability (generator), which provides for continuing operations in the event of a power outage. A risk assessment to determine continuity facilities should include and addresses the following:

- Identification of all hazards;
- A vulnerability assessment to determine the effects of all hazards;
- A cost-benefit analysis of implementing risk mitigation, prevention, or control measures;
- Sufficient distance between each facility location or threatened area and other facilities or location that are potential sources of disruptions or threats;
- Sufficient levels of physical security required to protect against identified threats; and
- Sufficient levels of information security required to protect against identified cyber- threats.

## Planning Assumptions

This Continuity Plan is based on the following assumptions:

- An emergency condition may require the relocation of the Bedford County's Emergency Relocation Group (ERG) or COOP Management Team to a continuity facility (Emergency Relocation Site (ERS)).
- The alternate facilities will support the ERG and the continuation of essential functions by having available communications and information systems within 24 hours from the time the Continuity Plan is activated, for potentially up to a 30-day period or until normal operations can be resumed.
- Upon relocation to a continuity site (ERS), the Bedford County administrative functions that are unaffected and available will begin to support departmental continuity of operations as directed by the County Administrator or a successor. However, in the event that ERG deployment is not feasible due to the loss or absence of personnel, the County Administrator will assign available staff as deemed appropriate.

## Authority and Reference

The following authority and reference assisted in the development of this COOP Plan:

- Continuity Guidance Circular 1 (CGC 1)



## CONCEPT OF OPERATIONS

In the event that Bedford County Departments will not be available for an extended period, the Bedford County Administrator will ensure the continuation of essential functions by establishing a COOP Management Team at an appropriate facility, deploying essential personnel to alternate County facilities and/or having other essential personnel telework until an Emergency Relocation Site (ERS) is operational. The Bedford County Administrator will review several options for establishing an ERS to include, but not limited to:

- Use of other Bedford County-owned facilities;
- Leased office space within the County; and
- Use of other facilities that may be available.

The goal of this Plan is to establish a fully staffed ERS within 48-hours of activation of the COOP. The selection and establishment of the ERS will be managed by the COOP Management Team that will initially operate at the County EOC (an alternate safe site). In situations where evacuation of Bedford County Departments is required for only a short time (less than seven (7) days), the establishment of an alternate ERS may not be necessary. Essential functions will continue to be performed by essential employees working via telework or other Bedford County facilities. The County Administrator or their designee, will determine the need to establish an ERS based upon the specific circumstances of the incident.

In the event that an ERS is necessary, it will be established to support the full complement of essential personnel identified in **Appendix 1**, excluding essential employees who may relocate to other Bedford County facilities, as noted in the Appendix. The ERSs will include communication, information technology (IT) support, standard office supplies, materials and mail service. The ERSs will be selected and organized to sustain operations for up to 30 days.

Bedford County will organize COOP operations into four distinct phases:

1. Readiness and Preparedness;
2. Activation;
3. Continuity Operations; and
4. Reconstitution Operations.

## Phase I: Resilience and Preparedness

Bedford County will participate in readiness and preparedness activities to ensure personnel can continue essential functions in an all-hazard/threat environment. County resilience and preparedness activities are divided into two key areas:

- Organization resilience and preparedness
- Staff resilience and preparedness

### Organization Resilience and Preparedness

Preparedness incorporates hazard mitigation and warning programs, which includes the Emergency Alert System (EAS), National Weather Service alerts, Ready.gov, Bedford County website, and social media resources and participation in the County's mitigation planning efforts.

### Staff Readiness and Preparedness

Bedford County personnel will prepare for a continuity event and plan in advance for an emergency. The Coordinator of Emergency Services or their successor will conduct the following continuity readiness and preparedness activities:

- Schedule recurring COOP refresher training;
- Send an annual COOP review and update reminder; and,
- Request updated copies of Department-specific annexes.

## Phase II: Activation and Relocation

To ensure the ability to attain operational capability at continuity facilities and with minimal disruption to operations, the County will execute COOP activation as described in the following sections.

### Decision Process

The conditions under which the COOP might be activated include the actual or potential lack of access to Bedford County Departments (and its systems), from which most departments normally conduct business.

#### **0-24 hours**

- If there is warning of an impending incident, review departmental COOPs for emergency actions.
- If there is no warning, assess the need for relocation. If relocation is required, begin to implement COOP procedures once it is safe to do so. If relocation is not necessary, return to normal operations.

**0-48 hours**

- If Bedford County Departments' functions have been relocated, continue event monitoring. If the Bedford County Department's location is safe to return to, reoccupy their primary location and return to normal operations. If Bedford County Department's location is not safe to return to, activate the COOP Plan, and implement essential services and functions at the ERS.
- While essential functions and services are continuing from the ERS location, a continuous assessment should be conducted.

**48-96 hours**

- Once Bedford County Departments are able to be reoccupied, implement reconstitution plans and return to normal operations.

## Disruption Matrix

Most COOP events endure cascading events that can affect Bedford County’s operations. The Disruption Matrix illustrated below in **Figure 1** provides general guidance and suggested actions for the County based upon possible interruptions and their corresponding timeframes. It is important to recognize that a COOP activation may be prompted depending on the size and severity of the interruption.

Interruption Timeframes	Water Outage	Power Outage	Gas Outage (Heat)	IT Systems/Network Outage (Building Specific)
First Hour	OPEN	OPEN	OPEN	OPEN
2 - 4 Hours	OPEN <sup>1</sup>	OPEN	OPEN <sup>1</sup>	OPEN
4 - 8 Hours	RELOCATE/CLOSE	RELOCATE/CLOSE	RELOCATE/CLOSE	OPEN <sup>2</sup>
8 - 12 Hours	RELOCATE/CLOSE	RELOCATE/CLOSE	RELOCATE/CLOSE	RELOCATE/CLOSE <sup>3</sup>
12 - 24 Hours	RELOCATE/CLOSE	RELOCATE/CLOSE	RELOCATE/CLOSE	RELOCATE/CLOSE <sup>3</sup>
24 - 48 Hours	RELOCATE/CLOSE	RELOCATE/CLOSE	RELOCATE/CLOSE	RELOCATE/CLOSE <sup>3</sup>
48 - 72 Hours	RELOCATE/CLOSE	RELOCATE/CLOSE	RELOCATE/CLOSE	RELOCATE/CLOSE <sup>3</sup>

1 = Seasonal Contingency (Too Cold/Too Hot)

2 = Time of Day Contingency (Close of Business Deadlines Impacted)

3 = Emergency Relocation Site Contingency

**Figure 1. Disruption Matrix**

This plan may be activated in situations such as:

- *Known threats and emergencies (with warning):* Some threats may afford advance warning that will permit the orderly alert, notification, and, if necessary, evacuation of employees. Examples include a transportation accident with the potential for a hazardous materials (HazMat) release, forecasted severe weather, or the threat of a terrorist act.
- *Unanticipated threats and emergencies during non-duty hours (no warning):* A fire, explosion, HazMat release, or loss of power or water may occur without warning when the majority of the staff is not at work. While operations from the normal place of business may not be possible, the majority of staff will not need to be evacuated and will be provided instructions on relocation or return to normal work location.
- *Unanticipated threats and emergencies during duty hours (no warning):* Incidents also may occur without warning during regular office hours. In this case, implementation of the COOP would be preceded by evacuating employees and visitors out of the building.

The decision to activate the Bedford County Continuity Plan and related actions will be tailored for the situation and based on projected or actual impact and whether or not there is a warning. To support the decision-making process regarding plan activation, key organization personnel will use the COOP Activation Decision Tree, illustrated in **Figure 2**, on the following page to support that process.

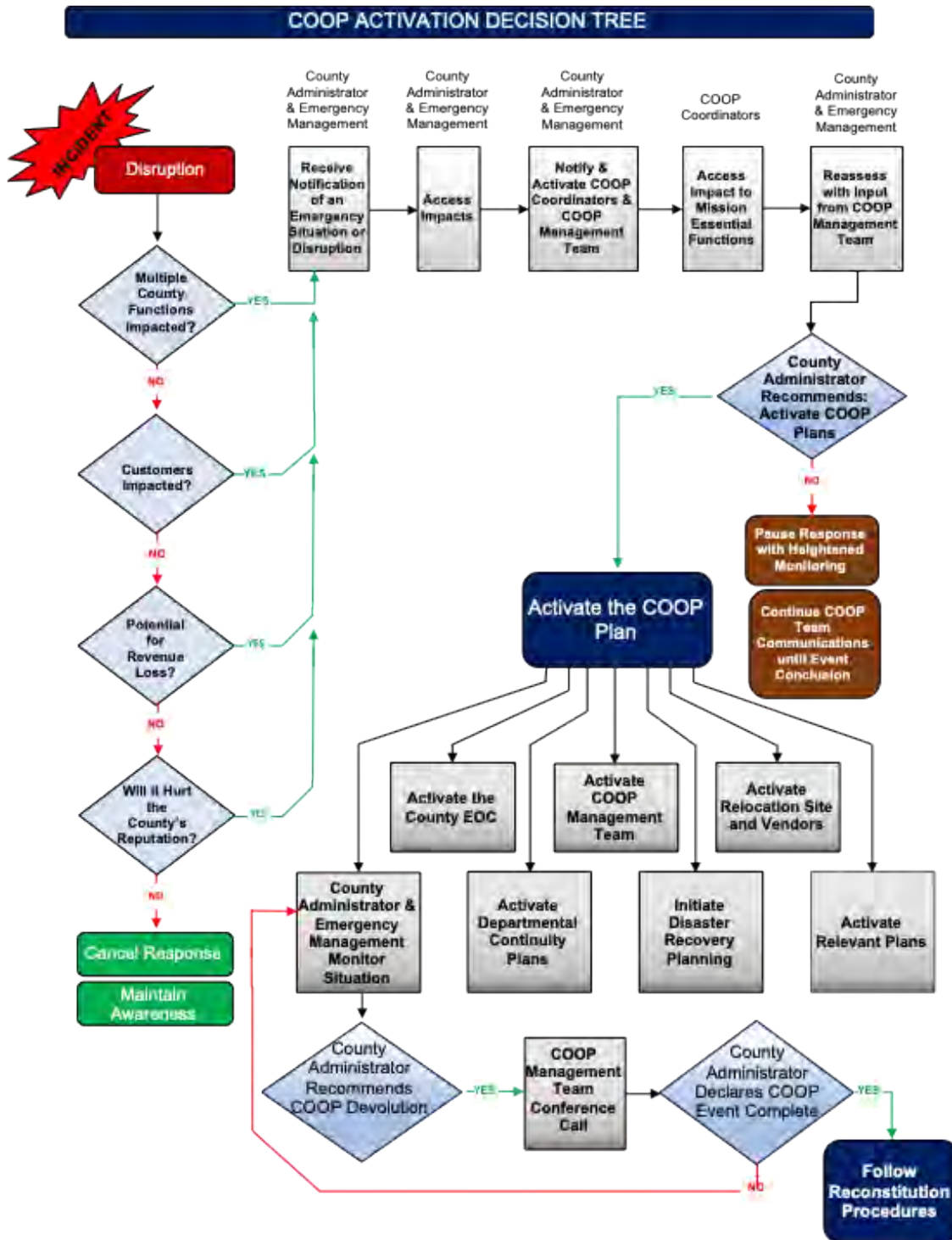


Figure 2. COOP Activation Decision Tree

As the decision-making authority, the Bedford County Administrator or their designee will be kept informed of the threat environment using all available means, including the County's Emergency Operations Center, Public Safety Communications Center (Dispatch), the Regional notification systems, local operations, and state and local reporting channels and news media. The Bedford County Administrator will evaluate all available information relating to:

1. Direction and guidance from higher authorities;
2. The health and safety of personnel;
3. The ability to execute essential functions;
4. Changes in threat advisories;
5. Intelligence reports;
6. The potential or actual effects on communications systems, information systems, office facilities, and other vital equipment; and
7. The expected duration of the emergency situation.

### Alert and Notification Procedures

The County maintains plans and procedures for communicating and coordinating activities with personnel before, during, and after a continuity event.

Before an event, personnel in Bedford County will monitor advisory information, including the Emergency Alert System. In the event normal operations are interrupted or an incident appears to be imminent, the County will take the following steps to communicate the organization's operating status with all staff:

1. The Bedford County Administrator or their designee will make the determination to activate this plan.
2. The Bedford County Administrator or their designee will communicate the decision to implement this plan.
3. Each Department Director is responsible for maintaining an internal notification process to ensure timely notification of their employees.
4. The Public Information Officer or their designee will inform the public of the County's current operational status and provide updates as applicable.
5. As appropriate, information will be provided to employees through announcements on local radio and television, social media, fixed LED signboards, email, telephone, Emergency Alert System, and the County's website.

Upon the decision to activate the Continuity Plan, a notification will be sent to Bedford County employees through telephone/cellular phone calls, text messages, and emails. These platforms will be utilized to notify all Bedford County personnel with information regarding continuity activation status, operational and communications status, office closures, work schedules, anticipated duration of relocation, etc.

Additional information pertaining to Bedford County alerts and notifications can be located on County webpage banners, email notifications, and social media postings.

**Relocation Process**

Upon the decision to implement the Continuity Plan, the County Administrator(or designee), Department Directors or their designee, and the Coordinator of Emergency Services or their designee, will report to the EOC to serve as the COOP Management Team, illustrated below in **Table 2** for overseeing the relocation of operations from Bedford County departments to an ERS as necessary. Once the Continuity Plan is activated and personnel are notified, the COOP Management Team will relocate with departmental mission essential personnel to the ERS location.

Department	COOP Team Positions	Member	COOP Function Description
<b>Commissioner of Revenue</b>	COOP Team Coordinator	Commissioner of Revenue	Manages and coordinates all departmental COOP functions.
<b>Commissioner of Revenue</b>	Asst. COOP Team Coordinator	Chief Deputy	Ensures the functions of the office are being sustained.
<b>Commissioner of Revenue</b>	Team Member	Deputy	Works with taxpayers to administer help when needed. Processes all information for assessments for tax books.
<b>Commissioner of Revenue</b>	Team Member	Deputy	Works with taxpayers to administer help when needed. Processes all information for assessments for tax books.
<b>Community Development</b>	COOP Team Coordinator	Director	Gathers team and ensures functionality of Community Development Department. Delegates responsibilities and ensures Department is functional on all three (3) MEFs.
<b>Community Development</b>	Asst. COOP Team Coordinator	Resource Engineer	Assists COOP Team Coordination and ensures necessary measures are taken to fully administer the County Natural Resource Code and

			DEQ Stormwater Management Program.
<b>Community Development</b>	Team Member	Building Official	Ensures necessary measures are taken to fully administer the Building Code.
<b>Community Development</b>	Team Member	Permits Coordinator	Ensures the permitting process is up and running.
<b>Community Development</b>	Team Member	Administrative Manager	Makes necessary contact, supply arrangement, and staff arrangement calls at the direction of the COOP Team Coordinator and Asst. COOP Team Coordinator.
<b>Cooperative Extension</b>	Pending Departmental Confirmation	Pending Departmental Confirmation	Pending Departmental Confirmation.
<b>County Administration</b>	COOP Team Coordinator	County Administrator	Manages and coordinates all departmental COOP functions.
<b>County Administration</b>	Asst. COOP Team Coordinator	Deputy County Admin.	Assists in managing and coordinating all departmental COOP functions.
<b>County Administration</b>	Team Member	Executive Assistant	Supports Essential Functions as assigned.
<b>County Attorney</b>	Pending Departmental Confirmation	Pending Departmental Confirmation	Pending Departmental Confirmation.
<b>Economic Development</b>	COOP Team Coordinator	Director	Manages all departmental COOP functions.
<b>Economic Development</b>	Asst. COOP Team Coordinator	Marketing and Business Development Coordinator	Assists COOP Team Coordinator in all functions.
<b>Emergency Communications Center</b>	COOP Team Coordinator	Director	Manages and coordinates all departmental COOP functions.
<b>Emergency Communications Center</b>	Asst. COOP Team Coordinator	CAD Administrator	Ensure the functions of Emergency Communications are being sustained.
<b>Emergency Communications Center</b>	Team Member	Training Coordinator	Ensures Communications Officers meet minimum required training. Assists with daily operation supervision when needed.



<b>Emergency Communications Center</b>	Team Member	Operations Supervisor	Ensures daily operations are being conducted efficiently.
<b>Fire &amp; Rescue</b>	Lead COOP Team Coordinator	Fire Chief	Activates COOP Plan and updates/maintains COOP.
<b>Fire &amp; Rescue</b>	COOP Team Coordinator	Admin Chief	Assists Lead COOP Team Coordinator with plan maintenance, updates, and during a COOP activation.
<b>Fire &amp; Rescue</b>	COOP Team Coordinator	Operations Chief	Assists Lead COOP Team Coordinator with plan maintenance, updates, and during a COOP activation.
<b>Fire &amp; Rescue</b>	Team Member	Administrative Manager	Ensures continuity of administration functions for Fire Rescue Department.
<b>Fiscal Management</b>	Pending Departmental Confirmation	Pending Departmental Confirmation	Pending Departmental Confirmation.
<b>Human Resources</b>	COOP Team Coordinator	Director	Manages and coordinates all departmental COOP functions.
<b>Human Resources</b>	Asst. COOP Team Coordinator	HR Manager (Nursing Home Operations)	Ensures the functions of the Human Resources Department are being sustained.
<b>Human Resources</b>	Team Member	HR Coordinator (County Operations)	Assists the COOP Team Coordinator and Asst. COOP Team Coordinator with COOP operations.
<b>Information Technology</b>	COOP Team Coordinator	IT Director	Serves as a focal point for COOP planning for IT; responsible for creating the COOP, exercising the Plan, and training employees to be proficient at their roles within the Plan.
<b>Information Technology</b>	Asst. COOP Team Coordinator	IT Operations Manager	Serves as a focal point for COOP planning for IT; responsible for creating the COOP, exercising the Plan, and training employees to be proficient at their roles within the Plan.

<b>Information Technology</b>	Team Member	IT Support - Emergency Services	Performs assigned tasks in COOP and supports county end users and emergency services end users.
<b>Information Technology</b>	Team Member	IT Support	Performs assigned tasks in COOP and supports emergency services end users and county end users.
<b>Information Technology</b>	Team Member	Web Specialist	Performs assigned tasks in COOP and manages website.
<b>Information Technology</b>	Team Member	IT Project Manager	Performs assigned tasks in COOP and assists in communication with the end users.
<b>Information Technology</b>	Team Member	GIS Manager	Performs assigned tasks in COOP and manage sGIS application.
<b>Nursing Home</b>	COOP Team Coordinator	Administrative	Manages and coordinates all departmental COOP functions.
<b>Nursing Home</b>	Asst. COOP Team Coordinator	Social Services Director	Ensure the functions of the Bedford Nursing Home are being sustained.
<b>Public Library</b>	COOP Team Coordinator	Library Director	Directs operations and coordinates with Library and County Leadership.
<b>Public Library</b>	Asst. COOP Team Coordinator	Technology Librarian	Manages the technology needs.
<b>Public Library</b>	Team Member	Facilities Manager	Secures the facilities and delivers other supplies.
<b>Public Library</b>	Team Member	IT support	Set up and maintains technology support.
<b>Public Library</b>	Team Member	Public Service Librarian	Manages outreach, personnel and public information.
<b>Public Library</b>	Team Member	Branch Manager	Assists in managing personnel and supply chains.
<b>Public Works</b>	COOP Team Coordinator	Director	Manages and coordinates all departmental COOP functions.
<b>Public Works</b>	Asst. COOP Team Coordinator	Solid Waste Manager	Ensures the functions of the Public Works department are being sustained. Assists COOP Coordinator as needed.
<b>Public Works</b>	Team Member	Properties Manager	Ensures the functions of the Public Works department are being sustained. Assists COOP Coordinator as needed.

<b>Sheriff</b>	COOP Team Coordinator	Captain	Manages and coordinates all departmental COOP functions.
<b>Sheriff</b>	Asst. COOP Team Coordinator	Lieutenant	Assists Captain with managing and coordinating all departmental COOP functions.
<b>Sheriff</b>	Team Member	Office Manager	Manages and coordinates all office COOP functions.
<b>Sheriff</b>	Team Member	Field Platoon Sergeant	Manages all on duty deputies for initiation of COOP functions
<b>Social Services</b>	COOP Team Coordinator	Director	Manages and coordinates all departmental COOP functions. Communicates with VDSS Regional Office, County Administration, and LDSS Board Chair.
<b>Social Services</b>	Asst. COOP Team Coordinator	Assistant Director	Ensures the functions of the Department of Social Services are being sustained. Communicates with Domestic Violence Services and assists Director as needed with organization of departmental COOP functions.
<b>Social Services</b>	Team Member	Administrative Services Manager	Coordinates Human Resources, front desk and business operations for emergency.
<b>Social Services</b>	Team Member	Family Services Manager	Coordinates Family Services to include Service Intake, Child Protective Services, Foster Care, and Family Treatment Drug Docket for emergency.
<b>Social Services</b>	Team Member	Benefits Program Manager	Coordinates Benefit Programs Division for emergency.
<b>Social Services</b>	Team Member	Children's Services Manager	Coordinates Children's Services Divisions for emergency.
<b>Social Services</b>	Team Member	Domestic Violence Director	Coordinates domestic violence resources and shelter responsibilities.
<b>Treasurer's Office</b>	Coop Team Coordinator	Treasurer	Manages and coordinates all departmental COOP functions.

<b>Treasurer's Office</b>	Asst. COOP Team Coordinator	Chief Deputy Treasurer	Ensures the functions of the Treasurer's Office are being sustained and assists COOP Team Coordinator.
<b>Treasurer's Office</b>	Team Member	Bookkeeper	Ensures the bookkeeping functions of the Treasurer's Office are being sustained and assists COOP Team Coordinator.
<b>Treasurer's Office</b>	Team Member	Deputy Treasurers	Ensures office functions are being sustained and assists COOP Team Coordinator.
<b>Tourism</b>	COOP Team Coordinator	Director	Manages/coordinates all department COOP functions.
<b>Tourism</b>	Asst. COOP Team Coordinator	Administrative Manager	Supports COOP Team Coordinator.
<b>Tourism</b>	Team Member	Visitor Services and Volunteer Coordinator	Supports COOP Team Coordinator.

**Table 2: COOP Management Team**

Emergency procedures during work hours with or without warning will be implemented as follows:

- In the event that Bedford County Departments are expected to be unavailable for a relatively short period (e.g., 2-7 days), essential functions will be managed by the COOP Management Team, which is provided in Appendix 1, at the ERS location.
- The Bedford County Administrator or their designee, in consultation with the Human Resources Director, will determine the status of non-essential personnel and ensure that non-essential personnel who regularly work at Bedford County Departments are notified of the situation.
- The COOP Management Team will review the essential personnel and equipment requirements (listed in the Department-specific annexes) to confirm requirements for space, office furniture, office supplies, and computers, phones, and printers at the ERS.

Upon approval of an ERS by the Bedford County Administrator or their designee, Department Directors will support and deploy staff, if possible, to the ERS to make preparations for its use. This will include testing the operation of existing systems or setting up and testing new telephone lines and network connections; checking heating, cooling, plumbing, and electrical systems; and ensuring sufficient workspaces are available to support essential employees.

The IT Director or their designee, will ensure that the ERS has access to the Bedford County server and other technology resources identified in **Table 5**. IT will also ensure that adequate computers, printers, phones, faxes are procured and set up at the ERS.

Bedford County Administrator will ensure adequate office furniture and standard office supplies are provided for ERS operations and that mail service is established. The Finance Director or their designee, will provide support as needed in purchasing and/or leasing supplies and equipment.

Once Bedford County departments have transitioned essential functions and services to the ERS, all remaining essential personnel will be directed to deploy to the alternate site. Essential employees who were working at home will be directed to report to the ERS to continue performing essential functions. Unless otherwise directed by the Bedford County Administrator, personnel transportation to the alternate facility will be by the employee's normal method of transportation.

Employees who are not required to relocate to the alternate facility will be instructed by their Department Directors, in coordination with the Human Resource Director or their designee, as to what action to take. If their COOP responsibilities are different from their regular duties, employees will be informed of their additional functions during a COOP activation.

The Public Information Officer, or their designee, in coordination with the Bedford County Administrator will develop messages to inform the public of the need to relocate Bedford County services to alternate facilities and which, if any, non-essential services will be suspended during COOP implementation. The Bedford County Board of Supervisors and County Administrator will receive regular status updates.

Operations will continue at the ERS until Bedford County department offices become available, or a more permanent alternative is identified and established.

Emergency procedures during non-working hours with or without warning will be implemented as follows:

- ERG team members, if applicable, will deploy to the designated continuity facility from their current location using their normal method of travel.
- Mission essential personnel will depart to the assigned continuity facility from their current location using their normal method of travel.
- Non-mission essential personnel will remain at their residence or other designated facility to wait for further instructions.

### Phase III: Continuity Operations

Upon activation of the Continuity Plan, employees will continue to operate, if feasible, from Bedford County Departments until directed to cease operations by the Bedford County Administrator or their designee, in consultation with the COOP Management Team. At that time, essential functions will transfer to the designated continuity facility.

The ERG will be the first to arrive at the continuity facility to prepare the site for the arrival of mission essential personnel. Upon arrival at the continuity facility, the ERG will ensure:

- Sufficient space to accommodate essential personnel. The number of essential personnel will vary according to the incident and the departments involved.
- Adequate infrastructure systems, such as power, heating, ventilation, and air conditioning are functional;
- Kitchen/break area availability;
- Parking lot or public transportation access;
- Sufficient networking (IT) capabilities to support the performance of essential functions;
- Appropriate access to the public;
- Access to Bedford County Server;
- Computers, phones, printers, faxes, and mail service;
- Tables and chairs;
- Standard office supplies; and
- Contact Lists.

As mission essential personnel arrive, Department Directors will oversee the in-processing of personnel to ensure accountability. In-processing procedures are conducted at individual department “office spaces” and will include:

- The utilization of hardcopy timesheets for employee timekeeping in the event that the payroll system and/or manual time clocks are unavailable.
- Personnel acknowledgment that sufficient supplies and resources are available to conduct business.

In addition, all departments will identify their departmental leadership at the continuity facility. Upon arrival at the continuity facility, mission essential personnel will:

- Report to their departmental location at the ERS for check-in and in-processing as soon as possible;
- Receive all applicable instructions and equipment; and
- Continue or initiate departmental mission essential functions.

During continuity operations, the Bedford County Administrator or their designee may need to acquire necessary personnel, equipment, and supplies on an emergency basis to sustain operations for up to 30 days or until normal operations can be resumed. The Bedford County Administrator or their designee, maintains the authority for the

emergency acquisition of equipment, supplies and materials and the Human Resources Department can make emergency hires as needed. The ability to telework is at the discretion of the Bedford County Administrator or their designee and will be communicated to Bedford County departments as needed throughout the COOP event.

## Phase IV: Reconstitution Operations

Within 24-hours of an emergency relocation, the following individuals will begin to coordinate operations to salvage, restore, and recover Bedford County departments after receiving approval from the appropriate State and/or law enforcement and emergency services:

- The County Administrator, or their designee, will serve as the Reconstitution Manager for all phases of the reconstitution process.
- Department Directors will serve as reconstitution points-of-contact to work on or with the Reconstitution Team (ERG). They will update their personnel on developments regarding reconstitution and the status of Bedford County departmental offices.

During COOP operations, the Bedford County Administrator or their designee, in consultation with Emergency Operations, should determine the operational status of Bedford County departmental offices. After obtaining Bedford County departmental offices' operational status, the County Administrator, or their designee will determine how much time is needed to conduct repairs and/or acquire a new facility. Should the County decide to repair the facility, the Bedford County Engineer/facilities manager or equivalent has the responsibility of overseeing the repair process and should notify the Bedford County Administrator on all issues to include an inventory of needed repairs, repair cost estimates, project completion timeline, and all other applicable information.

Reconstitution will commence when the County Administrator or another authorized person ascertains that the emergency situation has ended and is unlikely to recur. These reconstitution plans are viable regardless of the level of disruption that initially prompted the implementation of the Continuity Plan. Once the Administrator has made this determination in coordination with other State, local and/or other applicable authorities, one or a combination of the following options may be implemented, depending on the situation:

- Continue to operate from the Continuity facility;
- Reconstitute Bedford County Departments and begin an orderly return to the facility; or,
- Begin to establish a reconstituted County Departments in another facility or at another designated location.

The County Administrator or their designee, will oversee the safety, security, and health assessments to determine Bedford County departmental offices' reoccupancy suitability. These assessments will be done in partnership with Department Directors and appropriate Bedford County authorities. In addition, the Information Technology Director or their designee, will verify that all systems, communications, and other required capabilities are available and operational.



The County Administrator or their designee, will work with the Public Information Officer or their designee, to notify non-essential employees that the emergency has concluded. Department Directors or their designees, will provide information on when to return to normal operations at the County Departments or another more permanent location. The Public Information Officer will provide assistance in notifying the public of the resumption of normal operations.

After the County has resumed normal operations, the County Administrator or their designee, will de-activate the COOP. The Director of Emergency Services or their designee, will ensure that a COOP After-Action Review is conducted. The review will occur as soon as possible, but no later than 4 weeks after the return to normal operations. The analysis will identify areas for improvement and result in the development of a Remedial Action Plan.

# COOP PLANNING AND RESPONSIBILITIES

The following table (**Table 3**) identifies the major responsibilities and positions of key personnel and leadership required to implement the Bedford County’s COOP.

Position	Responsibilities
<b>County Administrator</b>	Ensures that the Coordinator of Emergency Services develops and maintains a COOP for Bedford County.
	Develops options for establishing fully operational ERSs in the specified timeframe as necessary.
	Provides assistance to the Coordinator of Emergency Services in determining the need for and selection of ERSs.
	Participates in COOP training and exercises.
	As necessary, directs the activation of the COOP and ensures notification to Bedford County Council.
	Ensures that County employees and residents are provided appropriate information regarding the relocation of Bedford County departments’ operations.
	In the event of a COOP activation, relocates to the Emergency Operations Center (EOC) to oversee the implementation of the COOP.
	Reviews and approves site selection for departmental ERSs.
	Manages County operations at the ERS.
	Approves return of operations to Bedford County departmental offices.
	Ensures that the Coordinator of Emergency Services conducts an After-Action Review within 30 days following a COOP operation.
<b>Emergency Services</b>	Develops and maintains a COOP for Bedford County.
	Develops and conducts COOP training and exercises.
	Provides technical assistance to Bedford County departments and organizations in developing COOP annexes in support of the COOP.
	Provides support and technical assistance to the County Administrator in activating and implementing the COOP.
	Develops and maintains a list of potential locations for

	departmental ERSs.
	In the event of a COOP activation, relocates to the alternate EOC to serve as a member of the COOP management team.
	Provides coordination support for establishing the departmental ERSs.
	Facilitates planning among Bedford County departments and organizations for return of operations from the ERSs to Bedford County department offices or other more permanent locations.
	Conducts an After-Action Review following a COOP operation and develops a remedial action plan for approval of the County Administrator.
	Monitors the status of the remedial action plan and ensure that the County Administrator is informed of open actions and issues.
<b>Public Works</b>	Provides support for establishing the departmental ERSs by providing facility services and maintenance.
<b>Information Technology</b>	Provides technical assistance to Bedford County departments and organizations in developing the Information Technology related components of their supporting plans.
	Provides technical assistance to County departments and organizations in providing essential employees to telework if needed.
	Develops and maintains a plan for the restoration of Bedford County information and telecommunication systems.
	Conducts periodic testing of plans for restoring information systems and capabilities.
	Provides guidance to other Bedford County departments and organizations in backing up vital records and files to ensure availability at alternate locations.
	In the event of a COOP activation, the IT Director, or designee will report to the EOC to serve as a member of the COOP Management Team.
	Develops requirements for computers, printers, faxes, phones for the departmental ERSs .
	Procures (in collaboration with Finance) and sets up, as applicable, computers, phones, faxes, copiers at the

	ERSs.
	Re-establishes the Bedford County server and other vital information systems as necessary.
	Participates in the COOP After-Action Review process and identify issues to be addressed.
	In the event of an incident impacting Bedford County offices, provides support to the County Administrator in assessing the situation and determining the potential timeframe needed before returning to normal operations.
	In the event of COOP activation, the Information Technology Director or designee reports to the EOC to serve on the COOP Management Team.
<b>COOP Coordinators</b>	Activates the COOP Plan for the department if needed.
	Provides direction, guidance, and control during an incident for the implementation of the COOP plan.
	Consults with and advises appropriate officials during the implementation of the COOP plan.
	Develops, coordinates, and manages all activities required for the department to perform its essential functions during an event or other situation that would disrupt normal operations.
	Remains in constant communication with the County Administrator (or designee).
	Conducts the appropriate notifications (e.g., Vendor Contacts and other departments) during the COOP duration.
<b>Mission Essential Personnel</b>	Prepares to deploy and support organization mission essential functions in the event of COOP implementation.
	Provides current contact information to immediate supervisor.
	Reviews COOP plans thoroughly to know the individual roles and responsibilities in the event of continuity plan activation.
	Participates in COOP training and exercises as directed.
	Maintains a telework agreement for their position, if applicable.
	Mission Essential Personnel (if cross-trained) should be prepared to serve in additional roles.

Table 3: COOP Positions and Responsibilities

## RECONSTITUTION

When the County Administrator determines that the Bedford County departments' buildings can be reoccupied, the COOP Management Team will begin to plan for a return to normal operations. The Department Directors, or their designees, will notify their employees accordingly. The Public Information Officer will provide assistance in notifying Bedford County employees and the public of the resumption of operations at Bedford County offices or other locations as applicable.

After the County has resumed normal operations, the County Administrator or their designee, will de-activate the COOP. Emergency Operations will ensure that a COOP After-Action Review (AAR) is conducted. The review will occur as soon as possible, but no later than 30 days after the return to normal operations. The analysis will identify areas for improvement and result in the development of a remedial action report.

## DIRECTION, CONTROL, AND COORDINATION

During activation of the Continuity Plan, the County Administrator or their designee, maintains responsibility for the control and direction of County operations. Should the County Administrator become unavailable or incapacitated, the organization will follow the line of succession provided in the Bedford County Administrator's Departmental COOP. The Assistant/Deputy County Administrator will assume the position of Acting County Administrator. The contents and procedures laid forth in this Continuity Plan are consistent with the direction found in FEMA Continuity Guidance Circular 1 (CGC 1) and the plan is reviewed and vetted by Bedford County Emergency Management to ensure vertical integration within the County.

**Table 4** below lists all relevant Bedford County departments and their planned lines of succession. Delegations and limitations of authority are provided in the Departmental COOP annexes.

Department	Level	Successor
<b>Commissioner of Revenue</b>	Primary	Commissioner of Revenue
<b>Commissioner of Revenue</b>	Secondary	Chief Deputy
<b>Community Development</b>	Primary	Director
<b>Community Development</b>	Secondary	Natural Resource Engineer
<b>Community Development</b>	Tertiary	Building Official
<b>Cooperative Extension</b>	Pending	Pending Departmental Confirmation
<b>County Administration</b>	Primary	Deputy County Administrator
<b>County Administration</b>	Secondary	County Attorney
<b>County Administration</b>	Tertiary	Director of Public Works
<b>Economic Development</b>	Primary	Director
<b>Economic Development</b>	Secondary	Marketing and Business Development Coordinator
<b>Emergency Communications Center</b>	Secondary	CAD Administrator
<b>Emergency Communications Center</b>	Primary	Director
<b>Emergency Communications Center</b>	Tertiary	Public Safety LAN Administrator

<b>Fire &amp; Rescue</b>	Primary	Admin Deputy Chief EMS Division
<b>Fire &amp; Rescue</b>	Secondary	Operations Deputy Chief Fire Division
<b>Fiscal Management</b>	Pending Departmental Confirmation	Pending Departmental Confirmation
<b>Human Resources</b>	Primary	Director
<b>Human Resources</b>	Secondary	HR Manager (Nursing Home Operations)
<b>Human Resources</b>	Tertiary	HR Coordinator (County Operations)
<b>Information Technology</b>	Primary	IT Director
<b>Information Technology</b>	Secondary	IT Operations Manager
<b>Nursing Home</b>	Primary	Administrator
<b>Nursing Home</b>	Secondary	Director of Nursing
<b>Nursing Home</b>	Tertiary	QA Nurse
<b>Public Library</b>	Primary	Library Director
<b>Public Library</b>	Secondary	Technology Librarian
<b>Public Library</b>	Tertiary	Library Services Librarian
<b>Public Works</b>	Primary	Director
<b>Public Works</b>	Secondary	Solid Waste Division Manager
<b>Public Works</b>	Tertiary	General Properties Division Manager
<b>Sheriff</b>	Primary	Sheriff
<b>Sheriff</b>	Secondary	Major
<b>Sheriff</b>	Tertiary	Operations Captain
<b>Social Services</b>	Primary	Director
<b>Social Services</b>	Secondary	Assistant Director
<b>Social Services</b>	Tertiary	Administrative Services Manager
<b>Treasurer's Office</b>	Primary	Treasurer
<b>Treasurer's Office</b>	Secondary	Chief Deputy Treasuere
<b>Tourism</b>	Primary	Director
<b>Tourism</b>	Secondary	Administrative Manager
<b>Tourism</b>	Tertiary	Visitor Services and Volunteer Coordinator

Table 4: Bedford County Department Lines of Succession

## COMMUNICATIONS AND IT SYSTEMS

Bedford County has identified available and redundant critical communications and IT systems that are at departmental primary locations and the continuity facility. Further, the County maintains fully capable continuity communications that support organization needs during all-hazards/threats, to include pandemics and other related emergencies. In addition, the County maintains communications equipment for use by employees with disabilities.

All of Bedford County's necessary and required communications and IT capabilities will become operational as soon as practicable following a COOP activation. **Table 5** below lists identified critical systems across all County departments.

Department	Mission Essential Function	Technology Resource	Storage Location	Restoration Contact
<b>ALL</b>	<b>All</b>	Outlook	Cloud-Based	IT Department
<b>Commissioner of Revenue</b>	<b>MEF 1:</b> Tax Assessments and Filing	County Tax Systems. At time EGTS & Proval	County Server	IT Department
<b>Commissioner of Revenue</b>	<b>MEF 2:</b> Tax Relief Programs	County Tax System, Phone	County Server	IT Department
<b>Commissioner of Revenue</b>	<b>MEF 3:</b> Land Use Tax Deferral Program	County Tax System	County Server	IT Department
<b>Commissioner of Revenue</b>	<b>MEF 3:</b> Land Use Tax Deferral Program	County Tax Systems	County Server	IT Department
<b>Community Development</b>	<b>MEF 1:</b> Division of Planning	Energov/CS S, Microsoft Office, County Website, and Phone	County Server	IT Department
<b>Community Development</b>	<b>MEF 2:</b> Division of Building	Energov/CS S, Microsoft Office, County Website, and Phone	County Server	IT Department



<b>Community Development</b>	<b>MEF 3:</b> Division of Natural Resources	Energov/CS S, Microsoft Office, County Website, and Phone	County Server	IT Department
<b>Cooperative Extension</b>	Pending Departmental Confirmation	Pending Departmental Confirmation	Pending Departmental Confirmation	Pending Departmental Confirmation
<b>County Administration</b>	<b>MEF 1:</b> Coordinating Policy/Budgetary Decisions to be made by the Board	Tyler Munis System	Cloud-Based	IT Director
<b>County Administration</b>	<b>MEF 1:</b> Coordinating Policy/Budgetary Decisions to be made by the Board	County Website	Cloud-Based	IT Director
<b>County Administration</b>	<b>MEF 1:</b> Coordinating Policy/Budgetary Decisions to be made by the Board	Prime Gov	Cloud-Based	Executive Assistant, IT Director
<b>County Administration</b>	<b>MEF 1:</b> Coordinating Policy/Budgetary Decisions to be made by the Board	WebEx	Web-Based	IT Director
<b>County Administration</b>	<b>MEF 2:</b> Public Information	Social Media Accounts	Web-Based	Deputy CA, Social Media List serve
<b>County Administration</b>	<b>MEF 2:</b> Public Information	County Website	Web-Based	Web Manager, Deputy CA, IT Director
<b>County Administration</b>	<b>MEF 2:</b> Public Information	Microsoft Word	Cloud-Based	IT Director
<b>County Administration</b>	<b>MEF 2:</b> Public Information	WebEx	Web-Based	IT Director

County Administration	MEF 3: Internal Communications	Microsoft Word	Cloud-Based	IT Director
County Administration	MEF 3: Internal Communications	VOIP	Cloud-Based	IT Director
County Administration	MEF 3: Internal Communications	WebEx	Web-Based	IT Director
County Administration	MEF 4: Coordinate Roles and Responsibility	Phone	Each Employee Possesses One	IT Director
County Administration	MEF 4: Coordinate Roles and Responsibility	WebEx	Web-Based	IT Director
County Administration	MEF 5: Make Policy-Level Decisions	Phone	Desk Phone or Cellphone	IT Director
County Administration	MEF 5: Make Policy-Level Decisions	WebEx	Web-Based	IT Director
Economic Development	MEF 1: EDA Property Management	Tyler Munis Accounting Software	Cloud-Based	IT Department
Economic Development	MEF 1: EDA Property Management	Microsoft Office	Cloud-Based/Server	IT Department
Economic Development	MEF 2: Economic Development Office Management	WebEx	Web-Based/Server	IT Department
Economic Development	MEF 2: Economic Development Office Management	County Recording System	County Board Room	IT Department
Economic Development	MEF 2: Economic Development Office Management	Constant Contact	Cloud-Based	IT Department

<b>Economic Development</b>	<b>MEF 2:</b> Economic Development Office Management	Microsoft Office	Cloud-Based/Server	IT Department
<b>Economic Development</b>	<b>MEF 3:</b> RFI's Management	WebEx	Web-Based/Server	IT Department
<b>Economic Development</b>	<b>MEF 3:</b> RFI's Management	Constant Contact	Cloud-Based	External private co.
<b>Economic Development</b>	<b>MEF 3:</b> RFI's Management	Microsoft Office	Cloud-Based/Server	IT Department
<b>County Sheriff</b>	<b>MEF 1:</b> Normal Operations	Mapping Software	Virtual and On-premises	1-866-837-7379
<b>County Sheriff</b>	<b>MEF 1:</b> Normal Operations	CAD	Virtual and On-Premises	1-800-987-0911
<b>County Sheriff</b>	<b>MEF 1:</b> Normal Operations	RMS	Central Square	1-800-987-0911
<b>County Sheriff</b>	<b>MEF 1:</b> Normal Operations	Radios	Communications	434-455-9704 434-522-1098
<b>County Sheriff</b>	<b>MEF 2:</b> Response	Mapping Software	Virtual and On-Premises	1-866-837-7379
<b>County Sheriff</b>	<b>MEF 2:</b> Response	CAD	Virtual and On-Premises	1-800-987-0911
<b>County Sheriff</b>	<b>MEF 2:</b> Response	RMS	Central Square	1-800-987-0911
<b>County Sheriff</b>	<b>MEF 2:</b> Response	Radios	Communications	434-455-9704 434-522-1098
<b>County Sheriff</b>	<b>MEF 3:</b> Administration	RMS	Central Square	1-800-987-0911
<b>County Sheriff</b>	<b>MEF 3:</b> Administration	Fundware	Virtual and On-Premises	County Managed- Jan 1 Different System
<b>Emergency Communications Center</b>	<b>MEF 1:</b> Call Taking	CAD Software - Vision CAD	Computers Laptops for Backup	1-800-987-0911
<b>Emergency Communications Center</b>	<b>MEF 1:</b> Call Taking	Verizon-911 restoration	Phones/Computer	800-773-7911 2001 -PSAP ID

<b>Emergency Communications Center</b>	<b>MEF 2:</b> Radio Dispatching	Harris Radio	Computers Handheld Radios	434-455-9704 / 434-522-1098
<b>Emergency Communications Center</b>	<b>MEF 2:</b> Radio Dispatching	GeoCom Mapping Software	Computers Backup Laptops	1-866-837-7379
<b>Emergency Communications Center</b>	<b>MEF 3:</b> VCIN Operations	VESTA Phone Software Carousel Industries - Vendor	Computers Backup Laptops	1-855-890-7141
<b>Emergency Communications Center</b>	<b>MEF 3:</b> VCIN Operations	CMD1	Computers Backup Laptops	804-674-2028
<b>Fire &amp; Rescue</b>	<b>MEF 1:</b> Emergency Fire and Medical Response	Image Trend	ImageTrend VAv3 stored at OEMS	support.imagetrend.com 888-730-3255
<b>Fire &amp; Rescue</b>	<b>MEF 1:</b> Emergency Fire and Medical Response	Active 911	Web-Based	support@active911.com
<b>Fire &amp; Rescue</b>	<b>MEF 2:</b> Fire and Rescue Administrative Operations	Image Trend	ImageTrend VAv3 stored at OEMS	support.imagetrend.com 888-730-3255
<b>Fire &amp; Rescue</b>	<b>MEF 2:</b> Fire and Rescue Administrative Operations	Active 911	Web-Based	support@active911.com
<b>Fire &amp; Rescue</b>	<b>MEF 5:</b> Emergency Management	Crisis Track	Web-Based	support@crisistrack.com
<b>Fire &amp; Rescue</b>	<b>MEF 6:</b> Logistical support function	Crisis Track	Web-Based	support@crisistrack.com
<b>Fiscal Management</b>	Pending Departmental Confirmation	Pending Departmental Confirmation	Pending Departmental Confirmation	Pending Departmental Confirmation

<b>Human Resources</b>	<b>MEF 1:</b> Staffing	County Website, Internet, Outlook	County Server	IT Department
<b>Human Resources</b>	<b>MEF 2:</b> Compliance	Telephones, Outlook	County Server	IT Department
<b>Human Resources</b>	<b>MEF 3:</b> Mediation	Telephones, Outlook	County Server	IT Department
<b>Human Resources</b>	<b>MEF 4:</b> Insurance	Telephone, Outlook, Internet	County Server	IT Department
<b>Human Resources</b>	<b>MEF 5:</b> Safety/Claims	Telephone, Outlook, Internet	County Server	IT Department
<b>Information Technology</b>	<b>MEF 1: IT</b> Operations and Support	ASA Firewall	County Server	IT Department
<b>Information Technology</b>	<b>MEF 1: IT</b> Operations and Support	VPN	County Server	IT Department
<b>Information Technology</b>	<b>MEF 1: IT</b> Operations and Support	ADFS	County Server	IT Department
<b>Information Technology</b>	<b>MEF 1: IT</b> Operations and Support	Cisco Phone Systems – Call Manager	County Server	IT Department
<b>Information Technology</b>	<b>MEF 1: IT</b> Operations and Support	Barracuda E-Mail Protection	County Server	IT Department
<b>Information Technology</b>	<b>MEF 1: IT</b> Operations and Support	Gateway	County Server	IT Department
<b>Information Technology</b>	<b>MEF 1: IT</b> Operations and Support	VMWare	County Server	IT Department
<b>Information Technology</b>	<b>MEF 1: IT</b> Operations and Support	Simplivity HCI Solution	County Server	IT Department
<b>Information Technology</b>	<b>MEF 2:</b> Project Delivery	Bedford County Domain SharePoint	County Server	IT Department

<b>Information Technology</b>	<b>MEF: 3</b> Application & Systems Maintenance and Integration	Tyler Munis Tyler EnerGov EGTS AFW	County Server	IT Department
<b>Information Technology</b>	<b>MEF: 3</b> Application & Systems Maintenance and Integration	Granicus	Cloud-Based	IT Department
<b>Nursing Home</b>	<b>MEF 1:</b> Administration	Matrix	Web-Based	IT Department
<b>Nursing Home</b>	<b>MEF 2:</b> Nursing	Computers and Email	Web-Based	IT Department
<b>Nursing Home</b>	<b>MEF 2:</b> Nursing	Matrix and Care Tracker	Web-Based	IT Department
<b>Nursing Home</b>	<b>MEF 2:</b> Nursing	Phones	Nursing Stations and Offices	IT Department
<b>Nursing Home</b>	<b>MEF 3:</b> Environmental Services	Phones and Email/TELS	Web-Based	IT Department
<b>Nursing Home</b>	<b>MEF 4:</b> Dietary	NET IMPAC (Sysco Program) and Matrix	Web-Based	IT Department
<b>Public Library</b>	<b>MEF 1:</b> IT Management	Library Patron Accounts Database	Secure offsite facility in Ashburn, VA backup location is TLC corp. data center in Inwood, WV	The Library Corporation 800-852-4911
<b>Public Library</b>	<b>MEF 1:</b> IT Management	Webserver for Public Pac	Secure offsite facility in Ashburn, VA – back location is TLC corp data center in Inwood, WV	The Library Corporation 800-852-4911

Public Library	MEF 1: IT Management	Staff Circulation Software	Secure offsite facility in Ashburn, VA – back up location is TLC corp data center in Inwood, WV	The Library Corporation 800-852-4911
Public Library	MEF 1: IT Management	Financial Data for Patron Accounts	Secure offsite facility in Ashburn, VA – back location is TLC corp data center in Inwood, WV	The Library Corporation 800-852-4911
Public Library	MEF 2: Facilities and Personnel Management	Google Work	<a href="https://google.com/about/datacenters/locations/">google.com/about/datacenters/locations/</a>	Online support
Public Library	MEF 3: Information Services	Internet Service, Public Computer Management and Printing Clients	Each Library Branch has onsite equipment	Shentel 540-984- 5531 Useful 866-873-0091
Public Library	MEF 4: Library operations services	Servers running VMs for Active Directory, DNS, backups Firewall and Switches Access Points	Bedford Central Library Backups stored off site; at the Moneta Library each branch has access points	Dell Cisco Ubiquiti
Public Works	MEF 1: Solid Waste	Paradigm Software	County Server	IT Department
Public Works	MEF 2: Building Maintenance	Microsoft Office	County Server	IT Department

<b>Social Services</b>	<b>MEF 1:</b> Administration and Management	Thomas Brothers LASER LETs SAMs Fundware VACMS SPIDeR MMIS Data Warehouse	Thomas Brothers/Fundware-County Server All Others- VDSS State	County IT Department VDSS State IT
<b>Social Services</b>	<b>MEF 2:</b> Benefits	SPIDeR, VACMS, MMIS, EPPIC	VDSS State Server	VDSS State IT Department
<b>Social Services</b>	<b>MEF 3:</b> Services	Peer Place SPIDeR DARS ePAS Data Warehouse VACMS MMIS EPPIC OASIS COMPASS CANS VaData Thomas Brothers	VDSS State Server, Thomas Brothers-County, IT server	VDSS State IT Department
<b>Treasurer's Office</b>	<b>MEF 1:</b> Tax Services and Fees	Credit Card Machines/ Hardware, Fundware, Tax Payer Software	Deputy's Desks and Server	FIS 844-300-5510 IT Department 540-586-5676 Attention: Gary Underwood
<b>Treasurer's Office</b>	<b>MEF 2:</b> Dog Tag Issuance	Duke Database, Credit Card Software	Server and Deputy's Desk	866-352-5002 IT Department 540-586-5676 Attention: Gary Underwood
<b>Treasurer's Office</b>	<b>MEF 3:</b> Funds and Deposits	Fundware	Server	IT Department 540-586-5676 Attention: Gary Underwood



<b>Treasurer's Office</b>	<b>MEF 4:</b> Payments and Check Printing	Fundware, School Database	Server	IT Department 540-586-5676 Attention: Gary Underwood
<b>Tourism</b>	<b>MEF 1:</b> Tourism	Adobe and other software for Marketing	Server and School Server	IT Department
<b>Tourism</b>	<b>MEF 1:</b> Tourism	County Networks for Social Networking	Server	IT Department

**Table 5: Identified Critical Systems**

## TRAINING, TESTING, AND EXERCISES

COOP success and effectiveness is dependent upon each employee knowing their roles and responsibilities. Bedford County personnel should be aware of the need to restore essential functions, services, and systems.

Bedford County Emergency Services will oversee the training of the County personnel on the COOP. This should include conducting drills and exercises when personnel will use the COOP in response to a mock incident impacting mission essential functions. Individual departments will also test their plans and backups systems regularly. It is only through such testing that gaps can be identified, and modifications made.

Within four weeks of completion of a training exercise, Emergency Management will ensure an After-Action Report (AAR) and Improvement Plan (IP) of the exercise is completed.

## PLAN DEVELOPMENT AND MAINTENANCE

The COOP will be revised as needed to incorporate issues identified during COOP training and exercises or an actual event. County Emergency Services is responsible for maintaining, updating, and distributing the COOP to all departments. Department Directors will conduct an annual review of their department's information contained in Appendices I and III and provide written updates to Emergency Services, as necessary.

## APPENDICES

### Appendix I: Departmental Leadership Notification Matrix

The table illustrated below provides (by department) the roles/positions that should be contacted during a COOP event for Bedford County.

Department	Employee Contact List
<b>Commissioner of Revenue</b>	Commissioner of Revenue
<b>Commissioner of Revenue</b>	Chief Deputy
<b>Commissioner of Revenue</b>	Deputy
<b>Commissioner of Revenue</b>	Deputy
<b>Community Development</b>	Director
<b>Community Development</b>	Building Official
<b>Community Development</b>	Permits Coordinator
<b>Community Development</b>	Natural Resource Engineer
<b>Community Development</b>	Administrative Manager
<b>Cooperative Extension</b>	Pending Departmental Confirmation
<b>County Administration</b>	County Administrator
<b>County Administration</b>	Deputy County Administrator
<b>County Administration</b>	Executive Assistant to County Administrator
<b>Economic Development</b>	Director
<b>Economic Development</b>	Marketing and Business Development Coordinator/Assistant Director
<b>Emergency Communications Center</b>	Director
<b>Emergency Communications Center</b>	CAD Administrator
<b>Emergency Communications Center</b>	Public Safety LAN Administrator
<b>Fire &amp; Rescue</b>	Fire Chief
<b>Fire &amp; Rescue</b>	Admin Deputy Chief-EMS Division
<b>Fire &amp; Rescue</b>	Operations Deputy Chief-Fire Division
<b>Fiscal Management</b>	Pending Departmental Confirmation
<b>Human Resources</b>	HR Director
<b>Human Resources</b>	HR Manager (Nursing Home)
<b>Human Resources</b>	HR Coordinator
<b>Human Resources</b>	HR Administrative Associate
<b>Information Technology</b>	IT Director
<b>Information Technology</b>	IT Operations Manager
<b>Information Technology</b>	LAN Administrator
<b>Information Technology</b>	IT Specialist

<b>Information Technology</b>	Web Specialist
<b>Information Technology</b>	IT Project Manager
<b>Information Technology</b>	GIS Manager
<b>Information Technology</b>	GIS Specialist
<b>Information Technology</b>	GIS Technician
<b>Nursing Home</b>	Administrator
<b>Nursing Home</b>	Director of Nursing
<b>Nursing Home</b>	Business Office Manager
<b>Nursing Home</b>	Activity Director and Admissions
<b>Public Library</b>	Library Board Chairman
<b>Public Library</b>	Library Director
<b>Public Library</b>	Technology Librarian
<b>Public Library</b>	Facilities Manager
<b>Public Library</b>	Library Services Librarian
<b>Public Works</b>	Director
<b>Public Works</b>	Solid Waste Division Manager
<b>Public Works</b>	General Properties Division Manager
<b>Public Works</b>	Solid Waste Programs Manager
<b>Public Works</b>	Solid Waste Operations Coordinator
<b>Public Works</b>	Solid Waste Staff
<b>Public Works</b>	Garage Staff/Mechanics
<b>Public Works</b>	Maintenance Staff
<b>Sheriff</b>	Sheriff
<b>Sheriff</b>	Major
<b>Sheriff</b>	Captain
<b>Sheriff</b>	Lieutenant
<b>Sheriff</b>	Administrative Specialist
<b>Sheriff</b>	Office Specialist
<b>Social Services</b>	Director
<b>Social Services</b>	Assistant Director
<b>Social Services</b>	Administrative Service Manager
<b>Treasurer's Office</b>	Treasurer
<b>Treasurer's Office</b>	Chief Deputy Treasurer
<b>Treasurer's Office</b>	Bookkeeper
<b>Treasurer's Office</b>	Deputy Treasurers
<b>Tourism</b>	Director of Tourism
<b>Tourism</b>	Administrative Manager
<b>Tourism</b>	Visitor Services and Volunteer Coordinator
<b>Tourism</b>	Marketing and Administrative Coordinator
<b>Tourism</b>	Custodian/Customer Service

<b>Tourism</b>	Maintenance and Facilities/Customer Service
<b>Tourism</b>	Customer Service Representative

This Page Intentionally Left Blank

## Appendix II: Essential Functions by Department

The Table below identifies the Mission Essential Functions of each department and their Recovery Time Objective (RTO). The County Administrator should make every effort to ensure that Mission Essential Functions are brought back to service within the time frames listed as the RTO and in priority order to meet the county's most critical needs. Additionally, the County Administrator needs to prioritize funding and equipment to ensure that members with functions required in the first 24 hours can be contacted quickly and function to the fullest extent possible.

Department	Essential Function	Description of Function	RTO (hrs.)	RTO
Emergency Communications Center	Call Taking	Incoming and outgoing emergency and non-emergency phone calls.	0.1	.1 Hours
Emergency Communications Center	Radio Dispatching	Dispatching of emergency calls and handling of routine radio traffic via radio system.	0.1	.1 Hours
Emergency Communications Center	VCIN Operations	Operations of the VCIN/NCIC system for vehicle and wanted people.	0.1	.1 Hours
Nursing Home	Nursing	Health Care Needs.	0.1	.1 Hours
Fire & Rescue	Emergency Fire and Medical Response	Responsible for responding to fire and medical emergencies across the County.	0.1	.1 Hours
Community Development	Division of Planning	Initial Planning, Zoning, Permitting and Enforcement.	0.5	.5 Hours
Community Development	Division of Building	Planning, permitting, inspections and enforcement of construction phase of projects.	0.5	.5 Hours

<b>Community Development</b>	Division of Natural Resources	Permits, inspections and enforcement relating to environmental aspects of development projects.	0.5	.5 Hours
<b>Sheriff</b>	Normal Operations	Law Enforcement Operations.	0.5	.5 Hours
<b>Nursing Home</b>	Administration	Facility Management.	0.5	.5 Hours
<b>Sheriff</b>	Response	Public Safety.	1	1 Hour
<b>Sheriff</b>	Administration	Administrative functions relating to Law Enforcement, Courts, Public Safety and Citizens.	1	1 Hour
<b>Nursing Home</b>	Dietary	Proper Nutrition for residents.	1	1 Hour
<b>Fire &amp; Rescue</b>	Emergency Management	Prepares for future events and mitigates current events.	1	1 Hour
<b>Public Works</b>	Solid Waste Collection and Disposal	Oversees the collection, processing and disposal of Solid Waste and Recyclables.	1	1 Hour
<b>Public Works</b>	Building Maintenance	Maintains grounds and properties of the County.	1	1 Hour
<b>Public Works</b>	Fleet Maintenance	Maintains vehicles in fleet for the County.	1	1 Hour
<b>Nursing Home</b>	Environmental Services	Facility Maintenance.	2	2 Hours
<b>Information Technology</b>	IT Operations and Support	Operates Core Network, Provide Network Services, Provide Internet Routing, Access and Connections Services, Provide Wireless Access Network.	4	4 Hours
<b>Information Technology</b>	Application & Systems Maintenance and Integration	Maintains and provides application support.	4	4 Hours



<b>Economic Development</b>	Economic Development Authority (EDA) Property Management	Manages properties assisted/owned by the Economic Development Authority.	8	8 Hours
<b>Economic Development</b>	Economic Development Office Management	Administration of the Economic Development programs for Businesses.	8	8 Hours
<b>Economic Development</b>	Request for Interests (RFI's) Management	Communicate swith prospective partners for Economic Development projects and proposals.	8	8 Hours
<b>Fire &amp; Rescue</b>	Logistics	Orders and maintains supplies.	12	12 Hours
<b>Fire &amp; Rescue</b>	Fleet Maintenance	Maintains vehicle fleet maintenance.	12	12 Hours
<b>Commissioner of Revenue</b>	Tax Assessments and Filing	Determines and assesses taxes.	24	24 Hours
<b>Commissioner of Revenue</b>	Tax Relief Programs	Administers tax assistance programs.	24	24 Hours
<b>Commissioner of Revenue</b>	Land Use Tax Deferral Program	Performs inspection of structures to Administer Land Use Tax Deferral Program and determines level of damage.	24	24 Hours
<b>County Administration</b>	Coordinate Roles and Responsibility	Collaborates to assign oversight on specific directions.	24	24 Hours
<b>County Administration</b>	Make Policy-Level Decisions	Coordinates with the EPG in making policy decisions.	24	24 Hours
<b>Human Resources</b>	Staffing	Processes Emergency employment needs. Coordinates with essential response and ensures adequate staffing for event COOP.	24	24 Hours
<b>Human Resources</b>	Consultation and Compliance	Complies with and answers urgent questions regarding policies, employment laws, regulations, etc.	24	24 Hours

<b>Human Resources</b>	Mediation and Conflict Resolution	Advises / assists Department Heads / Managers handling urgent personnel related matters. Resolves conflicts and deals with emergencies.	24	24 Hours
<b>Human Resources</b>	Insurance Implementation	Notifies and coordinates with carriers to timely initiate claims process.	24	24 Hours
<b>Human Resources</b>	Safety and Claims	Works with Workman's Comp and OSHA as necessary.	24	24 Hours
<b>Information Technology</b>	Project Delivery	Provides project management and business analyst support and guidance.	24	24 Hours
<b>Information Technology</b>	GIS Data Maintenance and Dissemination	Provides Spatial Data Maintenance and delivery to existing mapping applications.	24	24 Hours
<b>Social Services</b>	Administration and Management	Provides Finance and Administrative/Clerical Support for Department Programs and Staff.	24	24 Hours
<b>Social Services</b>	Benefits	Determines Benefits Eligibility for Social Services/Programs.	24	24 Hours
<b>Social Services</b>	Services	Provides Case Management, Support, Referrals, Community Connections and Outreach for Adults and Children Services.	24	24 Hours
<b>County Administration</b>	Public Information	Provides information to the general public in a timely and informative manner.	48	48 Hours
<b>County Administration</b>	Internal Communications	Maintains communication within County Government to provide information to staff (Sit Rep).	48	48 Hours
<b>Public Library</b>	IT Management	Provides LAN/WAN administration needed for Library mission critical services.	48	48 Hours
<b>Public Library</b>	Facilities and Personnel Management	Addresses buildings and staffing concerns.	48	48 Hours

<b>Public Library</b>	Library Operations Services	Provides Mission critical services for staff.	48	48 Hours
<b>Public Library</b>	Information Services	Provides Mission critical services for citizens.	72	72 Hours
<b>Treasurer's Office</b>	Tax Services/Fees	Provides customer service to taxpayers, County and State for tax related business functions.	48	48 Hours
<b>Treasurer's Office</b>	Dog Tag Issuance and Licensing	Ensures accountability for dog owners to keep pets vaccinated for health purposes.	48	48 Hours
<b>Treasurer's Office</b>	Funds Receivable and Deposits	Receives monies from the County departments to deposit in order to maintain fiscal stability.	72	72 Hours
<b>Treasurer's Office</b>	Payments and Check Printing	Issues payments and checks to vendors and county employees.	72	72 Hours
<b>Tourism</b>	Tourism	Promotes tourism for Bedford County and surrounding areas by operating an in-person Welcome Center to assist travelers and communication through various types of media.	96	96 Hours
<b>County Administration</b>	Coordinating Policy/Budgetary Decisions to be made by the Board	Coordinates actions needed to ensure continuity of government.	168	1 Week
<b>Fire &amp; Rescue</b>	Fire and Rescue Administrative duties	Performs administrative functions within the Department of Fire & Rescue.	168	1 Week
<b>Fire &amp; Rescue</b>	Fire Marshall	Provides Fire Code Inspections and enforces standards.	336	2 Weeks
<b>Fire &amp; Rescue</b>	Training	Prepares staff for all incident responses.	672	1 Month

<b>Fiscal Management</b>	Pending	Pending Departmental Confirmation.	Pending	Pending
<b>Cooperative Extension</b>	Pending	Pending Departmental Confirmation.	Pending	Pending

### Appendix III: Orders of Succession by Mission Essential Function

There may be instances when an individual who is designated as a leader in a line of succession is unable to fill her/his leadership role. Therefore, another subordinate may be the successor for a specific MEF based on expertise in that function. When this occurs, a successor will assume the duties of the leadership role when the usual leader cannot be contacted by usual method (e.g., telephone, cellular phone, direct contact, email, etc.) The interim successor or subordinate will relinquish leadership duties when the general leader is able to resume their duties or when a permanent successor has been named by the County Administrator, a Department Director, or another authorized individual.

The Orders of Succession within a Department's Mission Essential Functions is listed within the Departmental COOP plans. Please see appropriate Departmental Annex for guidance.

## Appendix IV: Departmental Emergency Relocation Sites (ERS)

The Tables below provide (by department) the on-site and off-site Emergency Relocation Sites (ERSs) that have been identified for Bedford County departments if their current workspaces are inaccessible due to a COOP event.

### On-Site Emergency Relocation Sites

Department	Emergency Relocation Site	Address/Building/Facility/Room Description
Commissioner of Revenue	ERS 1: NONE IDENTIFIED	NONE IDENTIFIED
Community Development	ERS 1: Other Community Development offices	Move staff to other CD offices that are on the other side of their building
Community Development	ERS 2: Admin Building	James River Conference Room in Admin Building
Community Development	ERS 1: Other Community Development offices	Plan Review Room
Community Development	ERS 2: Admin Building	Ground Floor Training Room
Cooperative Extension	Pending Departmental Confirmation	Pending Departmental Confirmation
County Administration	ERS 1: County Administration Building	Former IT/Extension Office, Vacant Offices on 1 <sup>st</sup> floor
County Administration	ERS 2: County Administration Building	Basement Conference Room
Economic Development	ERS 1: Telework for office personnel and EDA and Ag Mtgs may be held off-site in alternate locations	Our homes. EDA meetings could be held at CERE in New London and Ag meetings are held at County Parks/Rec/Extension
Emergency Communications Center	ERS 1: NONE IDENTIFIED	NONE IDENTIFIED
Fire & Rescue	ERS 1: Conference/Classroom	New London Fire & Rescue Station, 1043 Meade Road, Forest VA, 24551
Fiscal Management	Pending Departmental Confirmation	Pending Departmental Confirmation
Human Resources	ERS 1: Training Room	Ground floor – 122 East Main Street, Bedford, VA 24523
Human Resources	ERS 2: County Gym	1059 Turning Point Rd, Bedford, VA 24523
Information Technology	ERS 1: Sheriff's Office	1345 Falling Creek Road Bedford, VA 24523

<b>Nursing Home</b>	<b>ERS 1:</b> Administration Conference Room	1229 County Farm Road, Bedford, VA
<b>Public Library</b>	<b>ERS 1:</b> Bedford Central Library, LS Workroom	321 N. Bridge St. Bedford, VA 24523 – LS Workroom area
<b>Public Works</b>	<b>ERS 1:</b> General Properties Division Office	212 E. Washington Street
<b>Sheriff</b>	<b>ERS 1:</b> Emergency Operations Center	1345 Falling Creek Road/Basement of Sheriff's Office
<b>Social Services</b>	<b>ERS 1:</b> County Gym	Turning Point Road Bedford, VA 24523
<b>Treasurer's Office</b>	<b>ERS 1:</b> Ground Floor Training Room	122 East Main Street, Bedford, VA 24523
<b>Treasurer's Office</b>	<b>ERS 2:</b> 2 <sup>nd</sup> Floor Training Room	122 East Main Street, Bedford, VA 24523
<b>Tourism</b>	<b>ERS 1:</b> Community Room	Community Room located inside the Welcome Center, 816 Burks Hill Road, Bedford VA 24523

Off-Site Emergency Location Sites

<b>Department</b>	<b>Emergency Relocation Site</b>	<b>Address/Building/Facility/Room Description</b>
<b>Commissioner of Revenue</b>	<b>ERS 1:</b> Telework	Any location available with internet and phone access
<b>Community Development</b>	<b>ERS 1:</b> Telework	Any location available with internet and phone access
<b>Cooperative Extension</b>	Pending Departmental Confirmation	Pending Departmental Confirmation
<b>County Administration</b>	<b>ERS 1:</b> Falling Creek Center	Parks Conference Room
<b>County Administration</b>	<b>ERS 2:</b> Falling Creek Center	Peaks Conference Room
<b>County Administration</b>	<b>ERS 3:</b> Bedford Central Library	Peaks Room
<b>County Administration</b>	<b>ERS 4:</b> Telework	Any location available with internet and phone access
<b>Economic Development</b>	<b>ERS 1:</b> Telework	Any location available with internet and phone access
<b>Emergency Communications Center</b>	<b>ERS 1:</b> NONE IDENTIFIED	NONE IDENTIFIED
<b>Fire &amp; Rescue</b>	<b>ERS 1:</b> New London Facility	County Fire Rescue Administration will be relocated to the office and conference space

		at the New London Facility (collocated with HAZMAT)
<b>Fiscal Management</b>	Pending Departmental Confirmation	Pending Departmental Confirmation
<b>Human Resources</b>	<b>ERS 1:</b> Telework	Any location available with internet and phone access
<b>Information Technology</b>	<b>ERS 1:</b> Sheriff's Office	1345 Falling Creek Road Bedford, VA 24523
<b>Nursing Home</b>	<b>ERS 1:</b> Bedford County Parks and Recreation Building	1257 County Farm Road, Bedford, VA
<b>Public Library</b>	<b>ERS 1:</b> Moneta Library	13641 Moneta Rd. Moneta, VA – Staff workroom
<b>Public Works</b>	<b>ERS 1:</b> Telework	Any location available with internet and phone access
<b>Sheriff</b>	<b>ERS 1:</b> Fire Rescue	1185 Turning Point Road, Bedford, VA 24523
<b>Sheriff</b>	<b>ERS 2:</b> Vehicles	Essential functions can be performed in equipped vehicles
<b>Sheriff</b>	<b>ERS 3:</b> New London Emergency Services	1043 Meade Road, Forest, VA 24551
<b>Social Services</b>	<b>ERS 1:</b> Telework	Any location available with internet and phone access
<b>Treasurer's Office</b>	<b>ERS 1:</b> Bedford County Gym (possibly)	Falling Creek Road (would need to be housed together with COR for continuity of operations)
<b>Treasurer's Office</b>	<b>ERS 2:</b> Parks and Recreation Conference Room (possibly)	Falling Creek Road (would need to be housed together with COR for continuity of operations)
<b>Tourism</b>	<b>ERS 1:</b> Telework from our homes	Address will vary by each employee teleworking; locations will have internet and phone access

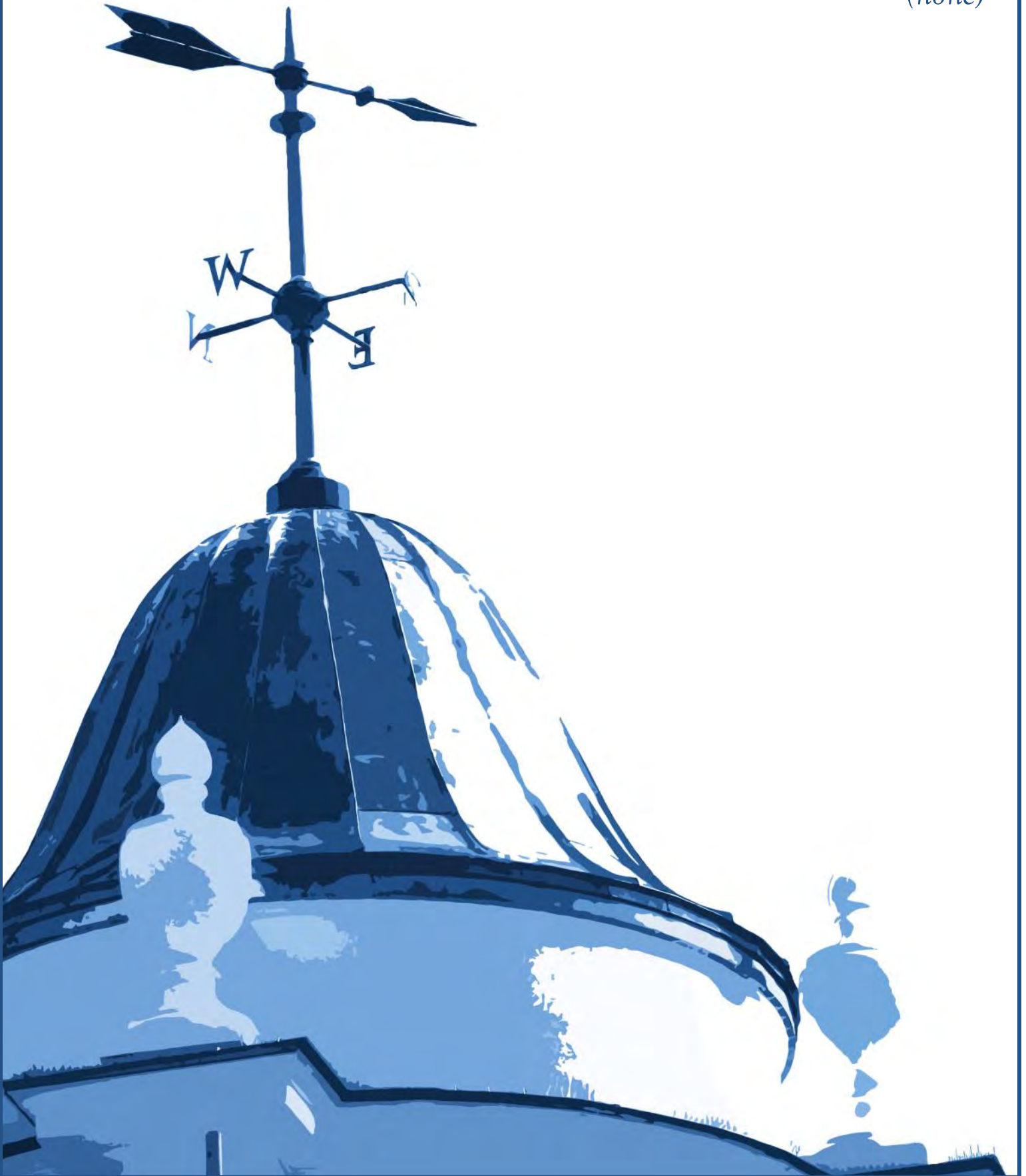


# ATTACHMENT 1: PROPOSED CHANGE TO THE CONTINUITY OF OPERATIONS PLAN FORM

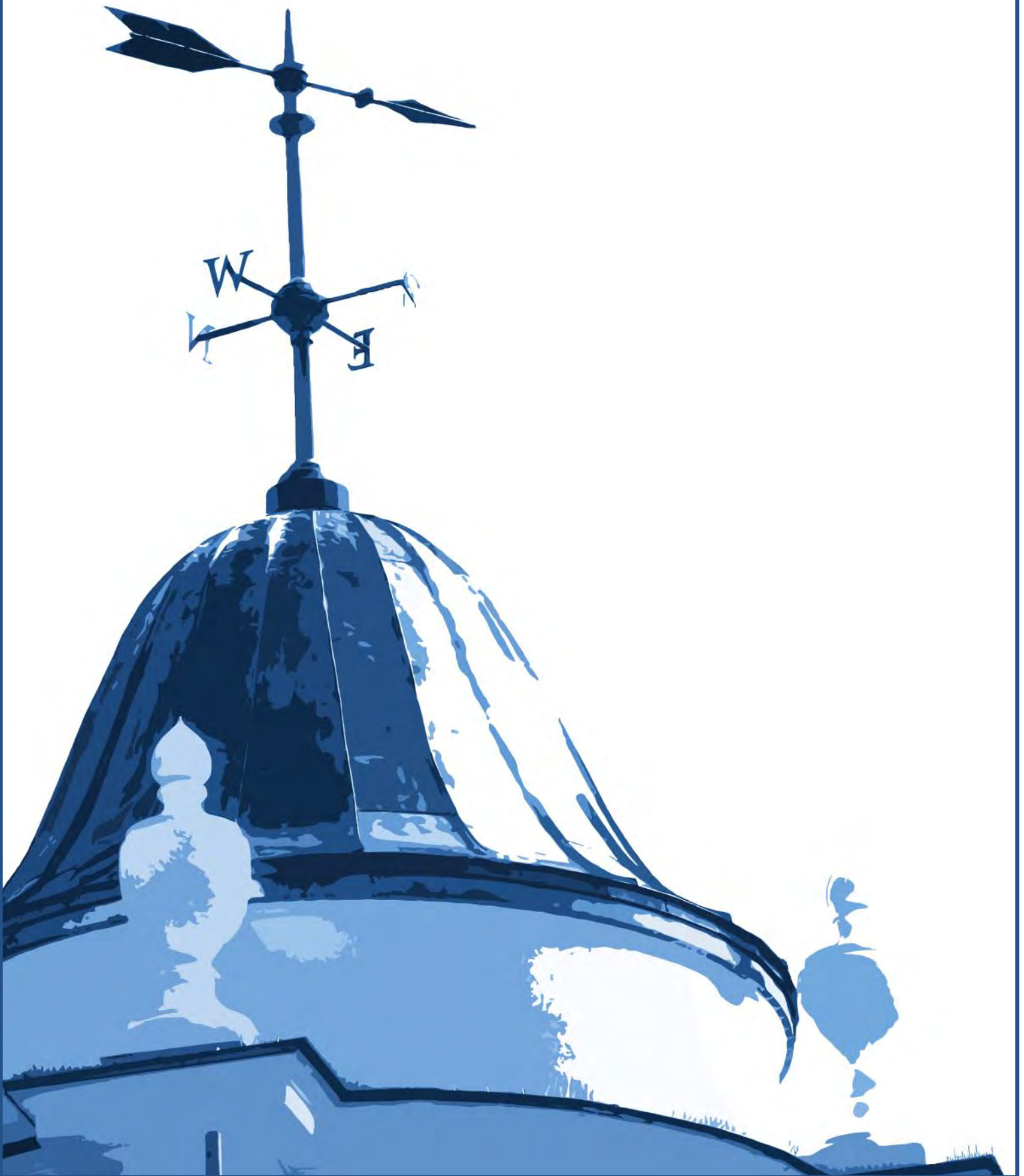
**Instructions:** This form is used for a change to the Continuity of Operations Plan. Please email the completed form to Bedford County Emergency Services.

<b>CONTINUITY OF OPERATIONS PLAN CHANGE FORM</b>		Date:
Name:		Department:
Phone:		Email:
<b>CHANGE REQUESTED</b>		
Plan Page(s)	Reason for Change:	
	Proposed Change Language:	
<b>BEDFORD COUNTY EMERGENCY SERVICES USE</b>		
Reviewed by:		Change Approved? Yes <input type="checkbox"/> No <input type="checkbox"/>
Approved Change Language:		
<input type="checkbox"/> Recorded in Record of Changes Holders		Date: <input type="checkbox"/> Updated Plan Sent to Plan

Agenda Item #10  
Board Committee Reports  
(none)



Agenda Item #11  
Board Member Comments



Agenda Item #12  
Board Appointments





At a regular meeting of the Board of Supervisors of the County of Bedford, Virginia held at the Bedford County Administration Building on the 27<sup>th</sup> day of September 2021:

---

**Supervisor \_\_\_\_\_ made a motion to enter into Closed Session, pursuant to Section 2.2-3711 (A)**

**(1)** Discussion, consideration, or interviews of prospective candidates for employment; assignment, appointment, promotion, performance, demotion, salaries, disciplining, or resignation of specific public officers, appointees, or employees of any public body; and evaluation of performance of departments or schools of public institutions of higher education where such evaluation will necessarily involve discussion of the performance of specific individuals. Nothing in this subdivision, however, shall be construed to authorize a closed meeting by a local governing body or an elected school board to discuss compensation matters that affect the membership of such body or board collectively; specifically, related to the reclassification of certain positions (specifically, regarding appointments to commissions and committees).

**Voting yes:**

**Voting no:**

**Motion \_\_\_\_\_.**

-----

**Supervisor \_\_\_\_\_ made a motion to go back into regular session.**

**Voting yes:**

**Voting no:**

**Motion \_\_\_\_\_.**

-----

**WHEREAS**, the Bedford County Board of Supervisors convened a Closed Meeting, pursuant to an affirmative recorded vote and in accordance with the provisions of the Virginia Freedom of Information Act; and

**WHEREAS**, §2.2-3712 of the Code of Virginia requires a certification by the Bedford County Board of Supervisors that such closed meeting was conducted in conformity with Virginia Law.

**NOW, THEREFORE BE IT RESOLVED**, that the Bedford County Board of Supervisors do hereby certify that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion convening the closed meeting was heard, discussed or considered by the Bedford County Board of Supervisors.

**MEMBERS:**

- Tommy Scott, Chair
- Tammy Parker, Vice-Chair
- Mickey Johnson
- Edgar Tuck
- Charla Bansley
- John Sharp
- Bob Davis

**VOTE:**



At a regular meeting of the Bedford County Board of Supervisors, held at the Bedford County Administration Building, Bedford, Virginia, on September 27, 2021, beginning at 7:00 pm:

**AGRICULTURAL ECONOMIC DEVELOPMENT ADVISORY BOARD**

Supervisor \_\_\_\_\_ made a motion to appoint Ethan Tanner to fill an unexpired term representing District 5 on the Agricultural Economic Development Advisory Board. This term will end on December 31, 2024.

**Voting yes:**

**Voting no:**

**Motion \_\_\_\_\_.**



At a regular meeting of the Bedford County Board of Supervisors, held at the Bedford County Administration Building, Bedford, Virginia, on September 27, 2021, beginning at 7:00 pm:

**REDISTRICTING COMMITTEE**

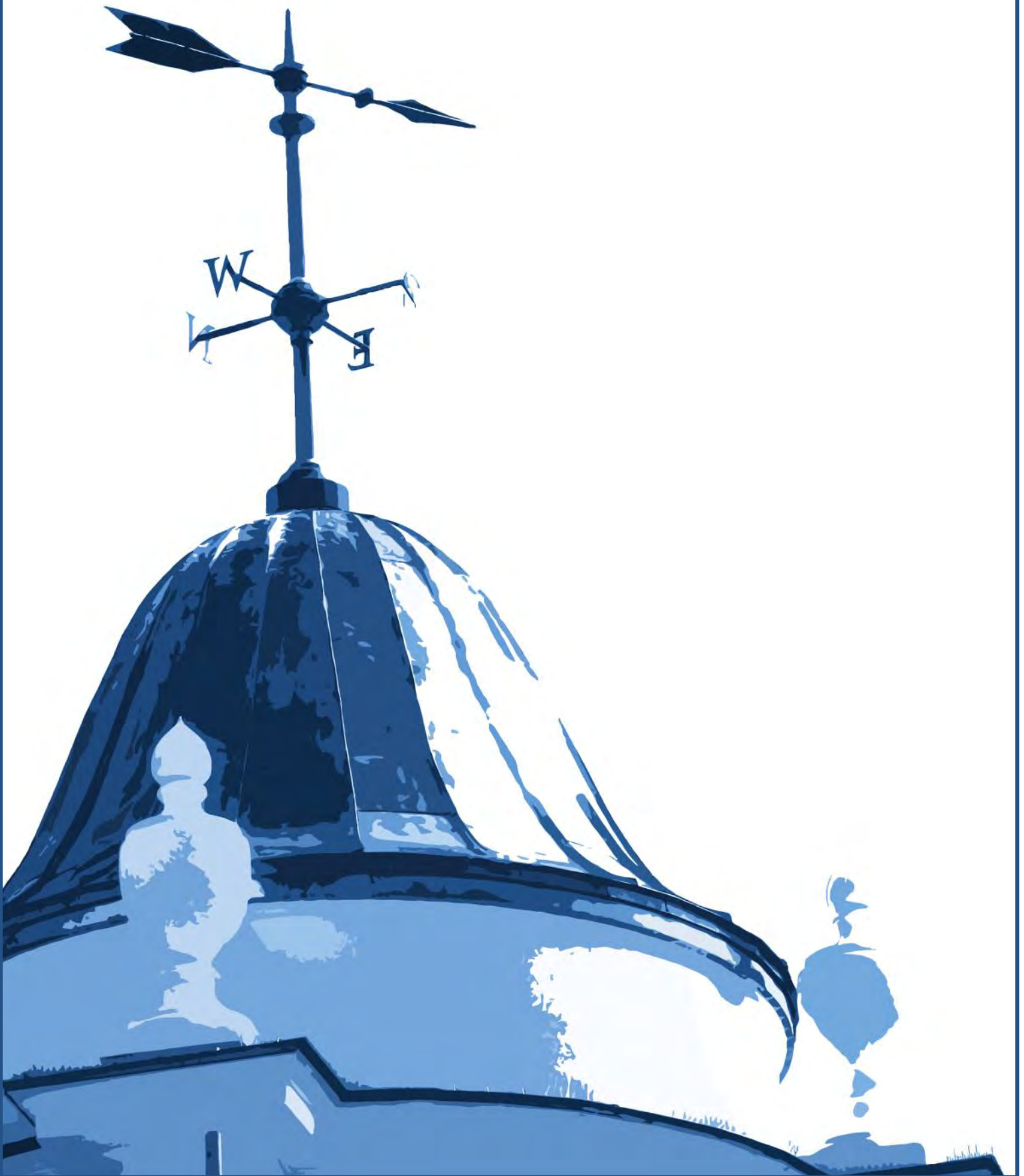
Supervisor \_\_\_\_\_ made a motion to appoint Jeanne Willis to represent District 7 on the Redistricting Committee.

**Voting yes:**

**Voting no:**

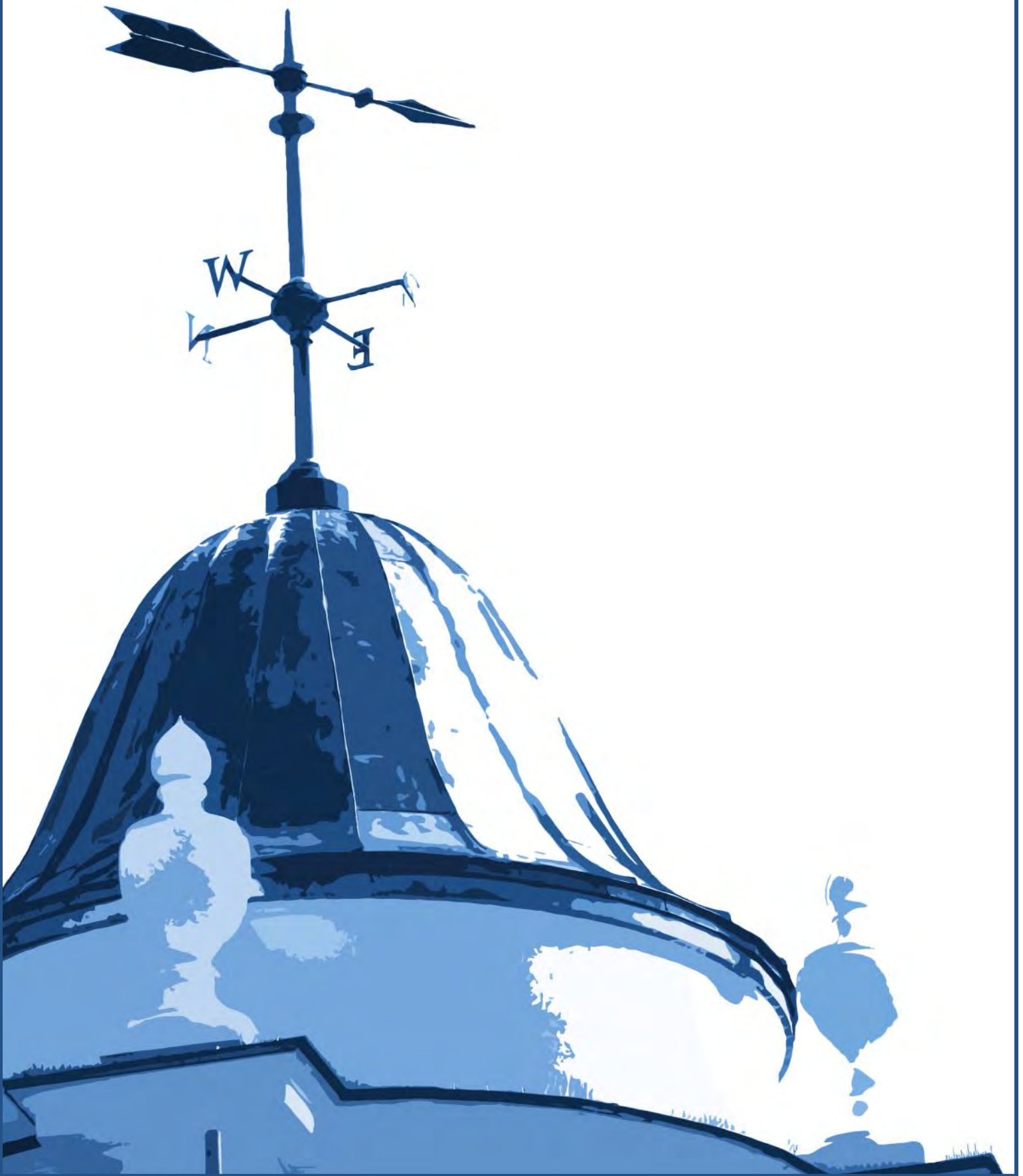
**Motion \_\_\_\_\_.**

Agenda Item #13  
County Administrator Report

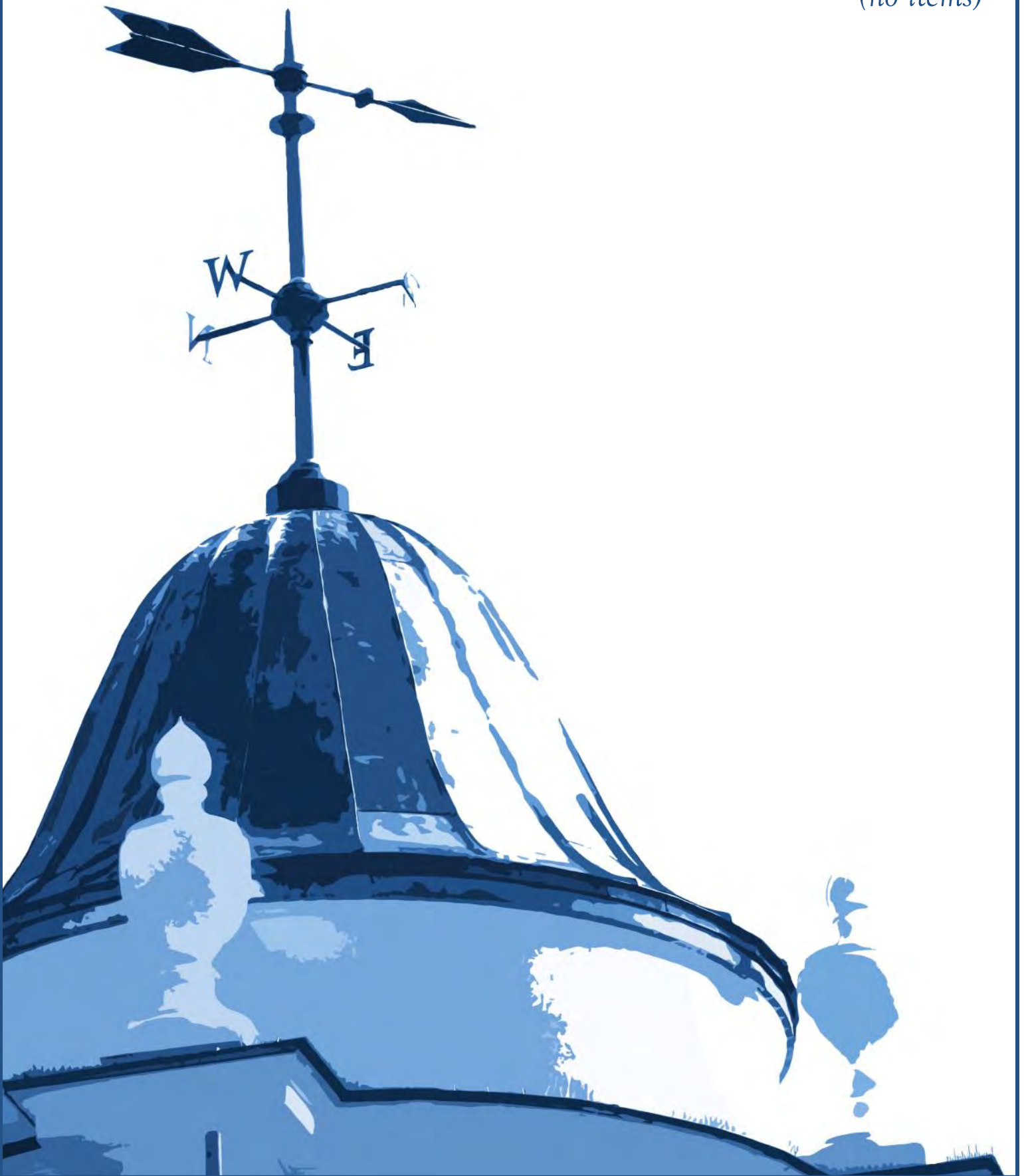




Agenda Item #14  
County Attorney Report



Agenda Item #15  
Board Information  
(no items)



## Agenda Item #16

### Board Calendars & Reminders

- October 12 – (Tuesday)- Annual Joint Meeting with the EDA at 5:00 pm; *possibly adding a Regular Meeting at 7:00 pm*
- October 25 - Worksession at 5:00 pm; Regular Meeting at 7:00 pm

