

Town of Warrenton, VA



CONTINUITY OF OPERATIONS PLAN

Frank Cassidy
Town Manager

September 2025

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SECURITY AND PRIVACY STATEMENT

Public disclosure of this document would have a reasonable likelihood of threatening public safety by exposing vulnerabilities. It contains sensitive and confidential information not subject to FOIA under Virginia Code §2.2-3705.2 (14). Accordingly, the Town of Warrenton withholds this Plan from full public disclosure. Refer any request for a copy of this document to the town FOIA officer.

PROMULGATION STATEMENT

The Town of Warrenton's mission is to provide public safety, economic opportunity, and quality public services in an attractive, well-planned community with historic character for the benefit, enjoyment, and accessibility of all. All essential departments must ensure their operations are performed with minimal disruption during all-hazards emergencies or other situations that disrupt normal operations to accomplish this mission. This document provides planning and program guidance for implementing the Town of Warrenton Continuity Plan and Continuity Program to ensure the agency can conduct its mission essential functions (MEFs) under all threats and conditions. The agency is committed to the safety and protection of its personnel, contractors, operations, and facilities. This Continuity Plan is a recovery plan that works as a companion plan with the Town of Warrenton Emergency Operation Plans (EOP), the Information Technology Disaster Recovery Plan (ITDRP), the Rappahannock Rapidan Regional Hazard Mitigation Plan, and the Fauquier County Emergency Operations Plan (FCEOP), and provides a framework to minimize potential impact and allow for rapid recovery from an incident that disrupts operations. This Plan encompasses the magnitude of operations and services performed by the Town of Warrenton and is tailored to the Town's unique operations and MEFs.

This Plan identifies key personnel that perform or manage the performance of MEFs. Upon plan activation, key personnel will be notified and assume responsibility for implementing the Plan per the guidance provided by the Town Manager or his/her designee. Essential personnel should be prepared to implement the Continuity Plan and perform MEFs within the established recovery time objectives for a period of up to 30 days or until normal operations can be resumed.

The Town of Warrenton prepared this Continuity Plan to develop, implement, and maintain a viable continuity capability. In accordance with section 44-146.19(E) of the Code of Virginia, and section 20-4 of the Warrenton Town Code, this Plan complies with applicable internal agency policy, and state regulations, and supports recommendations provided in FEMA's Continuity Guidance Circular 1 (CGC 1) and Continuity Guidance Circular 2 (CGC 2). This Continuity Plan has been distributed internally to appropriate personnel within the Town of Warrenton and external organizations that might be affected by its implementation.

APPROVALS

Pursuant to Code of Virginia § 44-146.19(E)

Carter Nevill, Mayor

Frank Cassidy, Town Manager

Chap Peterson, Town Attorney

Johnny Switzer, EM Coordinator

RECORD OF CHANGES

Submit recommended changes to this document to the Office of the Town Manager:

Change Number	Copy Number	Date Entered	Posted By

PUBLICATION AND DISSEMINATION

The agency Continuity Plan will be distributed to executive leadership and key personnel within the agency and others. Requests for additional copies of this Plan or notification of updates should be directed to the Office of the Town Manager.

Continuity Plan Distribution List

Name	Title	Agency or Organization	Date Issued	Date Returned	Number of Copies
John Scrivani	State Coordinator of Emergency Management	Virginia Department of Emergency Management			1
Alexa Boggs	Region 2 Chief Regional Coordinator	Virginia Department of Emergency Management			1
Janelle Downes	Fauquier County Administrator	Fauquier County			1

COOP TEAM MEMBERS & ESSENTIAL PERSONNEL

COOP Team Designation	Incumbent	All Phones	Email
Senior Administration	Frank Cassidy, Town Manager	Work: (540) 347-1101 [REDACTED]	fcassidy@warrentonva.gov
Emergency Management	Johnny Switzer, Emergency Management Coordinator	Work: (540) 680-9538 [REDACTED]	jswitzer@warrentonva.gov
Public Works	John Ward Public Works Director	Work: (540) 347-1101 [REDACTED]	fcassidy@warrentonva.gov
Public Utilities	Steven Friend Public Utilities Director	Work: (540) 351-4908 [REDACTED]	sfriend@warrentonva.gov
Law Enforcement	Timothy Carter, Chief of Police	Work: (540) 347-1107 [REDACTED]	tcarter@warrentonva.gov
Community Development	Rob Walton, Director of Community Development	Work: (540) 347-1101 [REDACTED]	rwalton@warrentonva.gov
Finance	Stephanie Miller, Deputy Town Manager & Finance Director	Work: (540) 347-1101 [REDACTED]	smiller@warrentonva.gov
Information Technology	Jonathan Stewart, Director of Information Technology	Work: (540) 428-2025 [REDACTED]	jstewart@warrentonva.gov

COOP Team Designation	Incumbent	All Phones	Email
Human Capital	Kasey Braun, Director of Human Capital & Risk Management	Work: (540) 347-1101 [REDACTED]	kbraun@warrentonva.gov
Parks and Recreation	Kelly Koernig, Director of Parks and Recreation	Work: (540) 349-2520 [REDACTED]	kkoernig@warrentonva.gov
Communications	Lyndie Paul Communications Manager	Work: (540) 351-4173 [REDACTED]	lpaul@warrentonva.gov
Risk Management	Dennis Merz, Risk Manager	Work: (540) 341-9668 [REDACTED]	dmerz@warrentonva.gov

EXECUTIVE SUMMARY

A Continuity of Operations Plan, or COOP, is an important part of emergency planning and provides a way for organizations to ensure that they are able to continue providing essential functions in the event of a variety of different emergencies that could interrupt the normal operating environment.

It is expected and necessary for the Town of Warrenton to respond quickly in the event of an emergency or threat resulting from a variety of causes such as those that are human, natural, or technological in nature in concert with other agencies. It is for these reasons that the Town of Warrenton has created and adopted this COOP. This plan not only identifies essential functions but also outlines what would need to be done in the three phases of operation—Activation and Relocation, Alternate Facilities Operations, and Reconstitution. This plan also incorporates the following elements that are associated with continuity planning:

- Delegations of authorities that would be needed in an emergency situation;
- Essential Functions and Non-Essential Functions;
- Vital equipment, systems, files, and records that would be needed in an emergency;
- Any alternate facilities that could be used for operations.

The Primary and Secondary COOP Program Managers are listed in the table below with specific contact information included. The Program Managers will coordinate continuity of operations and are responsible for managing all activities to continue essential functions during a situation that disrupts the normal operating environment.

COOP Program Manager Information		
	Name and Position	Contact Information
Primary COOP PM	Frank Cassidy Town Manager	Work: (540) 347-1101 [REDACTED]
Secondary COOP PM	Johnny Switzer Emergency Management Coordinator	Work: (540) 680-9538 [REDACTED]

INTRODUCTION

To the best of their ability, local governments must be prepared to respond to all types of emergencies and disasters within their jurisdictions to save lives; protect the public welfare, protect property, maintain essential communications, ensure business continuity, and restore essential public services. Since September 11, 2001, many localities have become acutely aware of the degree to which emergencies and disasters can disrupt or obliterate their ability to preserve government institutions and perform essential functions.

The Town Manager has deemed that the Town must establish and implement a Continuity of Operations (COOP) Plan. This Plan is designed to develop ways to preserve, maintain, or reconstitute the agency's ability to function in the event of a threat or an emergency.

The Town of Warrenton COOP Plan has been developed to aid the government in a technical, natural, or intentional disaster that disrupts government operations. The Plan presents a framework for management, establishes procedures to support essential functions, and guides the restoration of normal operations after the emergency. The Plan provides for restoring operational capacity within 12 hours and sustaining operations for 30 days or longer in a catastrophic event or national security emergency.

PURPOSE

This COOP Plan summarizes how Town departments and offices will continue to perform essential functions when an emergency threatens or disturbs their operations. This document outlines lines of succession; provides for the maintenance and re-establishment of authority; provides for the relocation of key personnel if needed; reconstitutes the key staff positions with successor personnel, and provides restoration of Town government functionality. This Plan should be utilized in concert with the Town of Warrenton and the Fauquier County Emergency Operations Plan (FCEOP). The basic elements of a viable COOP Plan include the following:

- Essential Functions;
- Lines of Succession;
- Delegations of Authority;
- Alternate Facilities;
- Vital Files, Databases and Records;
- Administration and Logistics;
- COOP Plan Implementation Procedures;
- Personnel Issues;
- Communications; and
- Training and Exercises.

APPLICABILITY AND SCOPE

This Plan is designed to effectively minimize system outages and downtimes while providing the highest possible level of personnel services until normal operations fully resume. It is also intended to facilitate the response and recovery process. This document applies to a full range of circumstances, from a short-term event that affects only one building or location to an extended regional emergency that impacts all of the Town's departments and functions.

OBJECTIVE

The objective of COOP Planning is to guide appropriate actions to ensure the capability exists to continue core business functions and achieve an orderly recovery from emergencies across a wide range of potential incidents—including acts of nature and human-made emergencies.

The objectives of this COOP Plan include:

- Ensuring continuous performance of a department's essential functions during an emergency;
- Protecting essential facilities, equipment, and records;
- Reducing or mitigating disruption of operations;
- Reducing, assessing, and minimizing damage and loss;
- Identifying alternate locations where operations can be reconstituted in an emergency;
- Activating and sustaining essential operations within a 12-hour period for up to 30 days; and
- Achieving a timely and orderly reconstitution of operations.

COOP ACTIVATION EVENTS

A variety of events could create conditions in the County that would require activation of the COOP Plan. This could be a Town-wide event involving the entire government, or it could be an event that impacts only a few agencies or departments. These events can be categorized as follows:

- Infrastructure;
- Mass Casualty/Mass Fatality Incident; and
- Workforce/Workplace.

Numerous events can disrupt the infrastructure. These events may involve loss of electrical power, loss of water, interruption in commodity availability, and technology failure. The Town has experienced utility disruptions in the past caused by weather events such as hurricanes, tornadoes, thunderstorms, and snowstorms.

A Mass Casualty/Mass Fatality Incident, such as a pandemic or widespread illness, could severely impact the Town workforce. These events can be caused by a naturally occurring disease like influenza or caused by terrorism, such as a biological release. These types of events could cause widespread death and illness, impacting the Town population and workforce.

Numerous types of other natural disasters can destroy or significantly affect the workforce. Other possible triggers include workplace contamination, flooding, HAZMAT incidents, or fire.

These types of events could impact the Town, as well as the county, region, state, or country.

CONCEPT OF OPERATIONS

A COOP Response is activated at the following levels:


Level I: A Level I COOP Response is for an anticipated event that requires monitoring for situational awareness. This response would be activated for an actual or anticipated event that may have an adverse impact for up to 12 hours on any portion of the local government. This level does not require any specific response beyond what is available using existing resources.

Level II (Stand-by): A Level II COOP Response is for an event that causes a temporary reduction or change in operations; an actual or anticipated event estimated to have a minimal impact on operations for 12 to 72 hours and may require assistance beyond what resources are generally available. This may be when Town departments/offices are preparing for any incident that might prevent Town facilities from opening for normal operations. This situation may require moving to a temporary location to continue to meet essential functions.

Level III (Partial Implementation): A Level III COOP Response is for an actual event estimated to disrupt the operations of one or more essential functions or impact vital systems for more than three days. The event may require deploying a small force of mission essential personnel from departments or offices to their COOP sites to initiate operations to support an actual full-scale COOP implementation.

Level IV: A Level IV COOP Response is for an event with a significant or long-term impact on the workforce or workplace. This event may be widespread and significantly disrupt operations that impact multiple vital systems. An example would be a major fire at Town Hall that causes significant damage to the building and destroys records and equipment.

Level of Emergency	Category	Impact on Local Government	Decisions
I	Alert	An actual or anticipated event might have an adverse impact of up to 12 hours on any portion of the local government but does not require any specific response beyond what is ordinarily available.	
II	Stand-by	An actual or anticipated event is estimated to have minimal impact on operations for 12 to 72 hours that may require assistance beyond what is ordinarily available.	
III	Partial Implementation	An actual event is estimated to disrupt the operations of one or more essential functions or impact vital systems for more than three days.	

III	Full Implementation	An actual event that significantly disrupts the operations of three or more essential functions or to the entire department that impacts multiple vital systems for more than seven days.	
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COOP IMPLEMENTATION

The Town of Warrenton COOP Plan can be implemented in a variety of ways. Once the event's impact is assessed, Town departments and offices may activate the plan to continue providing essential services. Once the determination has been made to implement COOP plans, each department and agency affected must ensure that their essential functions continue. A sample COOP Implementation Checklist is provided on the next page.

UNANTICIPATED EMERGENCIES

Some threats to operations may provide advanced warning, which permits the orderly alert, notification, evacuation, and relocation of employees, if necessary. A warning may not precede other incidents. These incidents may or may not occur during regular operating hours. If the incident occurs during normal working hours, it may require the evacuation of all personnel from the threatened area. Essential or response personnel will deploy to their pre-assigned duty stations within 12 hours to maintain essential functions as the COOP Plan dictates. If the incident occurs after hours, activation of the COOP Plan will trigger each department director, working with their COOP teams, to activate call-down rosters and notify COOP relocation teams to report for duty.

WIDESPREAD vs. LOCAL EMERGENCIES The distinction between a widespread and local emergency is based upon assessing the event's impact on a department or geographic area. Generally, if an event impacts a significant number of people or impacts a large enough geographic location, the event is considered widespread. Localized events are usually limited to a smaller geographic area or one department, agency, or office.

COOP IMPLEMENTATION CHECKLIST

Implementation of the COOP Plan is based upon three phases of operation: activation and relocation, alternate facility operations, and reconstitution of services. The checklist below provides a basic outline of actions to implement the Plan.

ITEM	TASK	TASK ASSIGNED TO	DATE & TIME COMPLETED
Activation and Relocation			
■	[REDACTED]		
■	[REDACTED]		
■	[REDACTED]		
■	[REDACTED]		
■	[REDACTED]		
■	[REDACTED]		
■	[REDACTED]		
■	[REDACTED]		
■	[REDACTED]		
Alternate Facility Operations			
■	[REDACTED]		
■	[REDACTED]		

■	████████████████████		
■	██		

ITEM	TASK	TASK ASSIGNED TO	DATE & TIME COMPLETED
Activation and Relocation			
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Continuity Implementation Responsibilities

Position	Responsibility
Town Manager	<ul style="list-style-type: none"> • Provide strategic leadership and overarching policy direction for the Continuity Program. • Implement the Continuity Plan when necessary or when directed to by a higher authority. • Consult with and advise appropriate officials during the implementation of the Continuity Plan. • Oversee and coordinate activities between the Continuity Coordinator and Reconstitution Manager.
COOP Coordinator	<ul style="list-style-type: none"> • Coordinate the implementation of the Continuity Plan and initiate appropriate notifications to internal and external contacts. • Work closely with the Reconstitution Manager to ensure a smooth transition from continuity operations to reconstitution operations.
Finance, Human Capital & Risk Management	<ul style="list-style-type: none"> • Be prepared to deploy and support the performance of the Town's MEFs in the event of a Continuity Plan implementation. • Ensure that family members are prepared for and taken care of in an emergency.
Public Works Director	<ul style="list-style-type: none"> • Coordinate and oversee the reconstitution process. • Ensure that all facilities can support the performance of MEFs. • Develop a time-phased plan to ensure that functions are restored in a manner that minimizes downtime. • Work closely with the senior leadership and Town Manager to ensure a smooth transition from continuity operations to reconstitution operations.
Town Employees	<ul style="list-style-type: none"> • Monitor town communications for guidance or instructions during the event. • Know and understand their roles in a continuity environment. • Ensure that family members are prepared for and taken care of in an emergency situation.

ORDER OF SUCCESSION

Pre-identifying order of succession is critical to ensuring effective leadership during an emergency. In the event an incumbent is incapable or unavailable to fulfill his/her essential duties, successors have been identified to ensure there is no lapse in executive leadership. Authority shall return to the Town leader when the Town leader is capable of resuming essential duties or a permanent replacement has been chosen in accordance with Town policy. The Town of Warrenton's order of succession and method of notification to personnel are:

Position	Notification Method	Successor #1	Successor #2	Successor #3
Town Manager	Email / Cell Phone	[REDACTED]	[REDACTED]	[REDACTED]
Emergency Manager	Email / Cell Phone	[REDACTED]	[REDACTED]	[REDACTED]
Finance Director	Email / Cell Phone	[REDACTED]	[REDACTED]	[REDACTED]
Community Development Director	Email / Cell Phone	[REDACTED]	[REDACTED]	[REDACTED]
Information Technology Director	Email / Cell Phone	[REDACTED]	[REDACTED]	[REDACTED]
Communications	Email / Cell Phone	[REDACTED]	[REDACTED]	[REDACTED]
Police Chief	Email / Cell Phone	[REDACTED]	[REDACTED]	[REDACTED]
Public Works Director	Email / Cell Phone	[REDACTED]	[REDACTED]	[REDACTED]
Public Utilities Director	Email / Cell Phone	[REDACTED]	[REDACTED]	[REDACTED]
WWTP Superintendent	Email / Cell Phone	[REDACTED]	[REDACTED]	[REDACTED]
WTP Superintendent	Email / Cell Phone	[REDACTED]	[REDACTED]	[REDACTED]
Facility & Fleet Manager	Email / Cell Phone	[REDACTED]	[REDACTED]	[REDACTED]

Position	Notification Method	Successor #1	Successor #2	Successor #3
Parks & Recreation Director	Email / Cell Phone	[REDACTED]	[REDACTED]	[REDACTED]
Human Capital & Risk Management Director	Email/Cell Phone	[REDACTED]	[REDACTED]	[REDACTED]

ESSENTIAL PERSONNEL

The Town of Warrenton will follow the National Conference of State Legislature's definition of essential personnel. This is defined as "those who conduct a range of operations and services that are typically essential to continue critical infrastructure operations."

In accordance with the Cybersecurity and Infrastructure Security Agency (CISA), under the U.S. Department of Homeland Security (DHS) *Guidance on the Essential Critical Infrastructure Workforce, Version 4.1*, it has been identified that the following Town department personnel are deemed essential within the Town's critical infrastructure operations:

Law Enforcement, Public Safety, and Other First Responders		
<i>"Public, private, and voluntary personnel (front line and management, civilian and sworn) in emergency management, law enforcement, fire and rescue services, emergency medical services, and security, public and private hazardous material responders, air medical service providers (pilots and supporting technicians), corrections, and search and rescue personnel."</i>		
EO: Essential, On Site	ER: Essential, Remote	NE: Non-Essential
Police Department: <ul style="list-style-type: none"> Sworn Law Enforcement Senior Administrative Assistant 		Police Department: <ul style="list-style-type: none"> Records Clerk Accreditation Manager
Community Development: <ul style="list-style-type: none"> Building / Fire Official 		
<ul style="list-style-type: none"> Emergency Management Coordinator 		

Public Works		
<i>"Workers who support the operation, inspection, and maintenance of essential public works facilities and operations, including bridges, water, and sewer main breaks, fleet maintenance personnel, traffic signal maintenance, emergency location services for buried utilities, and other emergent issues."</i>		
EO: Essential, On Site	ER: Essential, Remote	NE: Non-Essential
<ul style="list-style-type: none"> Director of Public Works Senior Administrative Assistant Landscaping Crew Streets Crew Fleet & Facilities Personnel 	<ul style="list-style-type: none"> Project Coordinator 	

Public Utilities		
<i>"Workers needed to operate and maintain drinking water, wastewater, and drainage infrastructure."</i>		
EO: Essential, On Site	ER: Essential, Remote	NE: Non-Essential
<ul style="list-style-type: none"> • Director of Public Utilities • All Water Treatment Plant Personnel • All Wastewater Treatment Plant Personnel • Stormwater Inspector • Meter Personnel • Utility Maintenance Workers • Senior Administrative Assistant 	<ul style="list-style-type: none"> • Engineer* • Stormwater Administrator* <p><i>*As applicable to an emergency status.</i></p>	<ul style="list-style-type: none"> • GIS Technician

Infrastructure Support Systems		
<i>"Workers who support the operations and maintenance of parks and outdoor recreational facilities."</i>		
EO: Essential, On Site	ER: Essential, Remote	NE: Non-Essential
Parks & Recreation: <ul style="list-style-type: none"> • Director of Parks & Recreation • Facility Operations Manager • Special Events Program Coordinator • Operations & Contracts Technician • Recreation Building Engineer • Maintenance Workers • Customer Services Staff • Aquatics Coordinator • Aquatics Supervisor • Aquatic Staff 	Parks & Recreation: <ul style="list-style-type: none"> • Fitness Supervisor 	Parks & Recreation: <ul style="list-style-type: none"> • Fitness Instructor

Communications		
<i>"External Affairs personnel to assist in coordinating with local, state, and federal officials to address communications needs."</i>		
EO: Essential, On Site	ER: Essential, Remote	NE: Non-Essential
<ul style="list-style-type: none"> • Communications Manager 	<ul style="list-style-type: none"> • Marketing Coordinator 	

Information Technology (IT)

- "Workers supporting communications systems, information technology, and work-from-home solutions used by law enforcement, public safety, medical, energy, public works, critical manufacturing, food and agriculture production,
- financial services, in-person and remote education, and other critical industries and businesses."
- "Workers required for technical support crucial for business continuity and connectivity."
- "Workers who support client services, field engineers, and other technicians and workers support critical infrastructure."

EO: Essential, On Site	ER: Essential, Remote	NE: Non-Essential
<ul style="list-style-type: none"> • Director of IT • Network Engineer 	<ul style="list-style-type: none"> • Help Desk Specialist • AV Help Desk Specialist • System Engineer 	<ul style="list-style-type: none"> • IT Administrator

Financial Services

"Workers who are needed to provide, process, and maintain systems for processing, verification, and recording of financial transactions and services."

EO: Essential, On Site	ER: Essential, Remote	NE: Non-Essential
<ul style="list-style-type: none"> • Director of Finance & Procurement 	<ul style="list-style-type: none"> • Accounts Payable Coordinator • Senior Revenue & Collections Manager • Customer Service Specialist • Payroll Coordinator • Procurement Coordinator • Tax Administrator* 	<ul style="list-style-type: none"> • Budget Manager

Government Based Operations		
<p>➤ "Workers who support administration and delivery of employment services and benefits programs."</p> <p>➤ "Workers who support administration and delivery of disaster assistance, insurance, and workers compensation programs."</p> <p>➤ "Workers who support essential maintenance and construction of essential services."</p>		
EO: Essential, On Site	ER: Essential, Remote	NE: Non-Essential
Town Managers Office: <ul style="list-style-type: none"> Town Manager 	Town Managers Office: <ul style="list-style-type: none"> Town Clerk Mayor & Town Council TM Executive Assistant 	
Human Capital & Risk Management: <ul style="list-style-type: none"> Director of HC Risk Management 	Human Capital & Risk Management: <ul style="list-style-type: none"> HC Generalist 	
Facilities: <ul style="list-style-type: none"> All Personnel 		

Residential/Shelter Facilities, Housing and Real Estate, Related Services		
<p>"Workers supporting government functions related to the building and development process, such as inspections, permitting, and plan review services."</p>		
EO: Essential, On Site	ER: Essential, Remote	NE: Non-Essential
Community Development: <ul style="list-style-type: none"> Director of Community Development 	Community Development: <ul style="list-style-type: none"> Planner Personnel* Zoning Personnel* <p><i>*As applicable to an emergency status.</i></p>	Community Development: <ul style="list-style-type: none"> Permit Technicians* Zoning Personnel* Code Enforcement Officers* Visitor Center Specialist <p><i>*As applicable to an emergency status.</i></p>

Call-Back Positions <i>"Irregular working hours performed by an employee on a day when no work is scheduled or at a time which requires the employee to return to the place of employment from an off-duty status."</i>			
Town Operations: <ul style="list-style-type: none"> • Town Manager • Emergency Management Coordinator • Risk Manager • Building / Fire Official • IT Director & IT Designated Personnel 	Police Department: <ul style="list-style-type: none"> • Sworn Law Enforcement 	Public Works: <ul style="list-style-type: none"> • Director of Public Works • Landscaping Crew • Streets Crew • Facilities Personnel • Fleet Personnel 	Public Utilities: <ul style="list-style-type: none"> • Director of Public Utilities • All Water Treatment Plant Personnel • All Wastewater Treatment Plant Personnel • Stormwater Inspector • Meter Personnel • Utility Maintenance Workers
Parks & Recreation (Sheltering): <ul style="list-style-type: none"> • Director of Parks & Recreation • Facility Operations Manager * • Operations & Contract Technician * • Recreation Building Engineer * • Aquatics Coordinator * • Aquatics Staff (3 minimum) * <p><i>*As applicable to an emergency status.</i></p>			

CONCEPT OF OPERATIONS

A continuity plan must be maintained at a high level of preparedness and be ready to be implemented without prior warning. As such, the Town of Warrenton has developed a concept of operations that describes the Continuity Plan's implementation.

This Plan can be fully implemented within established recovery time objectives and capable of sustaining operations for up to 30 days or until normal operations can be resumed.

Phase 1- Preparedness

The Town of Warrenton participates in the full spectrum of readiness and preparedness activities to ensure the agency can continue to perform MEFs in an all-hazard risk environment. This is accomplished through various means, including the use of professional go-kits by key personnel, regular training and exercises of the Continuity Plan (outlined in the Training and Exercise Section of this document), the development of human capital management policies that support agency staff, and monitoring of government intelligence reports or notices by executive leadership.

Professional Go-kits:

Town of Warrenton's key personnel and executive leadership have the responsibility to create and maintain go-kits. Go-kits should include standard operating procedures, emergency plans, operating orders or regulations, and other relevant guidance. Other documents and materials that might be included in a go-kit include:

- Continuity Plan
- Current contact list of key personnel, external partners and vendors
- General office supplies
- Backup communication devices if available.
- Manual work-around procedures for performing MEFs
- Compact discs or thumb drives
- Critical equipment inventory
- Directions to the alternate facility and a current floor plan
- Alternate facility contact information and/or keys or access cards

Human Capital Management:

The Town of Warrenton's key personnel should cross-train back-up personnel capable of performing MEFs. The frequency of cross-training shall be at the discretion of the Division or Section Manager, but should occur as often as necessary to ensure proficiency of MEF performance. All cross-training should be documented.

Teleworking is recognized as an alternative method to perform some agency MEFs during a continuity event. Therefore, key personnel may be authorized to telework during activation of the Continuity Plan at the discretion of the department or division manager. Regulations outlined in the agency telework policy shall be adhered to at all times.

During activation of the Continuity Plan, the Town of Warrenton will attempt to contact and account for all agency staff. Additionally, the agency will provide human capital management guidance to employees (pay, leave, staffing, work expectations and other human capital policies) and assist the Continuity Coordinator with other staffing related matters.

Agency personnel should develop a family support plan to increase personal and family preparedness. To develop a family support plan, use the templates available at <http://www.vaemergency.com/ReadyVirginia>.

Phase 2- Activation and Notification

The following matrices are intended to serve as an implementation guide. It is important to note that while an effort has been made to outline implementation levels and notification guidelines in these matrices, **they are a guide only** and do not limit the ability of Senior leadership to make decisions and take necessary actions in the event of an emergency.

Senior leadership will stay informed of the threat environment using all available means, including government intelligence reports or notices, national/local reporting channels, and media outlets. Activation decisions by Senior leadership will be made after evaluating all available information relating to:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

In addition to the notifications outlined in the matrices, the following notifications may be required by the Continuity Coordinator or designee(s) within 12 hours of activation:

- [REDACTED]
- [REDACTED]

- [REDACTED]

Phase 3- Continuity Operations

Upon activation of the Continuity Plan during regular duty hours, key personnel will continue to perform MEFs if possible until ordered to cease operations by the department director. At that time, MEFs will transfer to the alternate facilities and/or be performed in the manner prescribed by the Town Manager.

If, during non-duty hours, the decision to transfer MEFs to the alternate facilities is made, previously designated key personnel may be required to arrive at the alternate facilities first to prepare the site. Upon arrival at the alternate facilities, these key personnel will:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

If the decision to perform MEFs via telework or using a reduced workforce scenario is made, key personnel will:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

During continuity operations, the Town of Warrenton may need to acquire additional personnel, equipment, and supplies on an emergency basis to sustain operations for up to 30 days or until normal operations can be resumed. The Town of Warrenton maintains the authority for emergency acquisition. Instructions for these actions are found in the current Purchasing and Procurement Manual.

Phase 4- Reconstitution

Individual Department Directors are responsible for initiating and coordinating operations to salvage, restore, and recover the Town of Warrenton's primary operating facilities, overseeing the repair or restoration of systems or equipment, and/or supervising the return to work of personnel. It should be noted that in certain circumstances, reconstitution to the primary operating facility may require approval from local, State, or Federal law enforcement or emergency service agencies.

During continuity operations, the Reconstitution Manager or designee must obtain the status of the facilities, systems, and/or workforce affected by the event. Upon obtaining the status of the facility, systems, or workforce, the Reconstitution Manager will determine how much time is needed to repair the affected facility or systems, acquire a new facility or systems, or achieve workforce recovery. These determinations may be made in conjunction with the Town Manager or his/her appointee.

Reconstitution procedures will commence when the Town Manager or other authorized person ascertains that the emergency situation or disruption has ended and is unlikely to reoccur. Once the appropriate authority has made this determination, in coordination with other applicable authorities, one or more of the following options may be implemented, depending on the situation:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

■

[REDACTED]

MISSION ESSENTIAL FUNCTIONS (MEFs)

The Town of Warrenton has identified mission essential functions (MEFs) and the Recovery Time Objective (RTO) required for each function.

The MEFs listed in the table below are prioritized by RTO to assist the agency and staff in knowing which functions must be recovered first. More information on the business processes identified for each MEF can be found in Appendix D – Business Process Analysis.

Mission Essential Functions (MEFs)
ESSENTIAL TOWN FUNCTIONS

Agency	Essential Function	Vital Record/System	RTO
Community Development	[REDACTED]	[REDACTED]	[REDACTED]
Town Manager's Office	[REDACTED]	[REDACTED] [REDACTED]	[REDACTED]
Finance Department	[REDACTED]	[REDACTED]	[REDACTED]
Town Attorney	[REDACTED]	[REDACTED]	[REDACTED]

Public Works and Utilities	[REDACTED]	[REDACTED]	[REDACTED]
Human Capital & Risk Management	[REDACTED]	[REDACTED]	[REDACTED]
Information Technology	[REDACTED]	[REDACTED]	[REDACTED]
Parks and Recreation	[REDACTED]	[REDACTED]	[REDACTED]

Police Department	[REDACTED]	[REDACTED]	[REDACTED]
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PROGRAM MANAGEMENT AND MAINTENANCE

Town of Warrenton leadership and the Continuity Coordinator are responsible for managing and maintaining the Continuity Plan. While the Continuity Plan serves as the guide during activation and recovery, the Continuity Program provides the framework and structure to guide continuity planning.

Program Management and Maintenance Responsibilities

Position	Responsibility
Town Manager	[Redacted]
	[Redacted]
	[Redacted]
	[Redacted]
	[Redacted]
	[Redacted]
Continuity Coordinator	[Redacted]
	[Redacted]
	[Redacted]
	[Redacted]
	[Redacted]
	[Redacted]
	[Redacted]
	[Redacted]
Public Works & Utilities Director's	[Redacted]
	[Redacted]

Position	Responsibility
	<div data-bbox="590 250 611 303" data-label="Image"></div> <div data-bbox="638 250 1810 303" data-label="Text">[Redacted]</div>
Key Personnel	<div data-bbox="590 306 611 344" data-label="Image"></div> <div data-bbox="638 306 1323 344" data-label="Text">[Redacted]</div> <div data-bbox="590 358 611 396" data-label="Image"></div> <div data-bbox="638 358 1392 396" data-label="Text">[Redacted]</div> <div data-bbox="590 410 611 448" data-label="Image"></div> <div data-bbox="638 410 1923 448" data-label="Text">[Redacted]</div> <div data-bbox="590 462 611 500" data-label="Image"></div> <div data-bbox="638 462 1883 558" data-label="Text">[Redacted]</div>
Town Employees and Contractors	<div data-bbox="590 574 611 612" data-label="Image"></div> <div data-bbox="638 574 1423 612" data-label="Text">[Redacted]</div> <div data-bbox="590 626 611 664" data-label="Image"></div> <div data-bbox="638 626 1646 664" data-label="Text">[Redacted]</div>

Continuity Plan Maintenance Schedule

Activity	Tasks	Frequency
Revise contact information for executive leadership and key personnel	<ul style="list-style-type: none"> Confirm and update executive leadership and key personnel information. 	Semiannually
Plan update	<ul style="list-style-type: none"> Review entire Plan for accuracy and compliance with the most recent VDEM template as required by Executive Order #41, 2011. Update plan to reflect organizational changes within the agency or changes to the MEFs or supporting activities performed by the agency, interdependent agencies, or contractors. Incorporate lessons learned and changes in policy and philosophy. 	Annually (prior to the April 1 st annual submission to VDEM) or when organizational changes occur
Maintain orders of succession and delegations of authority	<ul style="list-style-type: none"> Identify current incumbents. Update rosters and contact information. 	Semiannually
Maintain alternate facility readiness	<ul style="list-style-type: none"> Check all systems. Verify accessibility. Cycle supplies and equipment, as necessary. 	Annually or at the agency's discretion
Verify the existence of an agency essential records program and identify the Program Manager	<ul style="list-style-type: none"> Verify that essential records program includes provisions for monitoring the volume of materials, updating and/or removing materials, and materials distribution. 	Annually or at the agency's discretion

TRAINING AND EXERCISES

To maintain the Town's continuity capability, an all-hazard continuity training and exercise program has been established. Major components of this program include training all staff in their continuity responsibilities and conducting periodic exercises to test and validate continuity plans and procedures, systems, and equipment.

TRAINING

The Town of Warrenton is dedicated to maintaining a continuity capability and as such has developed the following training schedule:

Continuity Plan Training Schedule

Individual or Group to Receive Training	Type of Training	Individual to Provide Training	Training Frequency
New Personnel	Continuity Awareness Briefing (or other means of orientation)	Human Capital and/or Continuity Coordinator	Within 60 days of hire
Executive Leadership and Key Personnel (Primary)	Continuity Plan Training (must minimally include individual Continuity Plan duties, mission essential functions, and orders of succession)	Continuity Coordinator	Annual awareness reminder or when plan changes occur
Key Personnel (Alternates)	Continuity Plan Training (must minimally include individual Continuity Plan duties, mission essential functions, and orders of succession)	Continuity Coordinator	Annual awareness reminder or when plan changes occur
	MEF Cross-training	Primary Key Personnel	At the Town's discretion
	Orders of Succession and Delegation of Authority Awareness	Continuity Coordinator	When delegations or successors change

Individual or Group to Receive Training	Type of Training	Individual to Provide Training	Training Frequency
Pre-delegated Authorities and Successors	Continuity Plan Training (must minimally include individual Continuity Plan duties, mission essential functions, and orders of succession)	Continuity Coordinator	Annual awareness reminder or when significant plan changes occur
Applicable Contractors	Continuity Plan Training (must minimally include individual Continuity Plan duties, mission essential functions, and orders of succession)	Continuity Coordinator	Annual awareness reminder or when significant plan changes occur
All Town Personnel	Continuity Plan Training (must minimally include individual Continuity Plan duties, mission essential functions, and orders of succession)	Continuity Coordinator	Annual awareness reminder or when significant plan changes occur

EXERCISES

Exercises may vary in size and complexity to achieve different operational objectives. The types of exercises are described below:

- **Tabletop Exercises** simulate an activation of the Continuity Plan in an informal, stress-free environment. They are designed to promote constructive discussion as participants examine and resolve problems based on existing plans. There is no equipment utilization, resource deployment, or time pressure. The exercise success depends on the group identifying problem areas, and offering constructive resolution alternatives. This format exposes personnel to new or unfamiliar concepts, plans, policies, and procedures.
- **Functional Exercises** are interactive exercises performed in real time that test the capability of the agency to respond to simulated continuity activation. One or more functions are tested and the focus is usually placed on procedures, roles, and responsibilities before, during, or after an event.
- **Full-Scale Exercises** simulate continuity activation through field exercises designed to evaluate the execution of the Plan in a highly stressful environment. This realism is accomplished through mobilization of agency personnel, equipment, and resources.

The Town of Warrenton may choose to coordinate their annual Continuity Plan exercise to coincide with (but not be replaced by) the Emergency Operation Plan exercise or other emergency response exercises we are required to perform.

Exercises are conducted to validate elements of the Continuity Plan, both individually and collectively. The Town of Warrenton is committed to ensuring that realistic exercises are conducted, during which individuals and business units perform the tasks that are expected of them in a real event. Exercises will be conducted annually in accordance with Executive Order #41 (2011).

Exercise or Activation Evaluation

Each exercise activity, as well as actual events will be evaluated and an AAR and IP shall be completed. The evaluation will identify systemic weaknesses and suggest corrective actions that will enhance the agency's preparedness. The results will be incorporated into a formal improvement plan. This information will be collected and prepared by the Continuity Coordinator, and reviewed and approved by the agency head. Once approved, the Continuity Coordinator will incorporate applicable lessons learned into the Plan.

COOP TRAINING AND EXERCISE MATRIX

Type of Training	Freq.	Audience	Method	Date Comp	Debrief
Workforce COOP awareness training (orientation)	Annual	Senior Management			
Workforce COOP awareness training (orientation)	Annual	All Town of Warrenton Personnel			
Team training for COOP personnel	Annual	Designated COOP Team			
Alternate site personnel training	Annual	All Town of Warrenton Personnel			
Annual exercise training	Annual	All Town of Warrenton Personnel			

Type of Training	Freq.	Audience	Method	Date Comp	Debrief
COOP alert, notification and activation procedures (call back)	Quarterly				
COOP communication capability (alternate facility test of equipment readiness)	Semi-Annual				
Recovery plans of vital records, critical information systems, services and data	Semi-Annual				
Primary and backup infrastructure systems and services at alternate facility	Annual				
COOP exercise: Seminar Tabletop Full-scale	Annual				

ACRONYMS AND DEFINITIONS

ACRONYMS

AAR	After Action Report
BIA	Business Impact Analysis
BPA	Business Process Analysis
CEMP	Crisis and Emergency Management Plan
COOP	Continuity of Operations
ECO	Emergency Coordination Officer
EMAC	Emergency Management Assistance Compact
EMAP	Emergency Management Accreditation Program
EAP	Emergency Action Plan
FEMA	Federal Emergency Management Agency
FOIA	Freedom of Information Act
HSEEP	Homeland Security Exercise and Evaluation Program
IP	Improvement Plan
ITDRP	Information Technology Disaster Recovery Plan
MEF	Mission Essential Function
MOU	Memorandum of Understanding
NTAS	National Terrorism Advisory System
NWS	National Weather Service
PBF	Primary Business Function
RPO	Recovery Point Objective
RTO	Recovery Time Objective
SVAHS	Secretariat of Veterans' Affairs and Homeland Security

DEFINITIONS

Activation – When all or a portion of the COOP plan has been put into motion. Activation may be full or partial.

After Action Report (AAR) – A report that summarizes and analyzes performance in both exercises and actual events. The report includes lessons learned, best practices, and an Improvement Plan (IP). The reports for exercises may also evaluate achievement of the selected exercise objectives and demonstration of the overall capabilities being exercised.

Alternate Facility – A location, other than the normal facility, used to process data and/or conduct mission essential functions (MEFs) in the event of a disaster.

Business Impact Analysis (BIA) – A method of identifying the effects of failing to perform a function or requirement. A BIA may be a useful tool in helping an agency identify some of its primary business functions.

Business Process Analysis (BPA) – A systematic method of identifying and documenting all of the elements necessary to accomplish each organizational MEF. The BPA ensures that the right people, equipment, capabilities, records, and supplies are identified and available where needed during a disruption so that MEFs can be resumed quickly and performed as required. The BPA is a method of examining, identifying, and mapping the functional processes, workflows, activities, personnel expertise, systems, data, partnerships, controls, interdependencies, and facilities inherent in the execution of the MEF.

Cold Site – An alternate site that is reserved for emergency use, but which requires the installation of equipment before it can support operations. Equipment and resources must be installed in such a facility to support the mission essential functions or primary business functions of an organization. Cold sites have many variations depending on their communication facilities, UPS systems, or mobility.

Continuity Coordinator – The individual that serves as the agency's manager for all continuity activities. The Coordinator has overall responsibility for developing, coordinating, and managing all activities required for the agency to perform its mission essential functions during an event that disrupts normal operations. Selecting a Continuity Coordinator is the first step in the continuity planning process.

Continuity of Operations (Continuity) – The effort to ensure an organization can continue its mission essential functions across a wide range of potential events.

Continuity Plan – A set of documented procedures developed to provide for the continuance of mission essential functions during an emergency.

Continuity Program – An ongoing, cyclical model of planning, training, evaluating, and implementing corrective action for continuity capabilities.

Crisis and Emergency Management Plan (CEMP) – A plan normally utilized by colleges and universities that uses a systematic approach to respond to and manage emergencies or disasters

that threaten the college or university's students, faculty, staff, and visitors. A CEMP does not encompass continuity planning and should be separate and distinct from the college or university's continuity plan. An emergency action plan (EAP) is the non-academic version of the CEMP.

Delegations of Authority – Identification of statutory or signatory authorities, those individuals holding the authority, and the alternate individuals responsible for assuming that authority should the primary be unavailable.

Emergency Action Plan (EAP) – The Plan maintained by an agency or organization for responding to a wide variety of potential hazards. It describes how people and property will be protected, details who is responsible for carrying out specific actions, identifies available personnel, equipment, facilities, supplies, and resources, and outlines how all response actions will be coordinated. An agency or organization's EAP is separate and distinct from its continuity plan.

Emergency Coordination Officer (ECO) – The individual that serves as the communications liaison between the Secretariat of Veterans Affairs and Homeland Security (SVAHS), VDEM and their own agency pursuant to Executive Order #41 (2011).

Emergency Management Accreditation Program (EMAP) – An independent, non-profit organization with a standards-based voluntary assessment and peer review accreditation process for government programs responsible for coordinating prevention, mitigation, preparedness, response, and recovery activities for natural and human-caused disasters. Accreditation is based on compliance with collaboratively developed national standards and is open to all US states, territories, and local governments.

Emergency Management Assistance Compact (EMAC) – Congressionally ratified organization that provides form and structure to interstate mutual aid. During a disaster, it allows a state to request and receive assistance from other member states.

Emergency Preparedness – The discipline which ensures an organization or community's readiness to respond to an emergency or disaster in a coordinated, timely and effective manner.

Essential Records – Records, files, documents or databases, which, if damaged or destroyed, would cause considerable inconvenience and/or require replacement or re-creation at considerable expense. For legal, regulatory, or operational reasons these records cannot be irretrievably lost or damaged without materially impairing the organization's ability to conduct business.

Facility – A location containing the equipment, supplies, and voice and data communication lines to conduct transactions required to conduct business under normal conditions.

Faculty – The teaching and administrative staff and those members of the administration having academic rank in an educational institution.

Federal Emergency Management Agency (FEMA) – The federal agency tasked with supporting citizens and first responders to ensure that as a nation, the United States works together to build, sustain, and improve its capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

Freedom of Information Act (FOIA) – A federal law, passed in 1966, which allows for the full or partial disclosure of previously unreleased information and documents under the control of government agencies.

Homeland Security Exercise and Evaluation Program (HSEEP) – A threat and performance-based exercise program developed by DHS that provides doctrine and policy for planning, conducting, and evaluating exercises. It was developed to enhance and assess terrorism prevention, response, and recovery capabilities at the federal, State and local levels.

Hot Site – An alternate facility that already has in place the computer, telecommunications, and environmental infrastructure to recover the mission essential functions disrupted by an emergency or disaster.

Hot Wash – A post-event meeting where executive leadership and key personnel discuss best practices of and potential improvements to the agency's overall preparedness.

Implementation Procedure Checklist – A list of the immediate actions to take once the continuity plan is implemented.

Improvement Plan (IP) – A list of action steps and resources required to correct a deficiency identified in an After Action Report, including the individual responsible for the actions and an estimated timeline for completion.

Information Technology Disaster Recovery Plan (ITDRP) – A set of documented procedures that identify the steps to restore organizations' IT systems and resources that support its primary business functions.

Key Personnel – Personnel designated by their division as critical to the resumption of mission essential functions.

Memorandum of Understanding (MOU) – A document that expresses mutual accord between two parties. To be legally operative, a memorandum of understanding must identify the contracting parties, spell out the subject matter of the agreement and its objectives, summarize the essential terms of the agreement, and be signed by the contracting parties.

Mission Essential Functions (MEFs) – The limited set of department and agency level government functions that must be continued throughout or resumed rapidly after a disruption of normal activities.

National Terrorism Advisory System (NTAS) – The system that replaces the color-coded Homeland Security Advisory System and provides timely, detailed information to the public, government agencies, first responders, airports and other transportation hubs, and the private

sector. NTAS Alerts will only be issued when credible information is available. More information about NTAS may be found at <http://www.dhs.gov/files/publications/ntas-public-guide.shtm>.

National Weather Service (NWS) – A division of the National Oceanic and Atmospheric Administration (NOAA) that provides weather, hydrologic, and climate forecasts and warnings for the United States, its territories, and its adjacent waters and ocean areas, for the protection of life and property and the enhancement of the national economy.

Orders of Succession – A list that specifies by position who will automatically fill a position once it is vacated. Orders of succession should be performed for positions of both executive leadership and key personnel.

Primary Business Function (PBF) – Specific supporting activities that an organization must conduct in order to perform its mission essential functions. Primary business functions are typically enablers that make it possible for an organization to perform its mission.

Promulgation – The process that officially announces/declares a plan and gives organizations both the authority and responsibility to perform their tasks.

Reconstitution – The process by which agency personnel resume normal business operations in a rehabilitated or new facility.

Reconstitution Manager – The individual responsible for all reconstitution activities. During an event, the Reconstitution Manager develops a plan and schedule for resuming normal operations and supervises the return of key personnel, essential records, and/or equipment.

Record Retention – Storage of historical documentation for a set period of time usually mandated by state or federal law or by the Internal Revenue Service.

Recovery – Recovery, in this document, includes all types of emergency actions dedicated to the resumption of mission essential functions and operational stability.

Recovery Point Objective (RPO) – The period of time between backups of essential electronic records in which data could be lost.

Recovery Time Objective (RTO) – The period of time in which systems, applications, or mission essential functions must be recovered after a disruption of normal operations.

Risk – An ongoing or impending concern that has a significant probability of adversely affecting business continuity.

Risk Assessment/Analysis – A process or methodology for evaluating risk by determining: the probability and frequency of a hazard occurring, the level of exposure of people and property to the hazard, and the effects or costs, both direct and indirect, of mitigating or accepting this exposure.

Risk Management – The discipline which ensures that an organization does not assume an unacceptable level of risk.

Secretariat of Veterans' Affairs and Homeland Security (SVAHS) – The Commonwealth of Virginia's cabinet-level office that serves the Commonwealth's veterans, military, and military families, and oversees the Commonwealth's Homeland Security and all-hazards preparedness efforts.

Vulnerability – The susceptibility of an agency or organization to a hazard. The degree of vulnerability to a hazard depends upon its risk and consequences.

Warm Site – An alternate facility that is only partially equipped.

AUTHORITIES

Executive Order #41 (2011)

Code of Virginia § 44-146.18

Virginia Information Security Standard (SEC 501-06)

REFERENCES

- Virginia Department of Emergency Management Continuity Plan Template, November 2011, Version 4.0
- Commonwealth of Virginia Emergency Operations Plan, September 2011
- Emergency Management Accreditation Program (EMAP) Standards, 2010
- FEMA's Continuity Guidance Circular 1 (CGC 1), January 21, 2009
- FEMA's Continuity Guidance Circular 2 (CGC 2), July 22, 2010
- Homeland Security Exercise Evaluation Program (HSEEP) guidelines found at www.hseep.dhs.gov.
- U. S. Department of Homeland Security Continuity of Operations Plan Template, May 2010

APPENDIX A: HAZARD IDENTIFICATION MATRIX

The Town has experienced HAZMAT incidents at facilities and on transportation corridors. The close proximity to Washington, D.C. means that any threats and hazards associated with the District could also impact our locality.

Historically, there has been a number of severe weather events that have damaged and destroyed property throughout the Town. The potential for catastrophic damage by wind or flooding associated with tropical storm activity, thunderstorms and tornadoes is significant. The chart below outlines potential hazards for the Town.

NATURAL HAZARDS	
Biological	
Pandemic	
Atmospheric	
Severe storms	
Hail	
Nor'easters	
Rainstorms	
Thunderstorms	
Extreme temperatures	
High winds	
Tornado	
Tropical storms and hurricanes	
Winter storms/Blizzards	
Geologic	
Landslides	
Land subsidence Hydrologic (dam failure) Drought	
Flooding	
Urban	
Seismic	
Earthquake (considered low probability)	
Wildfires	

APPENDIX A: HAZARD IDENTIFICATION MATRIX CONTINUED

[illegible]

APPENDIX B: COMMUNICATIONS PLAN

COOP planning requires that some methods of communication be up and running within [REDACTED] of COOP plan activation. Under most emergencies/disasters, communications will be primarily by [REDACTED]

[REDACTED] However, the Town of Warrenton recognizes that some disasters may render such communications inoperable. Alternate methods of communication are summarized in the following table.

Department Alternate Communications Methods	Alternate Communication
--All Town Departments	[REDACTED]

PUBLIC INFORMATION

During a declared emergency, information pertaining to emergency operations will be disseminated to the public through the Communications Manager. During a declared emergency that requires activation of the Town's COOP Plan, the Communications Manager or designee will provide status updates throughout the emergency. He/she will convey the appropriate information to the public using established media channels.

APPENDIX C: KEY PERSONNEL RAPID RECALL LIST

This rapid recall list includes contact and telework information for key personnel tasked with responsibilities during a disruption to agency operations or services. Agency staff not included on this list should follow instructions provided by the Town of Warrenton during an activation of the Continuity Plan.

Key Personnel Rapid Recall List

Name	Title / Department	Email Address	Work Phone	Cell Phone	Approved Telework
Frank Cassidy	Town Manager	fcassidy@warrentonva.gov	(540) 347-1101		
Lyndie Paul	Communications Manager	lpaul@warrentonva.gov	(540) 351-4173		X
Paul Bernard	Town Engineer	pbernard@warrentonva.gov	(540) 347-1101		
John Ward	Director Public Works	jward@warrentonva.gov	(540) 347-1858		
Seth Cannonier	Superintendent Public Utilities	scannonier@warrentonva.gov	(540) 347-1858		
Johnny Switzer	Emergency Management Coordinator & FFM	jswitzer@warrentonva.gov	(540) 347-1101		
Rob Walton	Director Community Development	rwalton@warrentonva.gov	(540) 347-1101		X
Denise Harris	Planning Manager	dharris@warrentonva.gov	(540) 347-1101		X
Mike Rhodes	Building Inspector	drhodes@warrentonva.gov	(540) 347-1101		
Hunter Digges	Building Official	hdigges@warrentonva.gov	(540) 347-1101		
Stephanie Miller	Deputy Town Manager & Finance Director	smiller@warrentonva.gov	(540) 347-1101		
Cheryl Huffman	Senior Revenue & Collections Manager	chuffman@warrentonva.gov	(540) 347-1101		

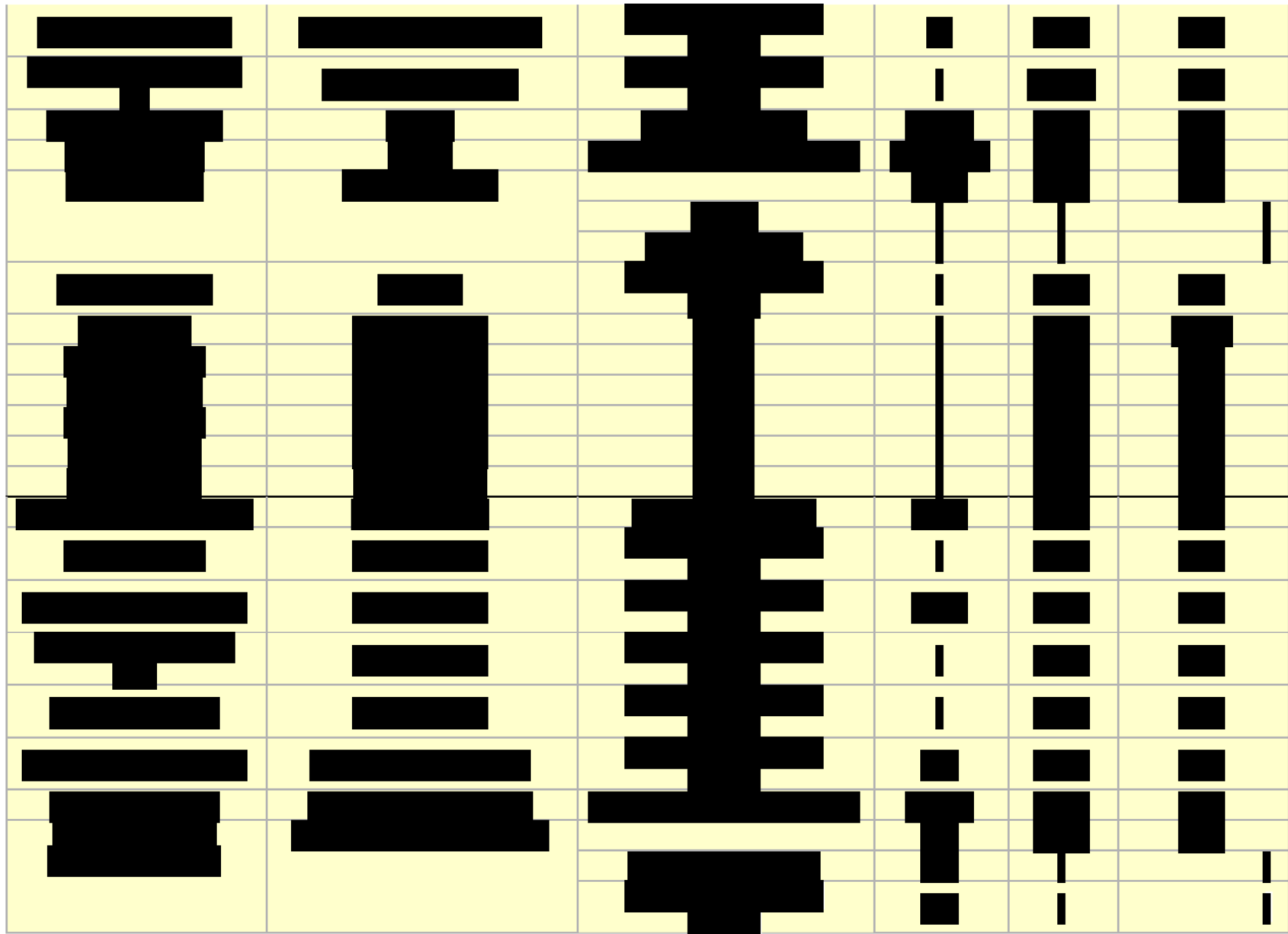
Name	Title / Department	Email Address	Work Phone	Cell Phone	Approved Telework
Robin Davis	Account Coordinator	rdavis@warrentonva.gov	(540) 347-1101		
Steven Friend	Director Public Utilities	sfriend@warrentonva.gov	(540) 347-1103		
Christopher Blastick	Superintendent WTP	cblastick@warrentonva.gov	(540) 347-1103		
Jeb Connolly	Chief Operator WTP	jconnolly@warrentonva.gov	(540) 347-1103		
Dwight Beahm	Chief Utility Mechanic	dbeahm@warrentonva.gov	(540) 347-6534		
Russell Smith	Superintendent WWTP	rsmith@warrentonva.gov	(540) 347-1104		
Ben Villalobos	Chief Operator WWTP	bvillalobos@warrentonva.gov	(540) 347-1104		
Jonathan Stewart	Director Information Technology	jestewart@warrentonva.gov	(540) 347-1101		
Jimmy Retamoso	Information Technology System Administrator	jretamoso@warrentonva.gov	(540) 347-1101		
Robert Hughes	Information Technology Network Engineer	sbruck@warrentonva.gov	(540) 347-1101		
Kelly Koernig	Director Parks & Recreation	kkoernig@warrentonva.gov	(540) 349-2520		
Timothy Carter	Chief WPD	tcarter@warrentonva.gov	(540) 347-1107		
Andrew Arnold	Deputy Chief WPD	aarnold@warrentonva.gov	(540) 347-1107		
Kasey Braun	Director Human Capital & Risk Management	kbraun@warrentonva.gov	(540) 347-1101		X

APPENDIX D: ALTERNATE FACILITIES

The Town of Warrenton has designated alternate facilities as part of its continuity planning and has prepared key personnel for the possibility of unannounced relocation to the site(s) to continue the performance of MEFs.

Alternate Facility Locations

[illegible]



[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

APPENDIX E: ESSENTIAL RECORDS, SYSTEMS, AND EQUIPMENT

The Town of Warrenton realizes that essential records, systems, and equipment are critical to the agency's ability to perform MEFs. Therefore, the agency has taken safeguards to protect these vital records, systems, and equipment and to ensure their availability in a continuity environment.

This Continuity Plan works to safeguard essential electronic records in combination with the Town of Warrenton Information Technology Disaster Recovery Plan (ITDRP). The following essential records, systems, and equipment have been identified as directly supporting the performance of the Town of Warrenton MEFs.

Table C-1
Essential Records, Systems, and Equipment

Mission Essential Function (MEF)	Recovery Time Objective (RTO)	Essential Record and Type	System(s) or Equipment	Networks or Servers that must be Operational to Support the System(s) or Equipment

Mission Essential Function (MEF)	Recovery Time Objective (RTO)	Essential Record and Type	System(s) or Equipment	Networks or Servers that must be Operational to Support the System(s) or Equipment
[REDACTED]				
[REDACTED] [REDACTED]				
[REDACTED] [REDACTED]				
[REDACTED] [REDACTED]				

APPENDIX F: BUSINESS PROCESS ANALYSIS

The Business Process Analysis (BPA) is a systematic method of identifying and documenting all of the elements necessary to accomplish each agency MEF. BPA's have also been performed on primary business functions that directly support MEF performance. The following BPAs represent the Town of Warrenton processes for performing each MEF and supporting primary business functions.

Mission Essential Function - Business Process Analysis

TOWN OF WARRENTON – CONTINUITY OF OPERATIONS PLAN

Insert Type of Essential function - Business Process Analysis

(Insert Date)

MEF Statement:

MEF Narrative:

MEF Output:

MEF Input:

Leadership:

Staff:

Communications and IT Requirements:

Facilities:

Resources and Budgeting:

Partners and Interdependencies:

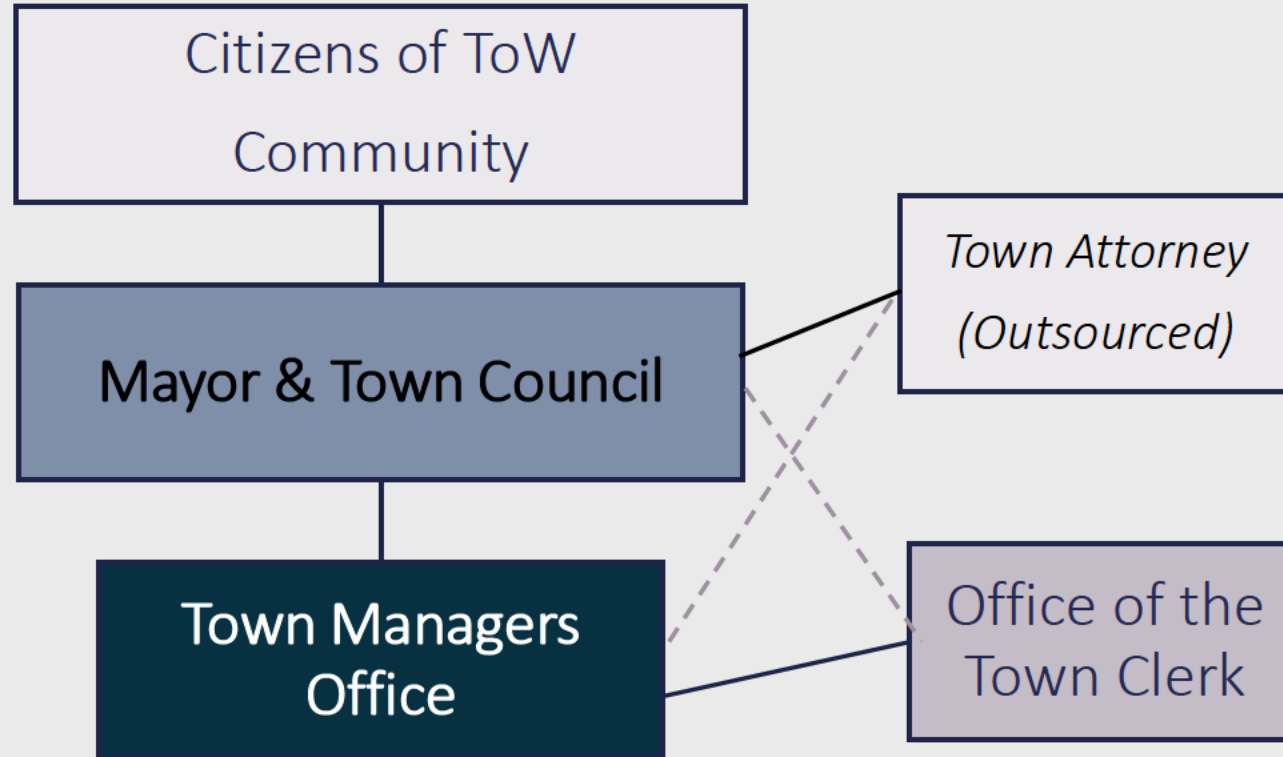
Has a Manual Workaround been identified for this function?:

Process Details:

Town of Warrenton

ORGANIZATIONAL CHART

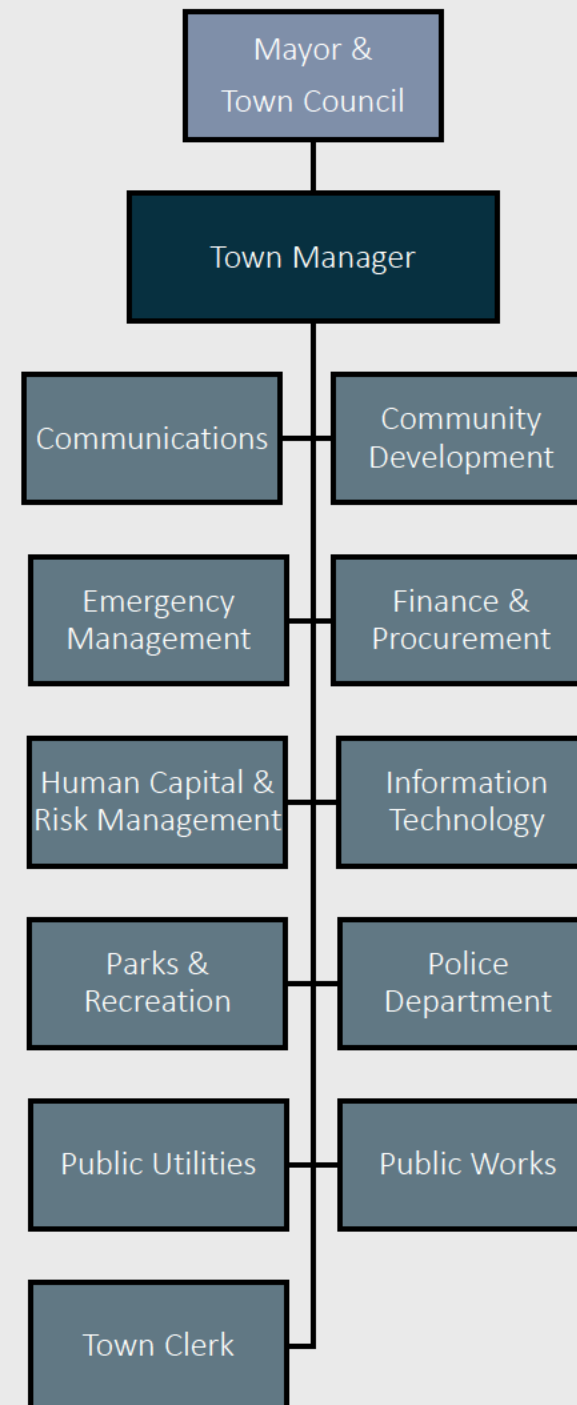
TOWN OF WARRENTON



TOWN MANAGERS OFFICE

NOTES

- 1) The Town Manager has the authority to appoint a **Deputy Town Manager** and a **Emergency Management Coordinator** within any department.
- 2) Each position is supported as an **additional duty** to the designated and appointed employee. Therefore, it is not classified as a full-time position.



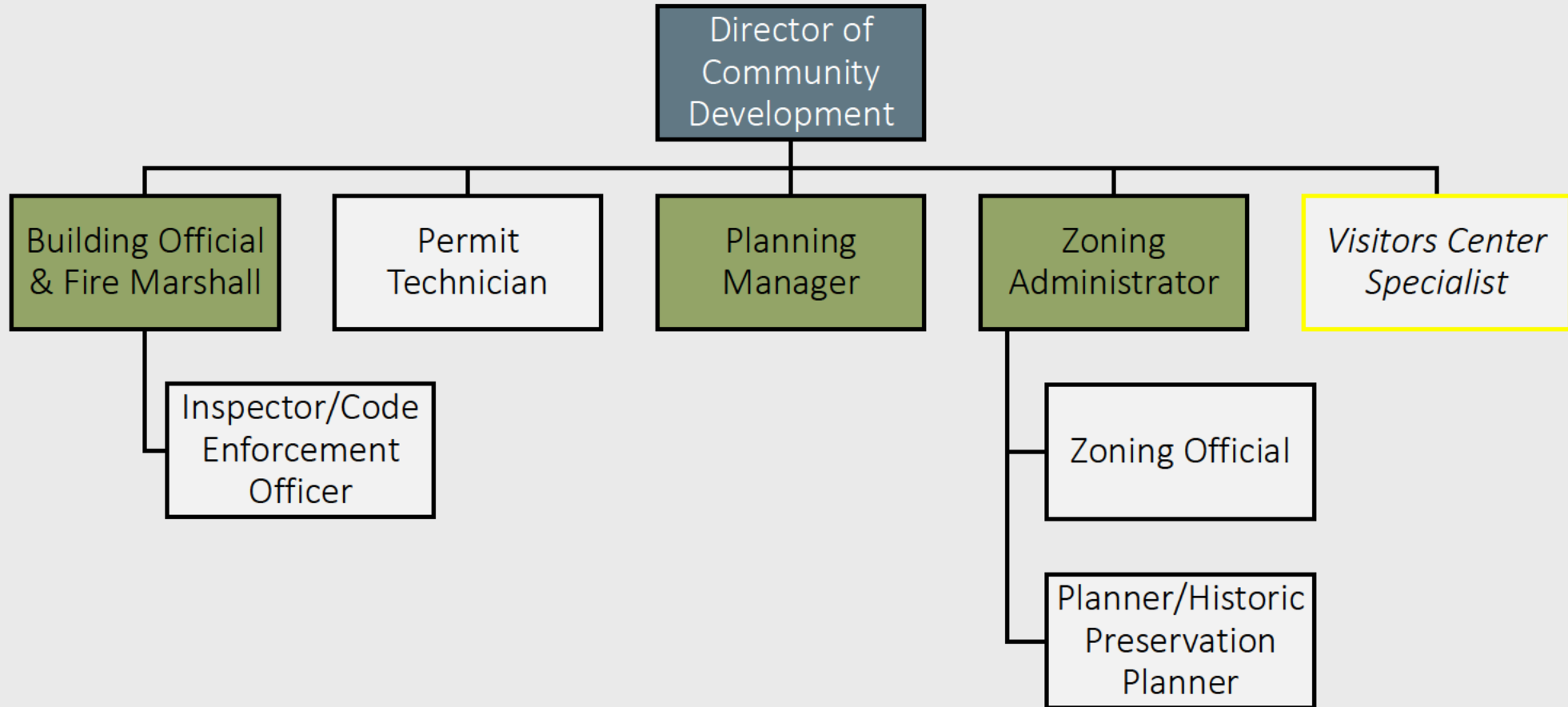
COMMUNICATIONS

Communications
Manager

Marketing
Coordinator

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graph TD; A[Communications Manager] --> B[Marketing Coordinator]
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COMMUNITY DEVELOPMENT



EMERGENCY MANAGEMENT



NOTES

- 1) The Town Manager has the authority to appoint an **Emergency Management Coordinator**.
- 2) This position is supported as an **additional duty** to the designated and appointed employee. Therefore, it is not classified as a full-time position.
- 3) Furthermore, Emergency Management is a supported planning & preparedness function that is defined by Town code.

FINANCE

Director of
Finance &
Procurement

Accountant

Accounts Payable
Coordinator

Budget Manager

Payroll
Coordinator

Procurement
Coordinator

Senior Revenue &
Collections
Manager

Finance Customer
Service
Representative

Tax Administrator

Utility Billing
Coordinator

Finance Customer
Service
Representative (PT)

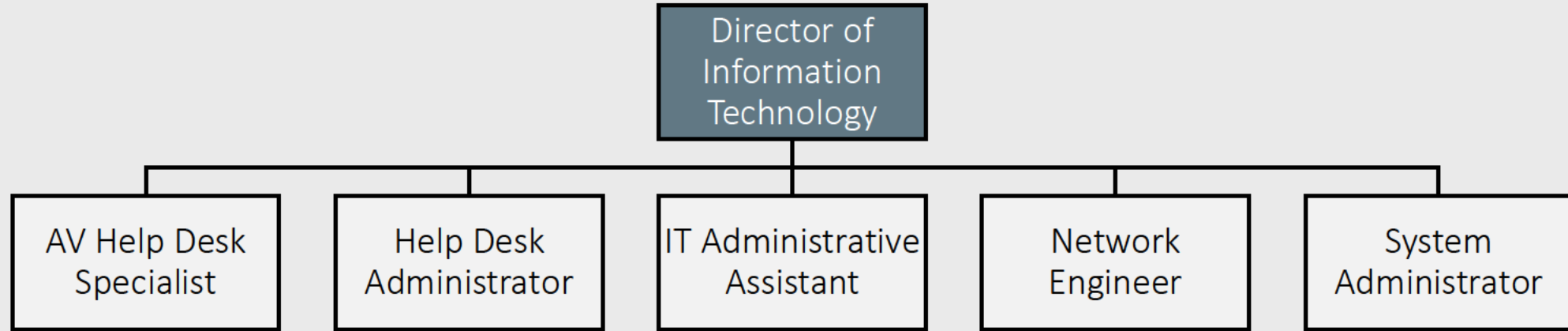
HUMAN CAPITAL & RISK

Director of Human
Capital and Risk
Management

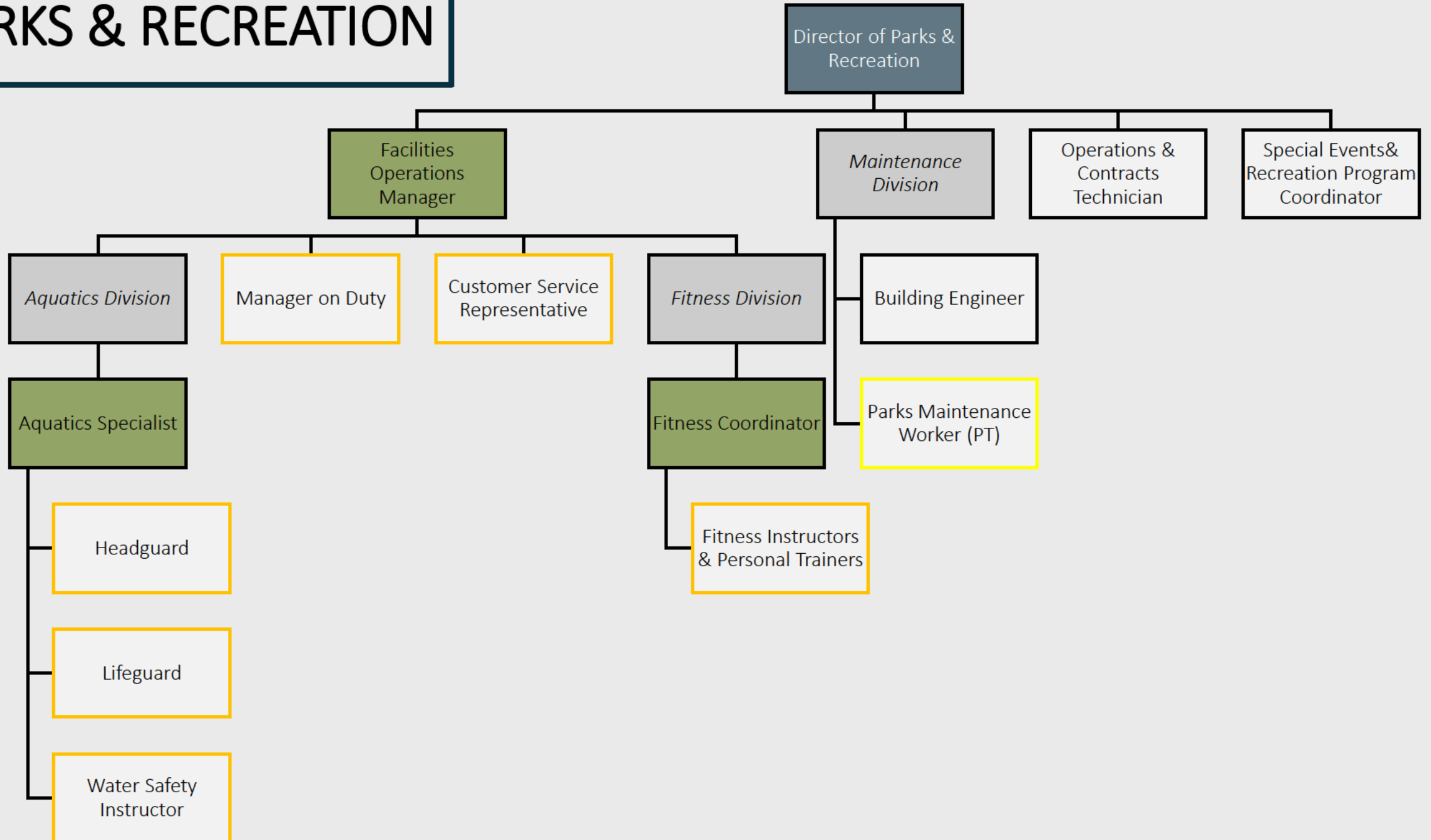
Human Capital
Generalist

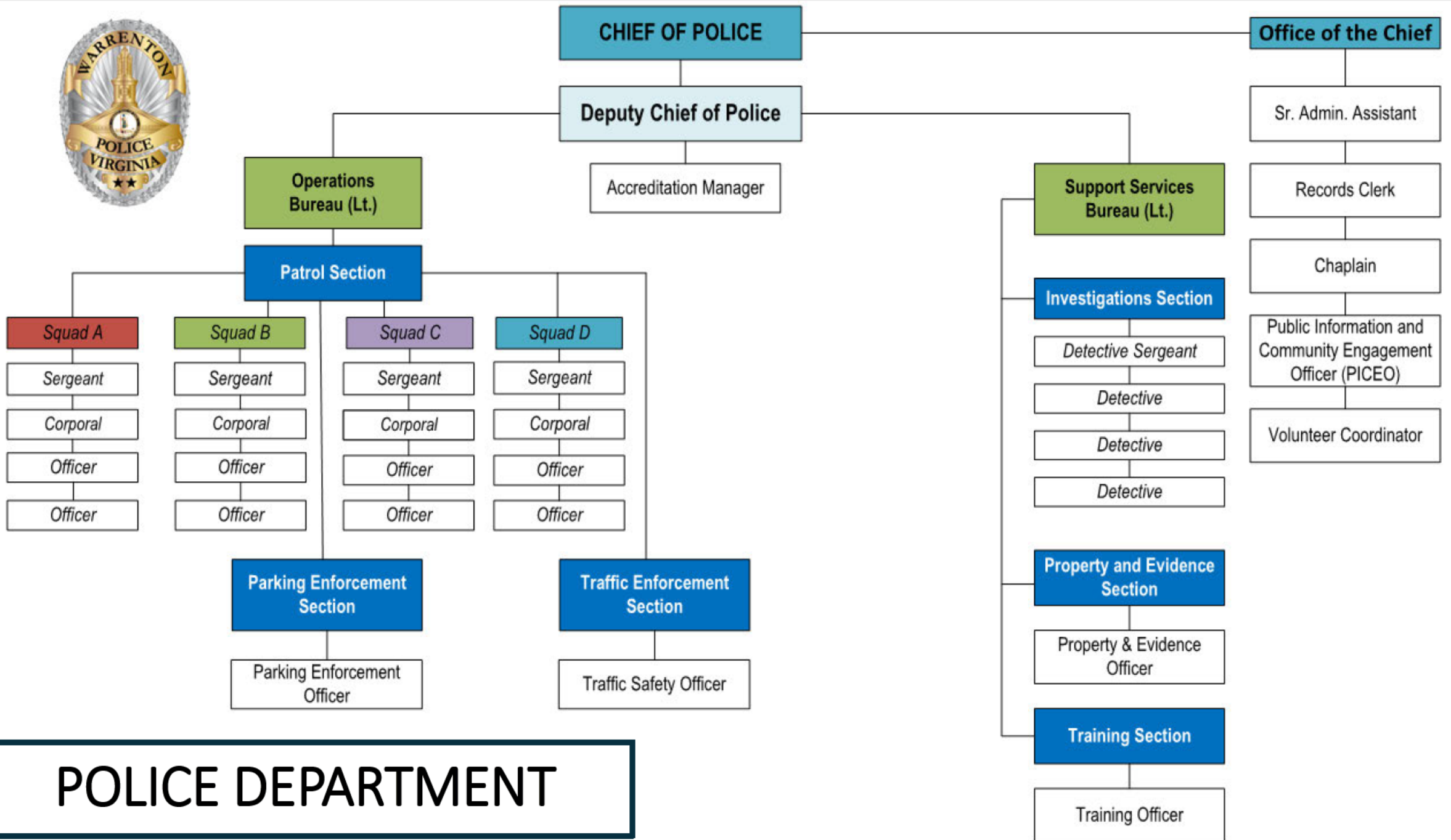
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INFORMATION TECHNOLOGY

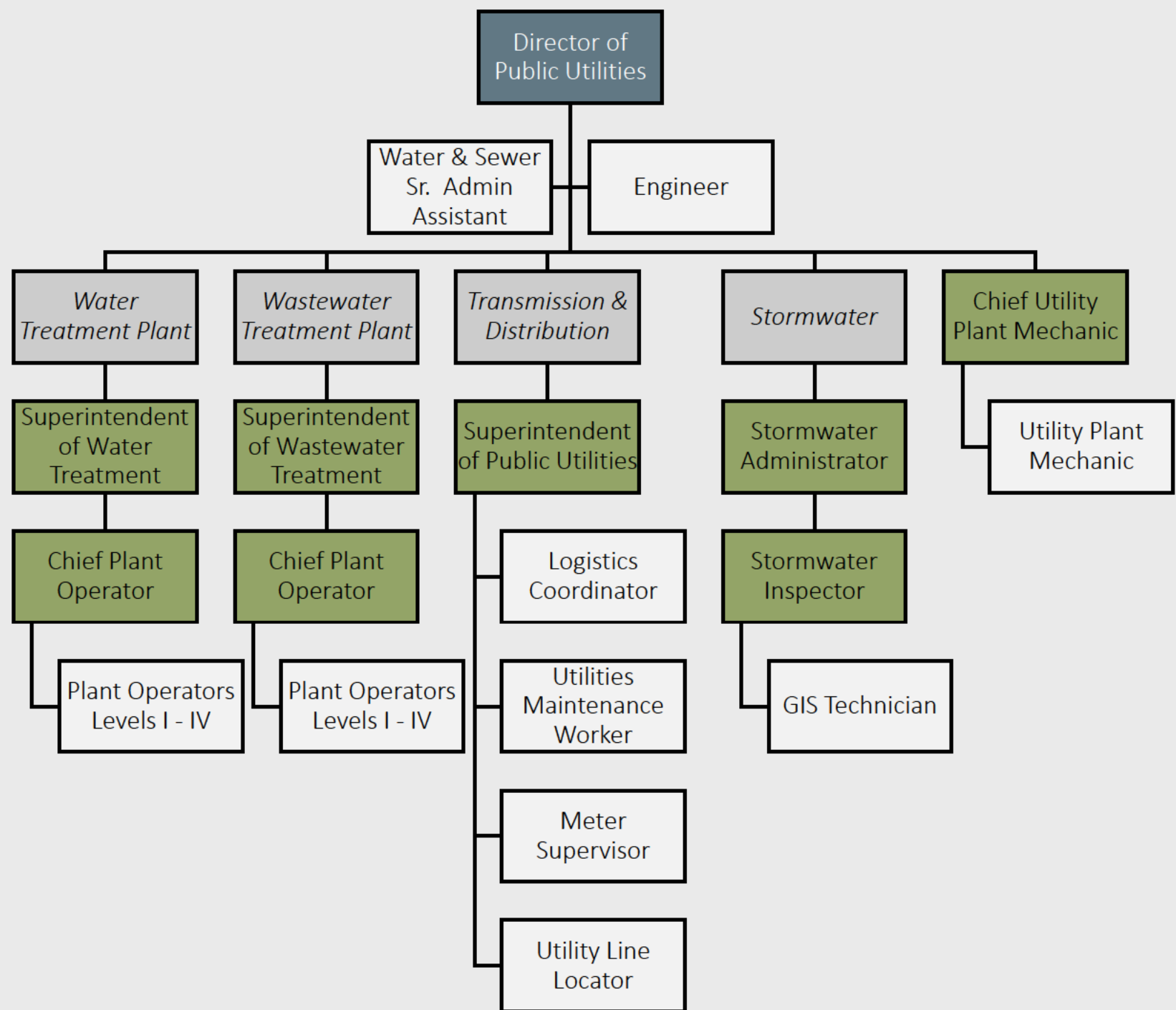


PARKS & RECREATION

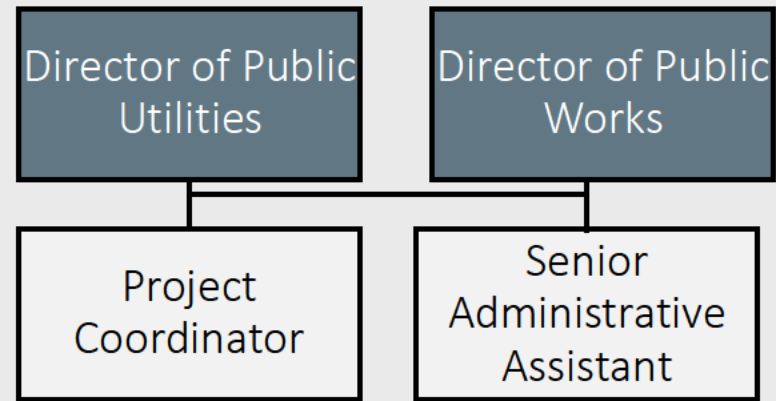




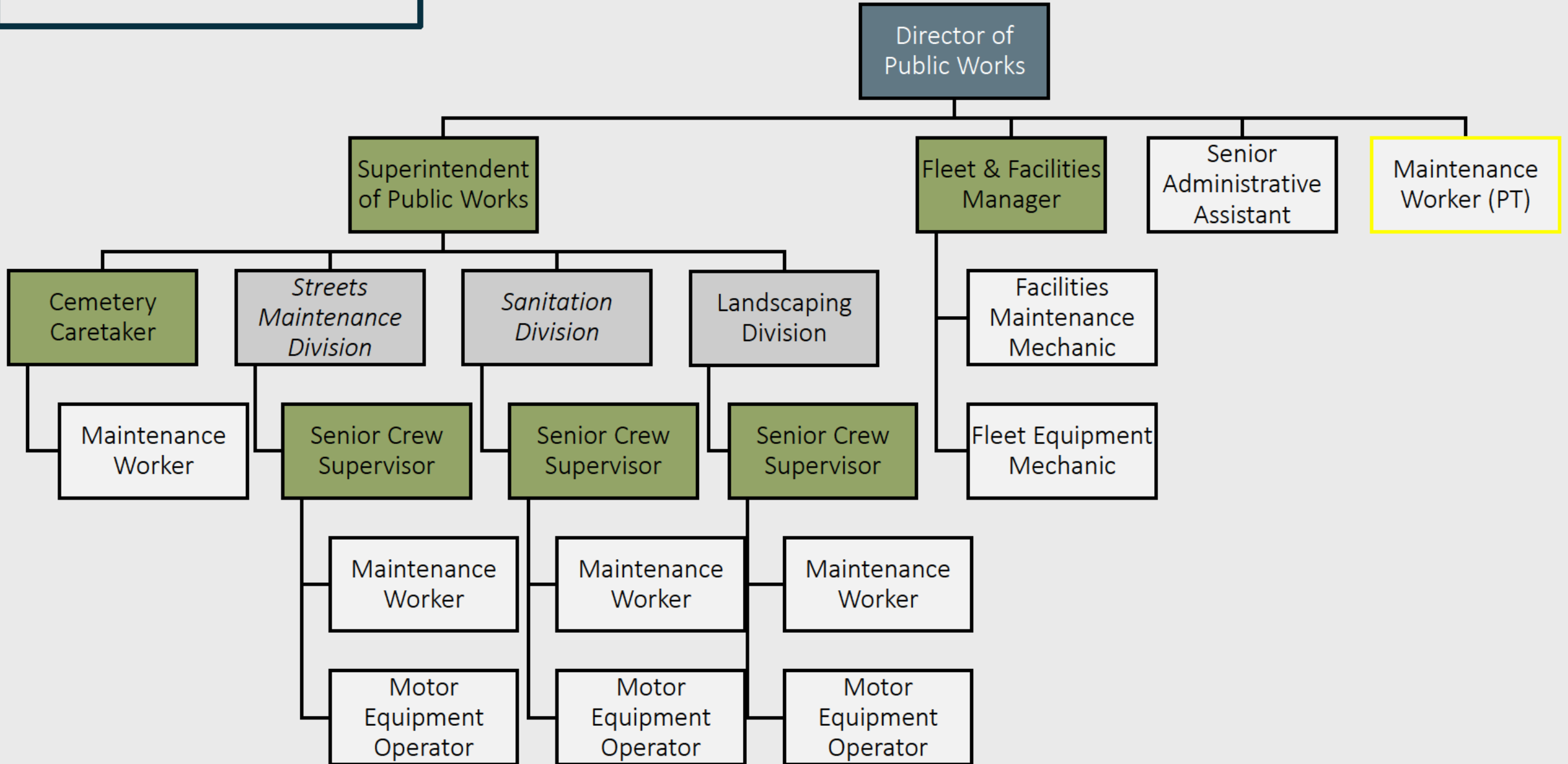
PUBLIC UTILITIES



PUBLIC UTILITIES & PUBLIC WORKS DEPARTMENTS



PUBLIC WORKS



APPENDIX I: HUMAN CAPITAL

The COOP Plan considers the talents, energy, knowledge, and enthusiasm that staff invests in their work. In an ongoing effort to continue mission-essential functions in an emergency event, departments and agencies are responsible for developing, implementing, and updating their individual COOP Plans to respond to threats to their employees. These plans interact with and impact human capital management. Town of Warrenton leaders should be familiar with resources and flexibilities to assist managers and employees in emergencies.

The Town is prepared to implement its COOP Plan or Emergency Operations Plan (EOP) during a town-wide, departmental or agency-specific event.

Dismissals or closures used in emergencies that prevent most employees from reporting to work may require:

1. Designation of emergency employees or special categories of employees (e.g., COOP Team, emergency responders, mission critical, etc.);
2. Adjustments in work schedules;
3. Use of special compensation tools and flexibilities;
4. Temporary staffing arrangements such as working from home.

All departments and agencies shall maintain specific protocols for designating and activating special needs employees and shall develop, review and update emergency plans as needed.

DESIGNATION OF EMERGENCY EMPLOYEES AND OTHER SPECIAL CATEGORIES OF EMPLOYEES

The Town Manager has the authority and responsibility to identify and designate those personnel whom he/she judges to be critical to Town operations in any given emergency.

Town departments and agencies have identified key personnel who may be utilized based on the Town government's unique mission requirements and based on emergency circumstances. Such designations may vary according to the particular nature of an emergency. Such designations are part of the Town of Warrenton's EOP and COOP plans and have been communicated in advance to those so designated so that they are prepared to support and sustain Town operations in an emergency.

APPENDIX I: HUMAN CAPITAL CONTINUED

INCLEMENT WEATHER LEAVE

Following its procedures as outlined in the Town Personnel Policy for Inclement Weather Leave in situations that prevent significant numbers of employees from reporting for work on time or requiring departments to suspend all or part of their activities.

The policy's intent is for the Town to remain open during severe weather conditions that generally are the result of snow or ice. All offices shall remain open, and all services shall be operational and available to the public. Town offices may be declared closed by the Town Manager during periods of severe weather or when the health and safety of employees are at risk. Town employees will be notified if the Town Manager or their designee closes the Town offices during the workday.

All non-public safety and non-essential employees are not required to work while Town offices are closed. A specific closure announcement shall be distributed to local radio and television networks as outlined in the Inclement Weather Leave Policy. Closure announcement will also be promulgated through electronic communication, social media, and the Town's website.

STATUS OF EMERGENCY (ESSENTIAL) EMPLOYEES

All sworn public safety (uniformed police officers), Public Works, and Public Utilities employees, unless designated to the contrary, must work regular work schedules when Town offices are closed. Additional compensation for all hours worked during closure shall be granted according to Town Personnel Policies. The Town Manager's closure declaration shall affect all shifts working that date from the specified time of the declaration until the Town Manager declares the Town open.

Other employees may be designated as essential by appointing authorities when needed, particularly in Information Technology, Finance, and Human Capital, depending upon work requirements during periods when Town offices are closed.

STATUS OF NON-EMERGENCY EMPLOYEES AND NON-SPECIAL CATEGORIES OF EMPLOYEES

In the event of severe hazardous conditions, disruption of public services, or other emergencies of short duration, employees may be instructed not to report for work.

Suppose an employee is prevented from working because he or she has been instructed by his or her department head or other authorized officials not to report to work. In that case, the employee will usually be excused from work without loss of pay or charge to leave. Town managers may also wish to consider the use of alternative worksites when appropriate and feasible.

APPENDIX I: HUMAN CAPITAL CONTINUED

In crises, emergency employees and special categories of employees may be activated by the Town Manager or designee to perform assigned duties.

In the event of a prolonged shutdown caused by severe or hazardous conditions, disruption of public services, or other emergencies, Town personnel may be requested to work from home for those who have access.

There are no fixed solutions that will automatically apply to the Town in every emergency. However, Town department heads and managers will work closely with Human Capital to determine the best course of action for employees.

ALTERNATE EMPLOYEE ASSIGNMENTS

In the event of a prolonged shutdown caused by severe or hazardous conditions, disruption of public services, or other emergency situations, Town employees may be required to work in Town agencies/functions different from their current job but where their skills are needed to ensure the continued functioning of essential Town services.

PAY FLEXIBILITIES

Department heads have the authority and responsibility to establish work schedules for its employees within general legal and regulatory guidelines. The work schedule for most employees is determined in advance, but temporary periods of extended work hours in emergency situations are usually quite different from the employee's regularly scheduled workweek and may require pay flexibilities.

EMPLOYEE ROLES AND RESPONSIBILITIES

While department heads are responsible for determining employee status, employees also have an essential role in ensuring workplace safety. Employees should:

- Become familiar with Town policies, procedures, and the means of notifications to inform and instruct employees;
- Ask questions about Town procedures and talk to managers about any suggestions that could improve safety;
- Volunteer to assist in evacuation procedures and other duties during an emergency;
- Create a personal safety kit for emergencies and store it at the workplace. Appropriate items might include required medication, bottled water, long-sleeved shirt or jacket, and emergency contact numbers;
- Follow the instructions of designated emergency personnel; and
- Remain vigilant and report any suspicious circumstance to supervisors or designated department head.