

ANNUAL REPORT
to the
MAYOR AND TOWN COUNCIL



July 1, 2018 - June 30, 2019

Respectfully Submitted:

Christopher D. Hively
Town Manager

September 10, 2019

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TOWN OF CULPEPER

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Town Council

Michael T. Olinger, Mayor
William M. Yowell, Vice Mayor
Jamie Clancey
Keith D. Price
Frank Reaves Jr.
Pranas A. Rimeikis
Jon D. Russell
Robert M. Ryan
Meaghan E. Taylor

Town Manager
Christopher D. Hively, PE

September 10, 2019

Mayor Michael T. Olinger
Members of Town Council

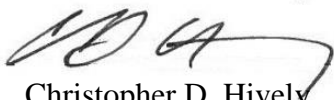
Dear Mayor & Town Council:

I am pleased to submit the Town of Culpeper's Annual Report for the period of July 1, 2018 through June 30, 2019, as required by the Culpeper Town Charter. The report highlights departmental activities during this period and provides statistical data and performance measures for evaluating municipal activities.

The Town and its staff have achieved many accomplishments under the leadership and direction of Council, and the staff has prepared this report to provide an accounting of those accomplishments within this past year.

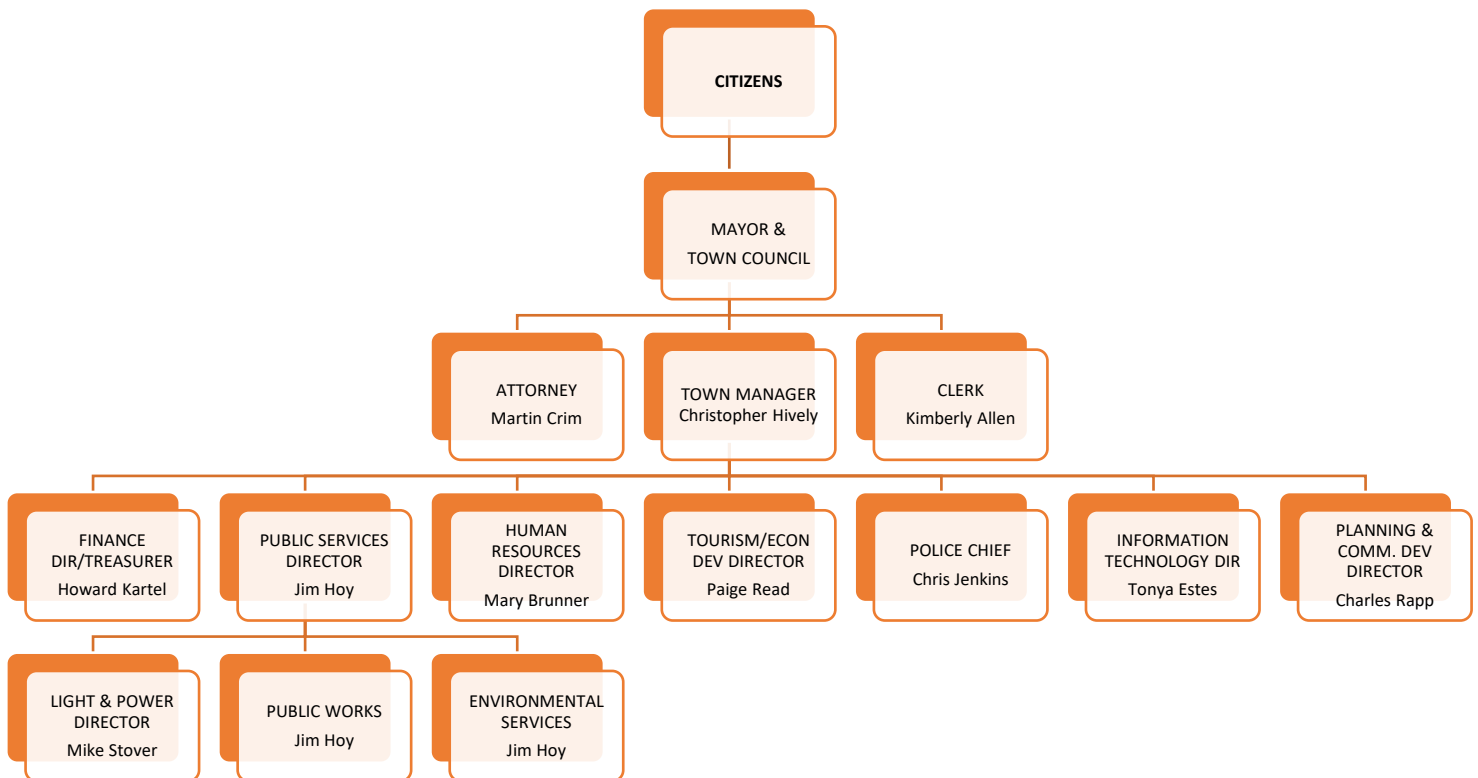
On behalf of Town employees, we appreciate your confidence and support and look forward to many years of continued Town service for our citizens.

Respectfully Submitted,



Christopher D. Hively
Town Manager

Town of Culpeper Organizational Chart



CULPEPER TOWN COUNCIL

The Town Council, as the governing body for the Town of Culpeper, sets policies and establishes ordinances for the general safety, health, and welfare of its citizens. Through its collective judgment, it provides a budget ensuring current and future services are provided in a sound and financially responsible manner.



Culpeper Town Council

Seated from left:

*Keith D. Price, Pranas A. Rimeikis, Mayor Michael T. Olinger,
Vice Mayor William M. Yowell, Robert M. Ryan*

Standing from left:

Meaghan Taylor, Frank Reaves Jr., Jon D. Russell, Jamie Clancey

TOWN MANAGER

INTRODUCTION

The role of the town manager is to seek, promote, and support a high quality of life for all Town citizens. This is accomplished through the development and contribution of all Town employees working to their maximum potential. Under the direction and leadership of the town manager, Town employees provide quality and innovative services resulting in the highest levels possible for our citizens.

The office of the town manager provides general and administrative oversight of all municipal operations. To fulfill this primary function, the town manager advises the town council on municipal policy and programs affecting the community; directs and coordinates the activities and work programs of all Town departments; interacts with Federal and State agencies and other local government; conducts short and long range financial planning, including preparation of the annual operating budget and capital improvements program; administers personnel activities and programs; performs special studies, issue analyses, and evaluations to promote informed decision-making; reviews and oversees the submission and administration of federal and state grants; and monitors state and federal activities, legislation and events to represent, as appropriate, the interest of Culpeper.

FY19 brought a continued focus on improvements to Town operations and the continuing focus on planning for the future of our community. The following major issues, activities, or events were begun or continued during this past fiscal year.

- **Culpeper 20/20 Strategic Vision Plan** – The annual update to the Culpeper 20/20 Strategic Vision plan reevaluated the 6 focus areas in Culpeper, identifying numerous projects to be focused on during the remainder of FY19 and FY20. A complete copy of the Culpeper 20/20 Strategic Vision Plan can be found on the Town website.
- **Dam Repairs** – In prior years the Town received \$11.6 million in grant monies from the Natural Resources Conservation Service to complete the planning, design and construction work necessary to upgrade the Lake Pelham and Mountain Run Lake dams to be able to pass the design storm event for high hazard dams. In FY17, the Town received an additional matching grant from the Virginia General Assembly through the Department of Conservation and Recreation in the amount of \$2.9 million. Upgrades to the Lake Pelham and Mountain Run Lake dams were required as a result of changes in Virginia dam safety regulation and a requirement of the Town's conditional operating permits for both dams. Construction of the pretreatment facility, that was required to be moved as part of the dam repairs, was completed in FY18. Construction of the dam repairs was completed in FY19.
- **Electrical Infrastructure** – Light and Power (L&P) has completed the retrofitting of the 1,200 Town owned street lights and 640 traffic intersection lights to LED bulbs. The new bulbs are more energy efficient and reliable, significantly reducing annual operations and maintenance costs and total life cycle costs.

- **Rockwater Park** – This new 32-acre park was opened in June 2018 with the completion of a new entrance, parking, restrooms, pavilion and approximately 1-mile of walking trails. During FY19, construction of a disk-golf course, splash pad, obstacle course, climbing bolder additional trails and new access point on Sunset Lane begun. These projects are anticipated to be completed and operational in early FY20.
- **Spring Street Water & Electric Facilities** – After exceeding their useful life, these historic facilities were replaced and abandoned over 20 years ago. Removing these facilities would have been very costly for town utility ratepayers, while leaving them in a state of deterioration was creating blight in the area. As part of a Public/Private Partnership these facilities were sold to Echelon Resources Inc. who added the facilities to the National Register of Historic Places and repurposed them into a 22 unit apartments complex in FY19. In addition, the Town retained the surrounding property, creating a new trailhead to Yowell Meadow Park. This new trailhead greatly improves pedestrian access to the park and trail system.
- **Enterprise Resource Planning** – The Town continues to work on a multi-year project to implement a new enterprise resource planning system to replace its outdated legacy financial and business management software. Project planning started in FY16, and in FY17 the general ledger and accounts payable modules, and system hardware installation phases were completed. During FY18 the business license, permits & codes, central file, accounts receivable, general billing, cashing, budget, payroll, employee self-service and human resources management modules were completed. Employee benefits open enrollment was implemented in FY19. The final phase to implement the taxes and utility billing modules has begun, with final completion scheduled during FY20.
- **Culpeper Police Department Expands Assigned Vehicle Program** – During FY19 the Culpeper Police Department was approved for the first year of funding to expand the Assigned Vehicle Program. This expansion included the purchase seven additional vehicles to the fleet which provided assigned vehicles to twelve officers due to the seven new vehicles and the re-assignment of five fleet vehicles that have been assigned to a specific officer. This program is providing a better response to events and calls in our community, along with providing a workforce multiplier by having a fully equipped police officer responding to any scene. The program will also provide better accountability and extend the vehicles service life, along with providing a recruitment and retention element as well. The program will be completed due to additional funding approved in the FY20 budget.
- **Town Awards and Achievements** –

Commission on Accreditation of Law Enforcement Agencies (CALEA) Annual Review – In FY19, the Culpeper Police Department began its second year into the four-year CALEA cycle. Each year in the cycle, a CALEA representative reviews selected standards of the total 481 standards and reviews them to ensure the agency is following established best practices in law enforcement. In March, this representative reviewed 25% of the standards. Also, all time sensitive matters and reporting the Culpeper Police

Department is required to complete was reviewed. Chief Chris Jenkins was provided a report from CALEA that stated that the Culpeper Police Department was in good standing and that the representative found no issues during this annual review. This annual review will occur again in March/April of 2020.

Virginia Association of Chief of Police (VACP) Chiefs Challenge Award – The Culpeper Police Department earned 2nd Place in the VACAP Chief Challenge Award in FY19 at the annual VACAP Conference in September. These awards are awarded to agencies that exemplify outstanding traffic safety initiatives in their respective communities. The agency must prove through traffic and pedestrian enforcement, motor vehicle crash investigation, and participating in traffic enforcement campaigns that motorist and pedestrian safety is paramount in our community. The Culpeper Police Department also got a special award for the use of technology in traffic safety.

Culpeper Police Department's Annual Lifesaver Awards – On May 15, 2019 the Culpeper Police Department recognized life-saving efforts of several members of the Culpeper Police Department. This event was held at the Culpeper Baptist Church and was attended by over 150 family members, community leaders, and dignitaries. The keynote speaker of this event was Jeff Hetmanski, President and Chief Operating Officer of Novant Health UVA Health Center. Chief Jenkins presented a special community service awards to Prevention Specialist Alan Rasmussen of Rappahannock-Rapidan Community Services Board. Team Jordan also presented special life-saving awards to those officers who saved a life that dealt with mental health issues.

Certificate of Achievement for Excellence in Financial Reporting – For the fifteenth consecutive year, the Town of Culpeper Treasurer's Office was awarded the Certificate of Achievement for Excellence in Financial Reporting awarded by the Government Finance Officers Association (GFOA) for its comprehensive annual financial report (CAFR) for fiscal year ended June 30, 2018. The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management. To receive this award, a government must publish an easily readable and efficiently organized CAFR, satisfying all reporting and disclosure requirements, and providing detailed analysis of the financial results for the reporting period.

Directors Award – The Culpeper Water Treatment Plant maintained the Partnership for Safe Water Director's Award for 2018. This award recognizes the Town's continual commitment in protecting public health and providing high quality water services. Additionally, the Town expanded participation in the Partnership program by joining the Partnership's Distribution Program in 2018. The Partnership for Safe Water is an unprecedented alliance of six prestigious drinking water organizations which include: **AWWA** – American Water Works Association, **AMWA** – Association of Metropolitan Water Agencies, **ASDWA** – Association of State Drinking Water Administrators, **NAWC** – National Association of Water Companies, **USEPA** – U.S. Environmental Protection Agency, and **WRF** - Water Research Foundation. The Partnership's mission is to improve the quality of water delivered to customers by optimizing water system operations.

Travels with Darley | Culpeper, Virginia – The Town of Culpeper was highlighted in a season six, episode three which was aired on February 8, 2019. The thirty-minute episode explored history, culture, nature and great food and drinks in Culpeper, Virginia. By the end of FY19, the episode has reached 7 million U.S. and Canadian viewers.

Prettiest Town in Every U.S. State – During FY19, Culpeper was named as the Prettiest Town from Virginia by Architectural Digest.

Most Underrated Town in Every State – During FY19, Culpeper was named as the Most Underrated Town in Virginia by Home Method magazine.

TOWN CLERK

The Clerk's Office is responsible for providing administrative support to the Town Council, Town Manager, and Town Attorney. This office administers a variety of functions as required by the Culpeper Town Code and Code of Virginia. This office is a vital link between Town Council and citizens.

TAX REVENUE GENERATED BY TOWN CLERK'S OFFICE

The tax programs administered by the Clerk's Office are major revenue sources for the Town. In FY19, over \$6.1 million in revenue was generated from the five tax programs, plus cemetery revenue (lot sales, interments, stone permits, and transfer fees). The chart below shows the revenue breakdown for the last five years.

<u>Revenue Type</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>
Admissions Tax	\$ 45,275	\$ 45,367	\$ 45,244	\$ 48,154	\$ 43,569
Meals Tax	\$ 3,727,506	\$ 3,941,061	\$ 4,115,524	\$4,257,578	\$4,328,661
BPOL	\$ 990,366	\$ 997,903	\$ 1,027,753	\$1,057,897	\$ 955,173
Cigarette Tax	\$ 162,582	\$ 167,265	\$ 156,238	\$ 165,818	\$ 247,326
Lodging Tax	\$ 325,775	\$ 342,965	\$ 449,636	\$ 498,669	\$ 448,369
Grave Sales	\$ 38,600	\$ 58,300	\$ 69,110	\$ 52,890	\$ 69,500
Interments	\$ 40,200	\$ 60,900	\$ 49,600	\$ 46,300	\$ 54,200
Stone Permits	\$ 3,250	\$ 2,650	\$ 3,250	\$ 2,900	\$ 3,100
Totals	\$5,333,554	\$5,616,411	\$5,916,355	\$6,130,206	\$6,149,898

**FY19 is unaudited*

BUSINESS, PROFESSIONAL & OCCUPATIONAL LICENSES

Approximately 758 business license renewals were assessed and processed for CY18.

The following chart is a breakdown of licenses by category.

<u>Category</u>	<u>FY19</u>
Contracting	58
Retail	368
Fin/RE/Prof. Service	143
Rep/Pers/Bus/Other Service	290
Itinerant Merchant	5
Street Vendor	10

Solicitor	8
Precious Metals & Gems	5
Non-Resident Contractor	51
<i>TOTAL</i>	<i>938</i>

**Due to improved reporting features of Munis, the FY19 category totals reflect the actual number of licenses issued instead of only new business licenses issued for a portion of the calendar year, as was reported in previous Annual Reports. Therefore, comparable historical data is not available or included in this report.*

During the annual business license renewal process, gross receipts are verified through documentation provided by business owners. Where possible, annual gross receipts totals are compared to monthly tax reports submitted for other tax programs and/or to other governmental entities. Businesses are continually monitored for compliance with the cigarette, meals, and transient tax programs.

ADMISSIONS, MEALS & TRANSIENT LODGING TAX COLLECTIONS

Admissions, meals and lodging tax administration was performed along with continued intermittent monitoring of restaurant receipts. At the end of the fiscal year, there were 115 meals, 11 lodging and 1 admissions registered agents. Reports are recorded monthly and evaluated to ensure consistency and accuracy; these reports are also matched up to the annual business license renewal applications.

CIGARETTE TAX PROGRAM

	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>
Number of Stamps	1,695,000	1,725,000	1,650,000	1,725,000	1,665,000
Number of Rolls	113	115	110	115	111
Total Revenue	\$162,582	\$167,265	\$156,238	\$165,818	\$243,516

The cigarette stamp tax rate changed from \$0.10 to \$0.15 effective July 1, 2018.

CULPEPER TOWN CODE

The Culpeper Town Code is available electronically and easily accessed through MuniCode at www.culpeperva.gov.

Supplement #26 was completed. Supplement #27 will be completed in FY20.

RECORDS MANAGEMENT

The Clerk's Office worked with town departments to maintain a comprehensive records management program to ensure compliance with the Virginia Public Records Act. After individual departments received approval of their records destruction forms, routine destruction was performed. The Clerk's Office conducted various records inventories and provided training for departmental records coordinators. In April, staff co-hosted a Records Management training session with Culpeper County held by the Library of Virginia. Staff worked with the Human Resources Department to implement on-line records management

training using the Safe Personnel website. The Clerk's Office continues to work with the Department of Information Technology to implement a content management system.

FOIA (Freedom of Information Act) Request

The Clerk's Office, in conjunction with Virginia Code and the Town Attorney, responded to fifty-six (56) FOIA requests in FY19. Staff spent time reviewing and processing the requests as well as researching, gathering, and reviewing responses received prior to disseminating the information to the requestors. Thirty-one (31) FOIA requests were processed in FY18.

FAIRVIEW CEMETERY - INTERMENTS, GRAVE SALES & STONE PERMITS

The Clerk's Office maintains all records for Fairview Cemetery, including the Antioch, Fishermen, and Oddfellows sections. This involves lot ownership records, purchases of grave sites and certificates of ownership, lot transfer documents, burial permits, and stone installation permits.

On nearly a daily basis, citizens and families of deceased individuals buried in Fairview contact the office about purchasing grave spaces, erecting memorials on graves, the cemetery rules and regulations, lot ownership, and the steps to transfer ownership of graves.

	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>
Interments	70	101	85	60	89
Grave Sales	36	57	80	69	66
Lot Ownership Transfers	14	12	25	1	40
Stone Permits	68	45	72	59	62

Staff continues to work with the GIS Division of the Planning & Community Development Department to create a site-specific map of the lots in Fairview.

FAIRVIEW CEMETERY PERPETUAL CARE FUND

The Fairview Cemetery Perpetual Care Fund shows a balance of \$1,049,588. The transfer of 100% of lot sales for FY19 totaled \$63,500.

TRANSIENT ASSISTANCE FUND

The Clerk's Office also administers the Transient Assistance Fund during regular working hours. The fund is available to those individuals who are stranded in Culpeper and need assistance reaching their destination. The Police Department administers the Fund when the Town Office is closed.

The 2018 transient report was prepared and distributed to local churches, civic organizations, the Culpeper Ministerial Association, and the Department of Human Services, whose program the Clerk's Office administers.

At the close of CY18, the Fund had been utilized six (6) times to assist eleven (11) individuals (as compared to 6 occasions to assist 7 people in CY17). The fund closed the calendar year with

a balance of \$5,414. For the second year in a row, the fund did not receive any contributions from local churches or civic organizations; therefore, the funds available to help qualifying individuals continue to decrease.

COUNCIL ACTIVITIES

The Clerk's Office handles all correspondence for the mayor and council, makes arrangements for council members to attend various training and networking opportunities throughout the year, and prepares and distributes packets for all council and committee meetings. The office also attends, takes minutes of, and prepares committee minutes/updates for each of the meetings.

In FY19, the Clerk's Office prepared a total of 64 council and committee meeting packets as compared to 63 packets in FY18. The FY19 total includes 16 council meetings (12 regular, 4 special) and 48 committee meetings.

ELECTIONS

The next Town election will be in November 2019. Four (4) council seats will be on the ballot.

AUTHORITIES, BOARDS, & COMMISSIONS

Town Council is very proud to have nearly 60 Council-appointed citizens who volunteer their time and expertise by serving on one of its twelve authorities, boards, or commissions.

The Clerk's Office maintains the service and appointment records for all ABC members and coordinates appointments and re-appointments with council so these occur in a timely manner. This office also prepares and publicizes ads for volunteers as necessary.

ENVIRONMENTAL SERVICES

INTRODUCTION

The Department of Environmental Services (DES) consists of two operating divisions and three support groups. The water and wastewater operating divisions include the surface water treatment plant (WTP), groundwater treatment and wells (wells) and the water pollution control facility (WPCF). These facilities are supported by a central maintenance group, analytical staff, and administrative staff.

The WTP and wells are staffed by four (4) operators. The WPCF is staffed by four (4) operators. The Chief Operator, Lead Operator, Laboratory Supervisor, and Operations Program Managers and 3 Water/Wastewater Operators support functions at both the WTP and WPCF. The central maintenance group is staffed by six (6) employees including the Maintenance Supervisor, Senior Plant Mechanic, three (3) Plant Mechanics, and one (1) Plant Maintenance Worker. The administrative staff consists of two (2) employees, the Assistant Director and Administrative Support Officer. The total number of DES employees at the end of FY19 was 24 full time employees.

The primary function of the WTP and wells are to treat the surface and groundwater sources to the extent required to meet federal and state drinking water standards. Surface water from Lake Pelham is treated at the WTP located on Woodview Road. Groundwater is pumped from six wells with three located in the Mountain Brook Subdivision, two wells located off of Nalles Mill Rd. and one well located at Rockwater Park.

The primary function of the WPCF is to treat wastewater from domestic, commercial, and industrial sources as required by the state issued VPDES permit for discharge of the treated effluent into waters of the State of Virginia. A supporting function of the WPCF is to provide treatment and disposal of residual solids separated from the wastewater during the treatment process. Treated effluent from the WPCF is discharged directly into Mountain Run.

DEPARTMENTAL GOAL AND OBJECTIVES

The goal of DES is to support the Town's strategic plan to provide potable water and treated wastewater effluent and support services in a safe, continuous, and reliable manner to ensure cost effective water quality and the efficient use of resources.

The Water and Wastewater Enterprise Funds business objectives were divided into the major areas of operational, financial, and business maintenance and development functions.

The effectiveness and efficiency of the department were measured and monitored by several means including operational performance, financial, and business development. To accomplish this, the report has been formatted into the following sections:

Operational Performance Results

Section I WTP / Well / WPCF production performance as compared to the previous year's performance and current year's demand for services

Section II WTP / Well / WPCF compliance with regulatory, quality, and safety requirements as required by Department of Health, DEQ, EPA, OSHA, and Town of Culpeper

Financial Results

Section III Enterprise Fund financial performance

Facilities Maintenance & Development Results

Section IV Facilities maintenance and development

Section V Personnel development, utilization, and performance

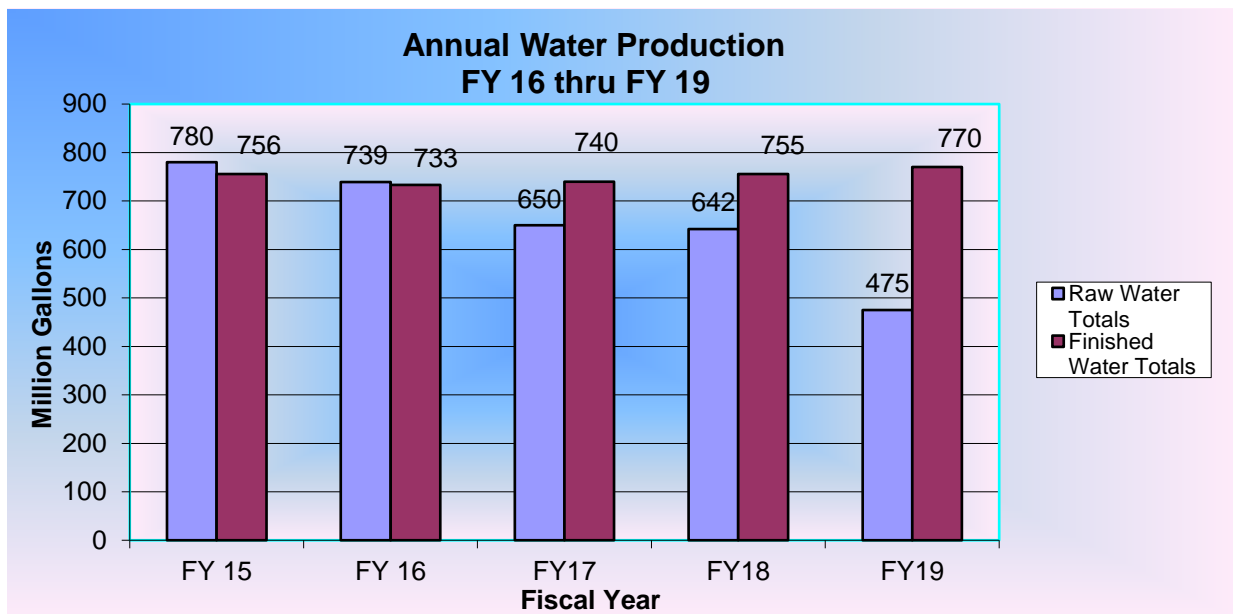
SECTION I RESULTS OF PLANT OPERATIONS

WATER TREATMENT PLANT & WELLS***SUMMARY OF OPERATIONAL DATA***

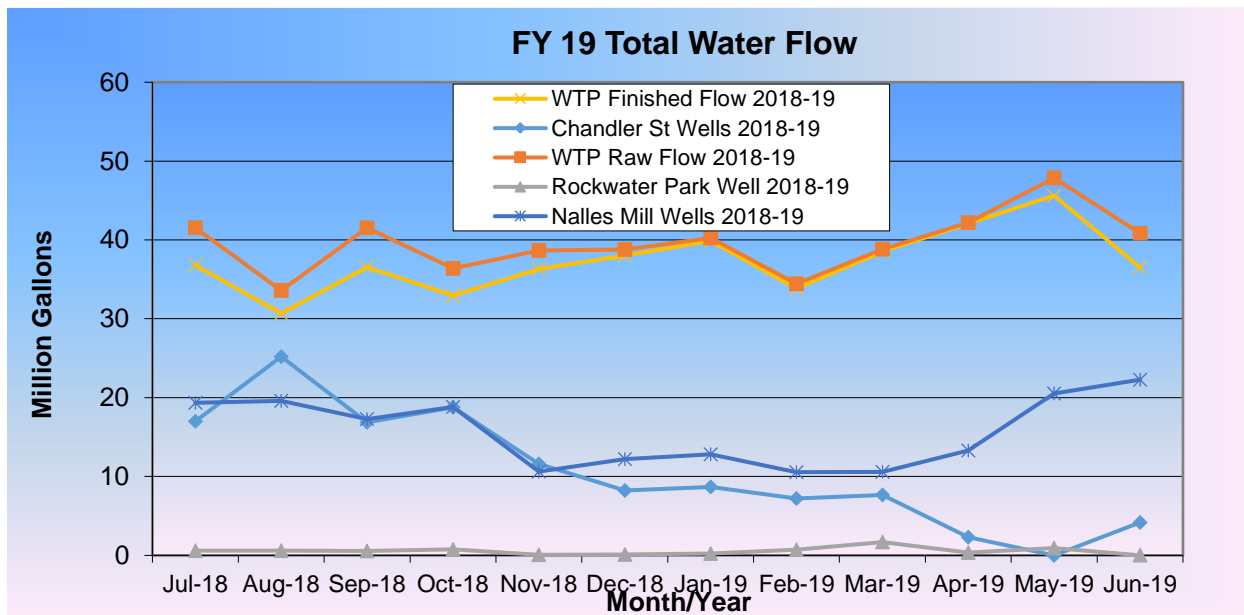
	<u>FY18</u>	<u>FY19</u>
Total water processed from Lake Pelham (million gallons)	642	475
Finished water supplied from the WTP (million gallons)	542	448
WTP average daily flow of finished water (MGD*)	1.5	1.2
WTP peak daily flow of finished water (MGD*)	3.1	1.7
WTP surface water capacity (MGD*)	4.0	4.0
Days Surface WTP operated	365	365
Total well water processed (million gallons)	213	322
Peak daily flow of well water (MGD*)	1.6	1.9
Average well water processed daily (MGD*)	0.58	0.88
WTP and well combined totals (million gallons)	755	770

* MGD – million gallons per day

The available water treatment capacity was able to meet peak and average customer demands resulting in potable water being supplied on a continuous basis to system customers through FY19.



Raw water totals are based upon surface water treated at the WTP. The Chandler Street wells were placed in service in January 2015. The Rockwater Park well was placed in service in January 2018. The Nalles Mill wells were placed into service in February 2018. Finish water totals include both the WTP and Wells combined for FY15, FY16, FY17, FY18, and FY19.



The Town met the Partnership for Safe Drinking Water plant optimization and water quality goals for FY19. Meeting this nationally recognized voluntary goal established by AWWA and the U.S.

EPA demonstrates optimal removal of contaminants in the water including bacteria and viruses for improved safety.

WATER POLLUTION CONTROL FACILITY (WPCF)

SUMMARY OF OPERATIONAL DATA – Wastewater Treatment

	<u>FY18</u>	<u>FY19</u>
Total wastewater effluent flow (million gallons)	1050	1390
Average daily flow (MGD)	2.9	3.8
Peak daily flow (MGD)	12.6	8.7
Plant Capacity (MGD)	6.0	6.0
Rainfall (total inches/year)	50.5	67.8
Days WPCF operated	365	365

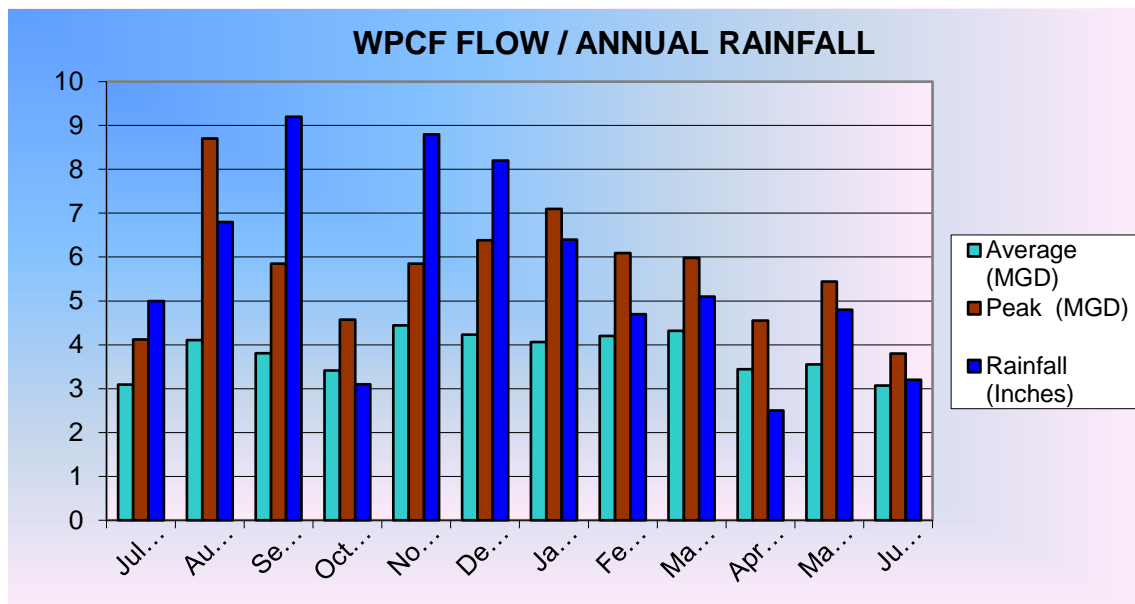
SUMMARY OF OPERATIONAL DATA – Solids Processing

	<u>FY18</u>	<u>FY19</u>
Total dry tons of bio-solids	704	609
Gallons of septage processed	266,970	277,685

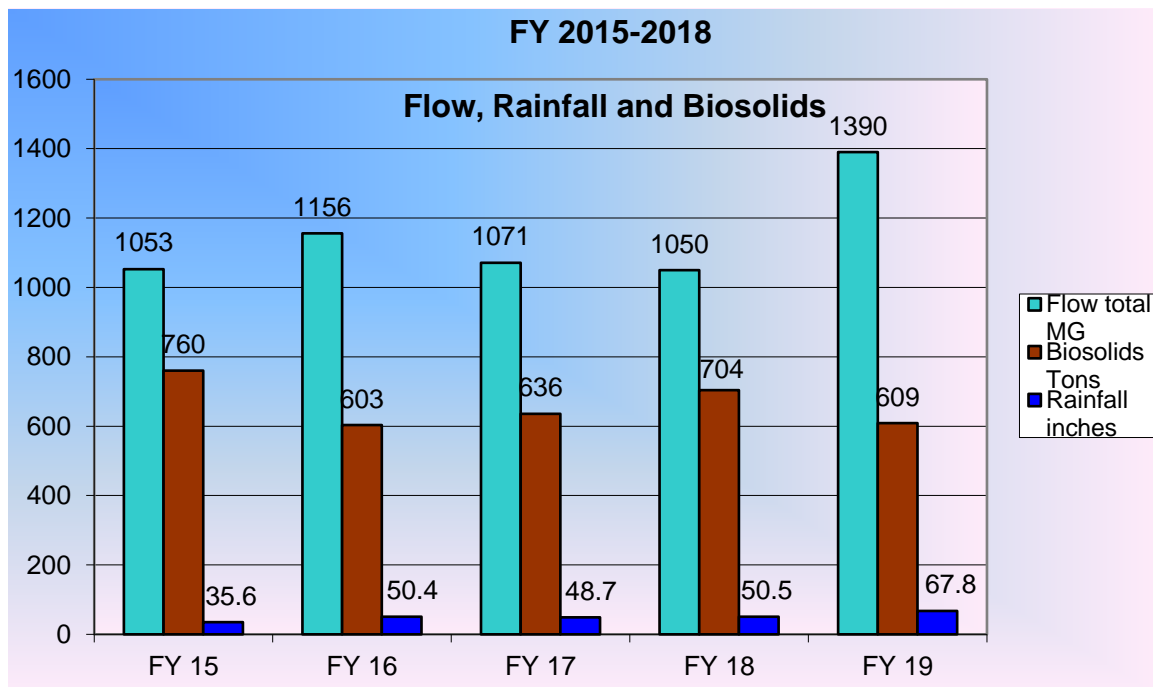
The WPCF is operated on two 12 hour shifts 24 hours per day. In order to comply with the new Chesapeake Bay Nutrient Reduction Regulations, a major plant upgrade was required to meet nutrient limits by December 2010. This upgrade was completed in April 2010 increasing the plant capacity to 6 MGD and providing for the required nutrient removal.

FY19 was the eighth full year of operation with the completed plant upgrade and new permit limits. The WPCF effluent quality was in compliance with all permit limits during this fiscal year.

The inflow and infiltration reduction program continues to make progress. Operations staff have noticed peak flows have lessened. FY19 was one of the wettest years on record with a total of over 70 inches of precipitation. For the year, we had four months which recorded a system peak flow exceeding 6 MGD. During FY19, the Town of Culpeper contracted A.J. Conner to line sewer piping in the vicinity of Oaklawn Drive and on the Lake Pelham connector trail. In conjunction with scheduled system maintenance, the sewer rehabilitation program will continue for detecting and correcting collection system failures that can result in peak flow conditions at the WPCF.



Centrifuge operation required for solids processing averaged 70 hours per week for FY19. The removal efficiency for organic solids remained at 99% in FY19 as measured by carbonaceous biochemical oxygen demand (CBOD₅) and suspended solids.



SECTION II

REGULATORY, QUALITY AND SAFETY COMPLIANCE

WATER TREATMENT PLANT

Regulatory Compliance

Monthly Plant Operations Summaries were submitted as required to the Department of Health, Office of Drinking Water. The Plant also published and distributed the annual Consumer Confidence Report to all water system customers.

The Town is currently conducting Unregulated Contaminants Monitoring Rule (UCMR4) sampling as required by EPA. This is required by EPA of public water systems (PWSs) so that additional information can be gathered and evaluated for future possible additions to regulated contaminant monitoring by PWSs.

The Town is required to have an approved Cross Connection Control Program/Backflow Prevention Program. This program is to ensure the safety of the potable water supply from contamination from backflow events. This program was updated and submitted to VDH for review and approved during FY17.

The Town installed dedicated sampling stations throughout the distribution system during 2018/2019. These sample stations are now used for routine compliance bacteriological samples and informational distribution water quality samples. A revised Bacteriological Sample Site Plan was submitted to and approved by VDH using the new sampling station locations.

The Regional Water Supply Plan was reviewed and successfully updated as required.

Water Quality Testing and Compliance

There were no water quality or compliance issues during FY19.

Safety Compliance – Accidents & Incidents

There were no lost time accidents or safety related incidents reported during FY19.

WATER POLLUTION CONTROL FACILITY

Regulatory Compliance

During the past fiscal year, there were no overflows in the plant and no collection system overflows. All monthly VPDES Discharge Monitoring Reports were submitted on time and as required.

Regulatory Compliance Programs

The Pretreatment Program, which is used to manage Significant Industrial Users (SIUs), was maintained successfully during FY19. The SIUs permits expired on 6/30/2019 and have been reissued effective 7/1/2019. There are five permitted industrial users in the program; none of the five permittees were cited as being in significant noncompliance during FY19. All Significant Industrial Users and Categorical Industrial Users met the requirement to write and implement a Slug Control Plan. At the end of FY19, the Fats, Oil, and Grease (FOG) program had approximately 100 active permits.

The new Dental Rule is now in effect and DEQ has asked for assistance in notifying local dental offices with amalgam separators. Dental offices were provided with DEQ informational fliers.

The Storm Water Program, which is used to manage storm water at the WPCF, Public Works and Light and Power facilities, was maintained successfully during FY19. The Town has two Storm Water Permits. These permits were due for reissuance in 2019 and the permit application has been submitted and is currently being processed at DEQ. A Total Maximum Daily Loading (TMDL) Action Plan was written and is being implemented to address storm water contaminant loading exceedances at the Light and Power facility. The requirements of the TMDL Action Plan must be met by 2024.

The WPCF has an Air Permit which is used to ensure the facility is in compliance with Federal and State Air Regulations. This permit was maintained successfully during FY19.

The SARA Tier II Emergency and Hazardous Chemical Inventory Report was successfully submitted during FY19. The emergency information and chemical inventory is maintained continuously.

Wastewater Quality Testing Compliance

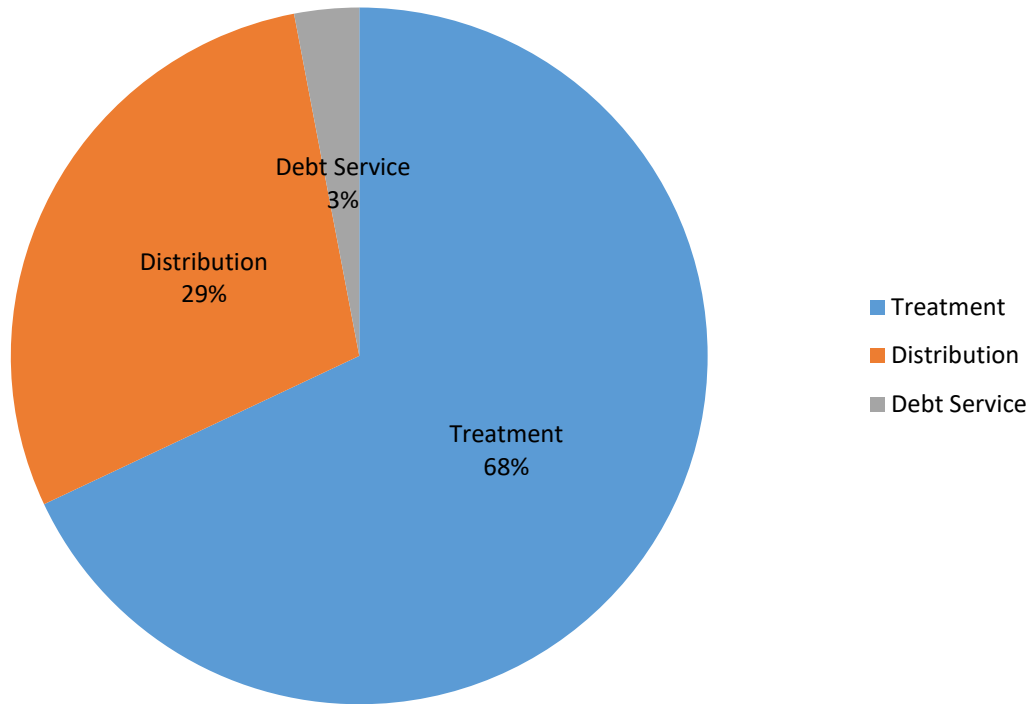
The upgrade has allowed plant staff to reduce nutrient levels to less than 3.0 mg/L Total Nitrogen and 0.3 mg/L Total Phosphorous. The improved treatment has also allowed the plant to meet permit parameters for BOD₅ (biochemical oxygen demand), CBOD₅ (carbonaceous BOD₅), TKN (total Kjeldahl nitrogen), Ammonia, E. coli, and Total Suspended Solids.

SECTION III ENTERPRISE FUND PERFORMANCE

WATER ENTERPRISE FUND

The Water Enterprise Fund consists of the Water Distribution Division and the Water Treatment Division. Based on the June 30, 2019, Preliminary Budget Report, the Water Fund operations expenses were below total revenue resulting in a positive operating margin of \$625,683. This does not include capital expenditures of \$8,746,800, which was funded by prior year borrowing, grants, and reserves. For accounting purposes, the Water Enterprise Fund operations expenditures were divided into three major cost groups. The Water Treatment Division expenditures were the largest of the three cost groupings accounting for 68% of the total Water Enterprise Fund operating expenditures. (Refer to Water Fund Operations Expenditures – FY19 graph for allocation of fund expenses).

Water Fund Operations Expenditures - FY2019

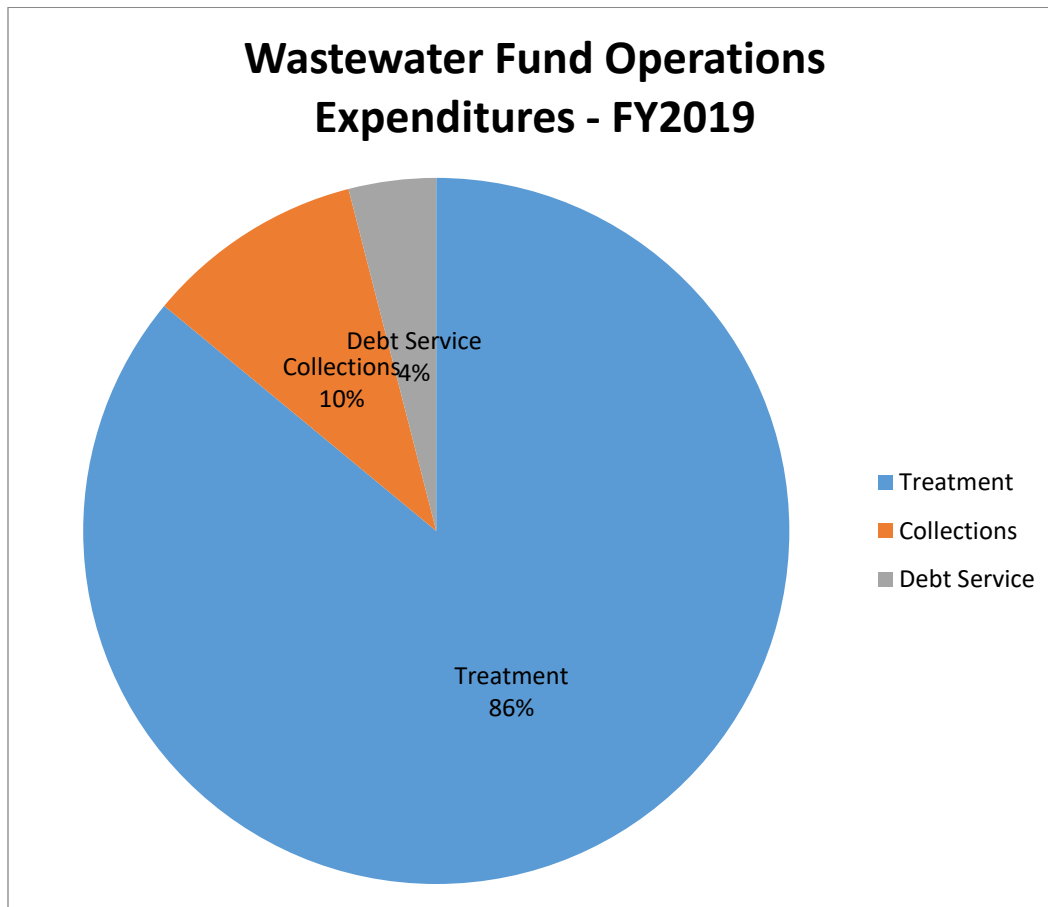


The Water Enterprise Fund financial performance was successful for the year with combined operating fund expenditures being approximately 2% under budgeted expense level.

WASTEWATER ENTERPRISE FUND

The Wastewater Enterprise Fund consists of the Wastewater Collection Division and the Wastewater Treatment Division. Based on the June 30, 2019, Preliminary Budget

Report, the Wastewater Fund operations expenses were below total revenue resulting in a positive operating margin of \$1,290,610. This does not include capital expenditures of \$291,215, which was funded out of the FY19 operating margin shown above. For accounting purposes, the Wastewater Enterprise Fund operations expenditures were divided into three major cost groupings. The Wastewater Treatment Division expenditures continued to be the largest of the three cost groupings accounting for 86% of the total Wastewater Enterprise Fund expenditures. (Refer to Wastewater Fund Operations Expenditures – FY19 graph for allocation of fund expenses).

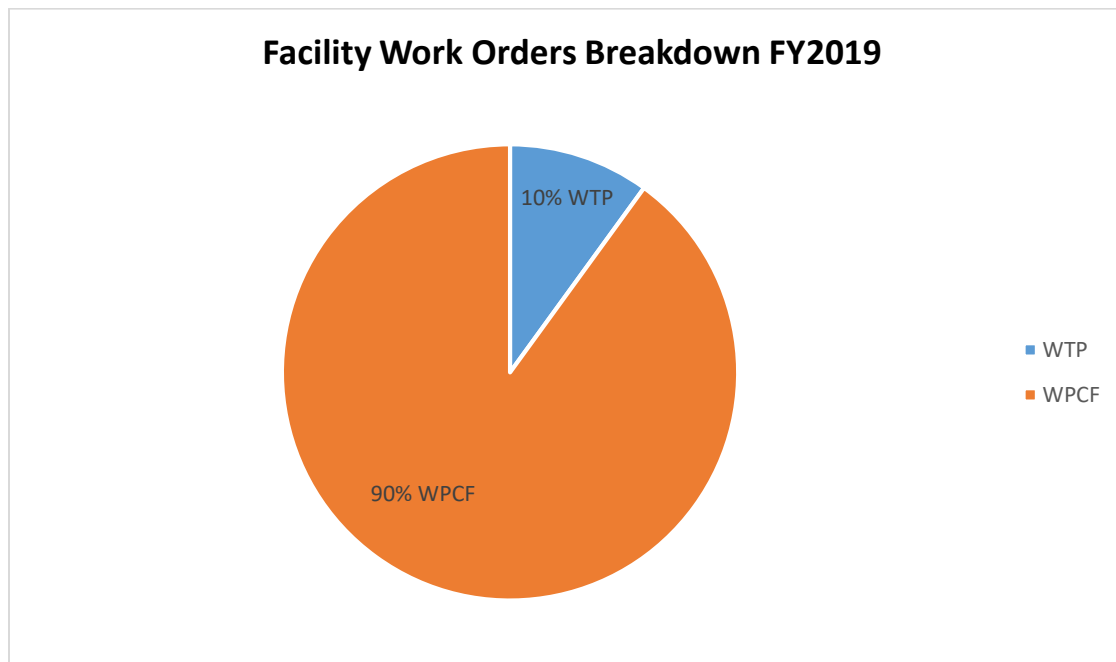


The Wastewater Enterprise Fund financial performance was successful for the year with combined fund operating expenditures being approximately 7% under budgeted expense level.

SECTION IV FACILITIES MAINTENANCE AND DEVELOPMENT

Facilities Maintenance

The Environmental Services Maintenance Division conducted many system repairs, preventive maintenance, and calibrations in support of operations. The Division completed upgrades to the Chandler St. Wells, to include installation of variable frequency drives and magnetic flow meters. Replacement of the variable frequency drives for Influent #1 Pump Station was completed during FY19. The Division continues to work on retrofitting the old gas chlorine room into a Polymer room at the WTP.



Workflow was managed utilizing a web based preventive maintenance program. A total of 2,950 work orders were received in addition to numerous verbal work requests.

Facilities Development

Water Source & Treatment Facilities

A Regional Water Supply Plan update was completed by Town and County staff and submitted to DEQ in the fall of 2018.

Annual Groundwater Level and Water Quality Monitoring Program

This Program will ensure that the long-term Groundwater Use Management Plan is protecting the availability and usability of groundwater resources for the local community.

Dam Rehabilitation Projects

Due to changes in the Virginia Dam Safety requirements, significant improvements were required to both the Lake Pelham and Mountain Run Dams. An evaluation of the dams commenced in FY12, with recommendations being finalized in FY13 with a resulting cost estimate of approximately \$16.5 million to repair both dams. Results were submitted to DCR and NRCS along with a grant funding request for these repairs.

USDA-NRCS awarded the Town two grants totaling \$890,000 to develop rehabilitation plans for both dams. Additionally, in FY15 the Town received grants of approximately \$10,700,000 from USDA-NRCS and \$2.9 million from Virginia DCR to assist with the dam rehabilitation design and construction. Schnabel Engineering was selected as the engineer of record for the project. Schnabel Engineering completed the project design in FY17. Kiewit Infrastructure South was awarded the construction contract for the project in June 2017 and commenced construction in July 2017.



Lake Pelham (MR50) Labyrinth Weir Spillway during Construction, June 2018

Record precipitation in 2018 delayed construction for Mountain Run Lake (MR11) and resulted in an extension of the construction schedule by 6 months to accommodate a winter shut down.

The Lake Pelham (MR50) dam rehabilitation attained substantial completion on December 18, 2018, and final completion on June 12, 2019.

The Mountain Run Lake (MR11) dam rehabilitation project reached substantial completion on May 31, 2019, following a schedule extension caused by winter weather delays in construction. The MR11 project attained final completion on June 12, 2019.



Mountain Run Lake (MR11) Labyrinth Weir Spillway at Final Completion, June 2019

Hazen and Sawyer Independent Water System Study

Following the submission of a water customer petition during the summer of 2018, the Town conducted a competitive request for proposal process with consultants and selected Hazen and Sawyer to perform an independent water system study of the Town's water works. Hazen and Sawyer initiated this effort in March 2019. Hazen and Sawyer conducted a public outreach meeting with participating stakeholders on April 11, 2019, to solicit input and discuss the proposed scope of the independent study. This independent water system study is anticipated to conclude in October 2019, with results and recommendations reported to Council and the general public.

SECTION V

PERSONNEL UTILIZATION, DEVELOPMENT & PERFORMANCE

The total employee count of 24 remained unchanged during FY19. WTP operations required the staffing of two shifts while the WPCF changed from three 8-hour to two 12-hour shifts, operating on a 24-hour basis.

A complete listing of assigned personnel water and wastewater licensure follows:

DEPARTMENT OF ENVIRONMENTAL SERVICES LICENSURE/NEW EMPLOYEES

<u>EMPLOYEE</u>	<u>CLASS OF LICENSE</u>
Robert Hester	Class I Water/Class III Wastewater/Aquatic Pesticide Applicators License
Jim Hoy, P.E.	Professional Engineer/Class III Water/Class II Wastewater
Neil Moore	Class I Wastewater
Larry Olsen	Class III Water
David Olsen	Class IV Wastewater
Robert Cheney	Class II Wastewater/Class II Water
Joey Blankenship	Class II Water/Class I Wastewater DPOR Master Plumbing
Detric Murray	Class I Wastewater
Danny Jeffries	Class III Water

NEW EMPLOYEES

Ashlee Lee	Administrative Support Officer
Jerren Burling	Plant Mechanic
Koby Smith	Wastewater Operator

HUMAN RESOURCES

INTRODUCTION

The Town of Culpeper's Human Resources Department administers a comprehensive Human Resources program consistent with Federal, State, and local statutes, meeting the needs of the governmental employer as well as current/potential employees. The department oversees the following key functional areas for approximately 195 Town employees: Recruitment & Retention, Benefits & Leave Administration, Classification & Compensation, Training & Development, Employee Relations, Policy Development & Administration, Risk Management, and Workplace Safety.

HUMAN RESOURCES GOALS

- Attract and retain high performing workforce.
- Implement diversified strategies that will address challenges associated with employee recruitment, retention, and development.
- Evaluate employee performance management program.
- Manage the Town's insurance programs to provide maximum cost effectiveness and benefit.
- Implement comprehensive risk management programs and safety measures.
- Streamline systems and programs to increase efficiency and effectiveness of service delivery.
- Evaluate training technology and seek opportunities to deliver training using a blended delivery format in a cost effective manner.
- Develop and engage the workforce to take advantage of the Town's wellness program.
- Ensure department staff is abreast of current trends in Human Resource administration that will enhance specific functional operations.

RECRUITMENT & RETENTION

The Human Resources Department manages the entire recruitment process for all Town positions. This includes posting position vacancy announcements, screening applications, scheduling interviews, participating in the interview process, selection of coordinating all pre-employment testing and examinations, and providing new hire orientation. The Human Resources Department also oversees the process for internal changes such as promotions, demotions, and transfers. In addition, the Human Resources Department coordinates the exit process for employees who are terminating their employment or retiring.

The following recruitment and retention activity occurred for FY19, FY18, FY17, FY16, and FY15.

	FY19	FY18	FY17	FY16	FY15	FY14
Positions Recruited for	42	42	27	21	40	30
New Hires	33	36	27	38	33	34
Terminations	16	24	15	11	17	13
Voluntary	15	16	15	9	13	8

Involuntary	1	8	0	2	4	5
Retirees	3	5	4	4	3	3
Promotions	12	15	14	11	12	15
Demotions	2	1	1	0	0	0
Transfers	2	0	2	2	1	0
Turnover Rate	8.29%	12.90%	8.15%	6.20%	9.60%	7.30%

EMPLOYEE BENEFITS

The Human Resources Department handles the selection of benefits providers and administration of benefit programs. The department also oversees employee leave programs which include the administration of family/medical leave (FMLA), leaves of absence, and military leave. The department coordinates retirement programs and counsels employees on benefits, leave, and retirement issues.

Health Insurance

As a result of changes that were made in an effort to combat higher health insurance costs seen in both the Town and nationally, the Town receive a health insurance renewal with no increase over the current rates. The Human Resources Department is continuing to monitor plan usage as well as explore alternative options to best manage the cost moving forward.

Leave

Throughout the year, there were 31 employees who requested family/medical leave. The Human Resources department assisted each of these employees with the required paperwork, determined their eligibility for family/medical leave and tracked their leave usage.

TRAINING & DEVELOPMENT

The Human Resources Department developed and implemented an Employee Development Program in FY16. This program provides a variety of training opportunities to employees and supervisors in the areas of safety, skill development, personal growth, leadership & supervision, and wellness. Through this program, the following training opportunities were available in FY19:

- Bloodborne Pathogens
- Browser Security Basics
- Chemical Hygiene
- Conflict Resolution
- Customer Service
- Cybersecurity Overview
- Defensive Driving
- Email and Messaging Safety
- Emotional Intelligence
- Fair Labor Standards Act (FLSA)
- Family Medical Leave Act (FMLA) & Americans with Disabilities Act (ADA)
- Financial Fitness
- Fire Safety & Fire Extinguisher
- Fork Lift
- FOIA Training

Hazardous Communication (HAZCOM)
Heartsaver First Aid CPR AED
Interviewing Tips, Finding the Best Candidate
Lock Out/Tag Out
Managing and Motivating Challenging Employees
Password and Security Basics
Performance Evaluation
Power Tools
Protection Against Malware
Retirement Planning
Situational Awareness
Slips, Trips, & Falls
Tree Trimming
Walking/Working Surfaces
You're a Supervisor, Now What?

The Human Resources Department also administers a Leadership Development Certificate program. This program incorporates the classes made available through the Employee Development Program along with projects that encourage critical thinking and hands-on experience. There were 4 employees working on the Leadership Development Certificate program this year.

PERFORMANCE MANAGEMENT/MERIT PAY

In FY2013, a new performance evaluation process and Merit Pay policy were implemented. This policy established a procedure for correlating pay increases to employee performance. Although an average merit pay increase of 3% was approved for the FY19 budget, employees actually received a range from 0% to 6% increase calculated from pay grade mid-point and based on their performance during the prior year.

RISK MANAGEMENT

The Human Resources Department works to ensure compliance with federal, state, and county safety regulations. The department oversees the administration of workers' compensation as well as the Town's general liability, property, and auto insurance programs.

Employee Safety

The Town continues to promote and implement a safety program. Personnel attend risk management and safety seminars to continue their knowledge of risk related issues and improving safety. In FY19, the Town's Safety Committee completed a review of the draft Safety and Health Management Program.

Claims Data

The following is a history of claims processed and paid and premiums collected for FY19 and the previous four years:

	FY19	FY18	FY17	FY16	FY15
On-the-job Injuries	20	18	20	19	16
OSHA Reportable Injuries	20	18	20	21	16
Employee Auto Accidents	10	12	15	17	17
Preventable Auto Accidents	4	9	10	6	9
Property Damage Claims	5	3	4	4	3
Liability Claims	9	7	9	7	6
Total Claims Paid	\$219,754*	\$74,604	\$62,247	\$87,016	\$62,592
Total Premiums	\$306,042	\$408,224	\$405,046	\$407,579	\$373,109

**On August 12, 2018, a heavy rainstorm caused flooding to the police department. The damage caused by that flood accounts for \$107,934 of the total claims paid.*

LIGHT & POWER

Introduction

The Light and Power Department consists of three Divisions: Administration, Distribution and Generation. The focus of the department is to provide safe, affordable and reliable electric service to its customers within the town limits of the Town of Culpeper. The department, as a member of the Virginia Municipal Electric Association (VMEA) purchase power group, purchases wholesale electricity from Dominion Virginia Power as well as the Southeastern Power Administration. The department also operates a peak shaving generation facility to offset the demand requirements of its customers as well as provide emergency back up power to a portion of the town should a failure of the power delivery system occur.

The Administration Division is charged with the overall supervision of the department.

The Generation Division operates and maintains the peak shaving plant being on call 24 hours per day, 7 days per week, for peaking and emergency operations.

The Distribution Division is responsible for constructing, operating and maintaining the 168.61 (136.42 UG/32.19 OH) miles of infrastructure required to distribute the purchased and generated power, safely and efficiently to our customers. In addition, this division installs and maintains street lights, automatic traffic control signals and assists with various other electrical tasks assigned. Assistance is also provided to the Town with Holiday decorations and banner installations.



Generation

The generation facility operated at the request of Dominion Virginia Power a total of 24 hours for the year reducing the Town's purchased power bill by approximately \$357,515. This annual savings is anticipated to increase as the Town's electric system load increases and generation value increases over time.



Distribution

The Department completed many projects for the year including: replacement of damaged utility poles, installation of primary and secondary lines, painting and restoration of existing transformers, and street light conversion to LED lighting. The department has continued updating overhead primary and secondary lines, replacing deteriorating old poles and undersized conductors.



Special Project Accomplishments in FY18:

- 1) Installed power infrastructure for Splash Pad at Rockwater Park.
- 2) Installed power infrastructure to areas of development for new homes in Highpoint, Mountain Brook Estates, Wayland Manor Subdivision, and Redwood Lakes.
- 3) Replaced infrastructure at Maplewood Drive for system reliability.
- 4) Provided poles and lighting for Police Department shooting range.
- 5) Continued to replace existing incandescent lighting fixtures with more efficient LED fixtures around town.
- 6) Completed the replacement of traffic signal (Red/Green) with LED bulb to reduce power consumption and calls for repairs.
- 7) Installed power to the Spring Street complex.
- 8) Completed power line relocation project associated with the old Spring Street facilities repurposing project.



The department continues to provide routine repair and maintenance of traffic signal controllers, lights, pedestrian crossing signals, and poles. In addition, the department has continued to update street light coordination and timing to improve efficiency and accommodate increased traffic volumes.

Employees attended monthly in-house safety meetings. The department has five State Certified journeyman linemen and five apprentice linemen in the program. At the end of FY19, the department had one vacant apprentice position.

FY20 Goals:

- 1) Continue to develop, update, and deploy in house training for all line personal.
- 2) Continue the upgrade of 4 KV facilities to 12 KV to improve our system power factor.
- 3) Continue the electric system mapping program to improve planning and outage management.
- 4) Continue to provide the most reliable, efficient, and cost-effective power to the town citizens, our customers.
- 5) Complete security fence and gates project.
- 6) Continue to investigate solar power hook up options for town power customer.
- 7) Replace incandescent lighting with more efficient LED lighting at Water Treatment Facility.
- 8) Complete Route 522 lighting project.

- 9) Continue to improve right-of-way maintenance program.

Customers

The Town added 125 new customers in FY19 for a total of 5,606 customers, resulting in an approximate increase of 2.2%.

Rates

The Town has very comparable rates to Dominion Virginia Power and Rappahannock Electric Cooperative for all rate classes served. As part of the annual budget process, the department completes a rate study to insure that rates are maintained as low as possible while insuring a long term healthy and viable utility fund.

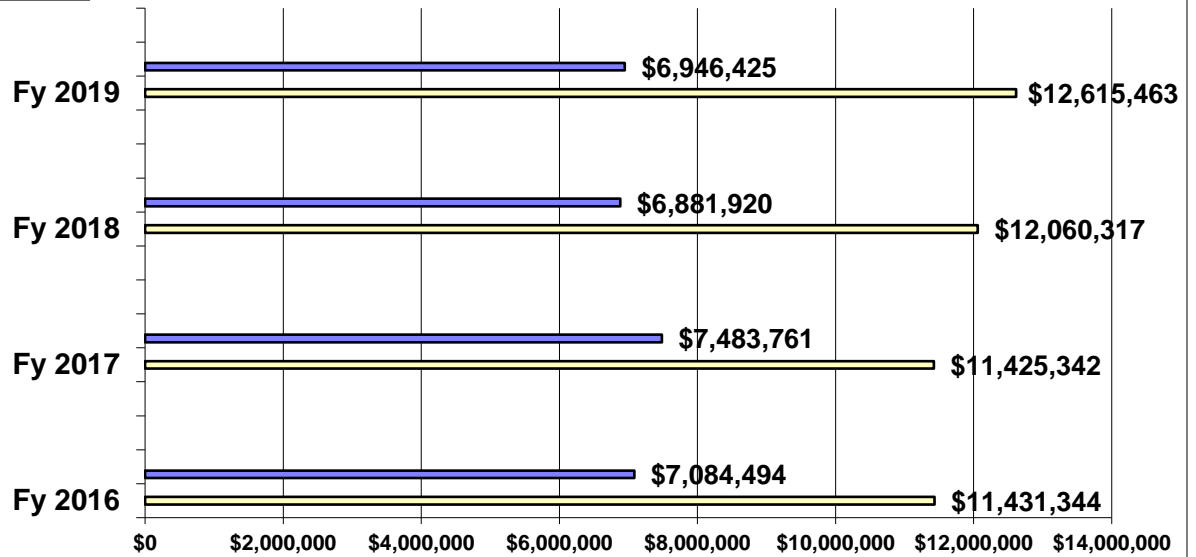
Revenues

The Town purchased \$6,946,425 of wholesale power from Dominion Virginia Power and Southeastern Power Administration. Total revenues for the year were \$12,615,463 for the sale of power.

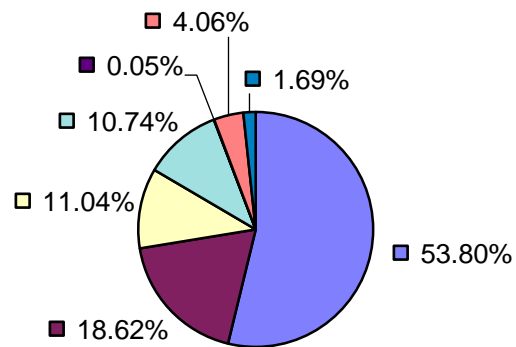
The charts on the pages below compare the past revenues to power costs and show the percentage of revenue by customer class.

□ Revenue
 ■ Purchased Power Cost

Revenue/Power Cost Comparison 2019



ANNUAL REVENUE \$ 12,615,463



RESIDENTIAL	\$6,786,617
SMALL GENERAL SERVICE	\$2,349,265
MEDIUM GENERAL SERVICE	\$1,392,344
LARGE GENERAL SERVICE	\$1,355,441
TRAFFIC SIGNAL	\$6,190
TIME OF USE	\$512,720
STREET LIGHTS	\$212,882

PLANNING & COMMUNITY DEVELOPMENT

Introduction

The Planning & Community Development Department encompasses planning and zoning services. The department also serves numerous boards and authorities including, Planning Commission, Parks & Recreation Commission, Parking Authority, Joint Board of Zoning Appeals, Public Transportation Board, and the Architectural Review Board.

The department serves the public by providing current and long-range planning services; administering the Zoning Ordinance and Comprehensive Plan; and processing a variety of applications. These applications include rezonings, variances, site plan reviews, zoning permits, conditional use permits, appeals, findings of architectural compatibility, sign permits, boat dock permits, business licenses, subdivision/plat approvals, water and sewer tap assessments, nuisance and property complaints, commercial and residential burning permits, and park reservations for Mountain Run Lake Park and Yowell Meadow Park. The department also took the lead in planning and coordinating the annual 4th of July activities.

The department currently consists of five staff positions: Director of Planning & Community Development, Principal Planner, Town Planner, Zoning Inspector, and Planning & Zoning Assistant.

AUTHORITIES, BOARDS and COMMISSIONS

Planning Commission

Conditional Use & Rezoning Cases:

- Conditional Use Permit Case CUP-452-2018 – Request by Culpeper Christian School: Held several public hearings to consider a request by Culpeper Christian School, for a conditional use permit to increase school enrollment from 235 to 315 students. The school operated under a Conditional Use Permit in a residential district (R-1) granted by the Town in 1986 to allow a maximum of enrolled students at 235. The Commission forwarded the request to Town Council with a recommendation for approval.
- Rezoning Case TZ-003-2018: Held a public hearing to consider a request by the Town of Culpeper rezone 509 S. Main Street, from Residential 2 (R2) and Residential 3 (R3) to Commercial 2 (C2). The parcel and the building are divided by three zoning classifications (R2, R3, and C2). The Commission forwarded the request to Town Council with a recommendation for approval.
- Rezoning Case TZ-001-2019: Held a public hearing to consider a request by the Station Culpeper, LLC for a rezoning of tax map parcels 41A2-1H2-19, 41A2-1H2-17, 41A2-1H2-25, and 41A2-1H2-26 within the East Fairfax Magisterial District, from Limited Industrial (M1) to Commercial 2 (C2). The applicant withdrew the request prior to the next Town Council meeting.
- Rezoning Case TZ-002-2019: Held a public hearing to consider a request by West Side 600, LLC for a rezoning of the parcel from Residential-2 (R2) to Commercial-2 (C2) in

order to provide satellite parking to the West Side Village Center. The applicant has provided a concept plan showing a parking lot consisting of seventeen (17) parking spaces with landscaping and a privacy fence. The Commission forwarded the request to Town Council with a recommendation for approval.

Site Plan Reviews:

- Cases SS-593-2018 and SS-951-2018: Reviewed two separate requests by Culpeper Community Development Corp., to expand and construct eleven (11) multifamily residential units and a community center building at the Ann Wingfield Commons. In addition to the new construction, two residential units in the primary building are being combined into one larger unit. The second plan showed the buildings in a different configuration and increased the units to twelve (12). The Commission approved both requests, subject to addressing the remaining TRC comments.
- Case SS-425-2018: Reviewed a request by Precious Blood Catholic Church, to demolish the residential structure located at 406 North East Street to expand parking. A total of 16 additional parking spaces are proposed with improved landscaping and site drainage. The Commission approved the request, subject to addressing the remaining TRC comments.
- Case SS-927-2018: Reviewed a request by TM3 Properties, LLC to construct a one story 2,464 sq. ft. retail store with nineteen (19) parking spaces at the corner lot of Old Brandy Road and James Madison Highway. The Commission approved the request, subject to addressing the remaining TRC comments.
- Case SS-681-2018: Reviewed a request by Southridge/Culpeper, LP, at 700/720 Southview Court to convert an existing single-family residence into a duplex and to construct a multifamily residential building consisting of 12 units. The site plan adds ample parking, improved landscaping and buffering, improved stormwater management, and a picnic/grilling area for residence. The Commission approved the request, subject to addressing the remaining TRC comments.
- Case SS-988-2018: Reviewed a request by the Culpeper Christian School to construct entrance, parking, and sidewalk improvements, as part of the conditions of the Conditional Use Permit to increase student enrollment to 315 students that was approved by the Town on September 11, 2018. The Commission approved the request, subject to addressing the remaining TRC comments.

Ordinance Amendments:

- Temporary Signs: Staff presented potential revisions to the Town's sign ordinance regulations regarding the placement and size for temporary and A-frame signs. After months of review and two public hearings, the Commission decided to incorporate the proposed changes during the zoning and subdivision overhaul, which would be undertaken in the next fiscal year.

Other Review:

- Capital Improvements Plan - Fiscal Years 2020-2024: Held a public hearing to gather comments and input from citizens concerning the proposed capital improvements plan. The CIP is a five-year plan to guide the construction or acquisition of the Town's major public improvement projects, such as new buildings, water and sewer upgrades and electrical improvements. It identifies the major projects, lists them by priority, and determines the best method of financing them within the community's fiscal capabilities. The Commission approved the 5-year CIP and forwarded a request to Town Council to use the first year's funding as part of the upcoming fiscal year budget.

Board Member Updates:

The slate of officers remained unchanged with Mr. Cerio as Chairman, Mr. Cubbage as Vice Chairman, and Mr. Fitzsimmons as Parliamentarian, and staff as Secretary.

Joint Board of Zoning Appeals

The Board held two organizational meetings. There were no cases for review during the fiscal year. The new slate of officers is Mr. Jim Cubbage as Chairman, Mr. Mike Jolly as Vice Chairman, and Mr. Alan Anstine as Secretary.

Parking Authority

Authority Member Updates:

Mrs. Irene Borys is Chairman and Mrs. Elana Clements as Vice Chairman; staff will remain as Secretary and Treasurer.

Century Event

The Chairman approved a minor request from Culpeper County Parks & Recreation to install 4 port-a-johns for the annual cycling event in the W. Locust Street Parking Lot.

Downtown Parking Survey: Approved a downtown parking survey, that CRI would disseminate to downtown businesses, asking three specific questions in relation to parking in the downtown. The results of the survey will be given to the Authority at their first meeting in the next fiscal year (July 2019).

Bulk Parking Passes: Considered feedback from the CRI Economic Viability Committee regarding prices for bulk daily parking passes. The Authority reiterated that bulk passes already have a discounted price (\$5.00 per pass), but could review requests on a case-by-case basis.

Long Range Parking Plan: Reviewed the status of current parking, a comparison to peer jurisdictions and an analysis of existing parking conditions. Staff noted that current parking usage is only at 56% and 85% is where new parking facilities would be considered. Consensus was to create a long-term parking plan with a tiered fee approach, focusing on the 2 most congested lots; with a break-even plan. Options could be paid evening/weekend parking. Ongoing.

Culpeper Renaissance Inc. (CRI) Meetings: Two Authority members attended December 2018 and January 2019 CRI Economic Vitality meeting and discussed the overall the parking process, enforcement, and day passes, etc.

Review of Specific Requests:

- Request by Bride & Joy: The Authority considered a request from Bride and Joy to rent a portion of the W. Culpeper Street Parking Lot for bridal events. The Authority denied the request due to technical issues and that it would be hard to administer and enforce.
- Vehicle Charging Stations: Staff presented information about the possibility of placing vehicle charging stations in the Triangle Parking Lot. The Authority forwarded a recommendation to Town Council, to place 2 vehicle charging stations in the smaller E. Spencer Street Parking Lot.
- Culpeper Farmers Market: Approved a request to hold the Farmers Market in the E. Davis Street Parking Lot, on Saturdays from May 4, 2019 to November 23, 2019 from 6 am to noon.
- Gnarly Hops & Barley Fest: Approved a request to hold the event in the E. Davis Street Parking Lot, on Saturday, April 27, 2019 from 12 pm to 5 pm.
- Culpeper Block Party/Hop N Hog: Approved a request to hold the event in the E. Davis Street Parking Lot, on Sunday, September 29, 2019 from 12 pm to 5 pm.
- St. Stephen's Episcopal Church/ Culpeper Food Closet: Approved a request to use the E. Davis Street Parking Lot on Saturday, November 23, 2019 for Thanksgiving meal distribution from 6 am to 2 pm.

Parks & Recreation Commission

The Commission approved the following requests prior to the new Major Event policy becoming effective:

- Mountain View Church - Color Run: Approved a request from Mountain View Church, for use of Yowell Meadow Park on Saturday, September 22, 2018 from 9 am to 3 pm; for a run/walk event to raise money for a mission trip to assist with orphans and widows in Uganda. The running event will take place entirely in Yowell Meadow Park. The applicant is requesting use of both Pavilions A & B for the event.
- Sex, Drugs & God, Inc. - Light the Night with Hope: Approved a request from Sex, Drugs & God, Inc. for use of Yowell Meadow Park on Saturday, October 13, 2018 to hold a community awareness event regarding the opioid problem. The event is scheduled to take place from 5 pm to 8 pm. The event will include a walk from Yowell Meadow Park through downtown and back to the park at approximately 6 pm.

Major Event Policy & Guidebook: The Commission was made aware that requests for public events require a response within 5 days and due to the time constraint, the Commission would no longer review or approve these types of requests. Major Event Applications will be reviewed by several different departments, with final approval by the Town Manager.

Minute Men Monument: Approved a revision to the previously approved Minute Men Monument to incorporate the addition of the Charters of Freedom (which includes the Bill of

Rights, Constitution and Declaration of Independence). The Sons of the American Revolution have agreed to cover any additional costs of this addition.

Proposed Civil War Marker at Rockwater Park: Reviewed and denied a request to install a Civil War Marker at the park, as the Commission would like for the park to remain without any historical markers.

Parks & Recreation Donation Policy: Approved the revised policy for donations in the Town parks.

Rockwater Park: Approved the proposed amendments to the Rockwater Park Master Plan, including the new Obstacle Course, Climbing Rock and Splash Pad.

Parks & Greenways Master Plan: The Commission continues to review a proposed master plan for all Town parks and greenways, with the first step being an inventory of existing facilities/amenities assessment. The Commission requested that staff prepare a listing of existing facilities in relation to proposed future facilities and costs. Ongoing.

Member Updates:

The existing slate of officers remain with Mr. Duey as Chairman, Mr. Milans as Vice Chairman and staff as secretary.

Architectural Review Board

Case COF-738-2018: Approved a request by Lollipop Properties, Inc., to remove the existing aluminum storefront and base paneling, and install a new storefront system on original sill and repair original panels below. The property is located at 179 E. Davis Street.

Case COF-895-2018: Approved second request by Lollipop Properties, LLC, to remove five existing windows from the front of the second story; replace inner three windows with Marvin Windows Aluminum Clad Magnum Double Hung; replace outer two windows with French doors and a transom to fit in the existing masonry opening; install rod iron balcony off of the outer two French door openings and repair oculus with like materials. The property is located at 179 East Davis Street.

Case COF-894-2018: Approved an updated request from Ann Wingfield Commons, LLC, to renovate the existing three-story Ann Wingfield Commons Building (apartments), construction of a new, two story, 12-unit residential (apartment) building, and construction of a new, one story community building. The property is located at 201 North East Street.

Case COF-1224-2019: Approved a request from Breezmore, LLC to replace front and side windows, replace the second story door, add brick veneer to the front steps, replace the hand rail at the front steps, replace the gutters, and cap the non-decorative rake and fascia boards. The property is located at 114 N East Street.

Case COF-1229-2019: Approved request from Jefferson Home Builders to replace the existing porch decking. The property is located at 214 E Spencer Street.

Educational Flyer: Approved the annual educational flyer to be sent to owners and residents within the historic district.

Process to Add a Parcel into the Historic District: Staff presented the process for adding a property into the Culpeper Historic District. It was noted that the new Spring Street apartments had been added to the National Register of Historic Places.

Election of Officers: The Board elected Mr. Michael Lysczek as Chairman, Mr. Hamilton as Vice Chairman and staff as Secretary.

Member Training: Several members attended the Historic Preservation class in Leesburg, VA.

Public Transportation Board

The Board participated in Culpeper Fest and a new ridership coupon was distributed.

Bylaw Change: The Board recommended a change to the bylaws, that the time of the monthly meetings be changed to 1:30 pm. Both Town Council and the Board of Supervisors would need to approve the change before it can be effective.

Plaque for Lanny Horton: Mr. Horton was a long time Board member and community advocate who passed away this year, and the Board approved a plaque to be placed at the Commerce Street hub in his honor.

Election of Officers: Mr. Alan Anstine was elected as Chairman and Mrs. Elana Clements as Vice Chair.

Ridership has varied over the past fiscal year for the Culpeper Trolleys, ADA, County Express and Orange Connector.

Long-Range/Special Projects

Route 522 Improvements Project: This project involves the construction of a bike lanes, sidewalks, a raised median with dedicated turning lanes and landscaping, pedestrian crosswalks, lighting, and a mini roundabout along the route 522 corridor. The Town was awarded 100% grant funding through the Highway Safety Improvements Program (HSIP). A. Morton Thomas Associates was selected as the Town's engineering consultant through and RFP process and is preparing a 90% completion set of the construction documents for the project that will be submitted to the Town and VDOT for additional review. Staff held an open house meeting with property owners adjacent to the project area and gathered comments. A public hearing will be held with staff and the Town's consultant to receive additional comments on the project as soon as the revised plans are ready.

Transportation Alternatives Sidewalk Projects: The Town was awarded two 80% grant funded sidewalk projects that are currently underway with engineering consultant AMT. These two projects consist of a new sidewalk along the N. Main Street roundabout and new sidewalks as well as crosswalks at the Sunset Lane/Madison Road intersection. Surveying and scoping of the project was completed in October and November. AMT has submitted 90% design plans to Town staff

and VDOT for review. Staff held a public hearing on the proposed projects and received favorable comments.

Rockwater Park: Staff is coordinating efforts with the Public Works Department for the development of the active recreation area at Rockwater Park which includes the splash pad, climbing boulder, and obstacle course. All three of these items are currently under construction.

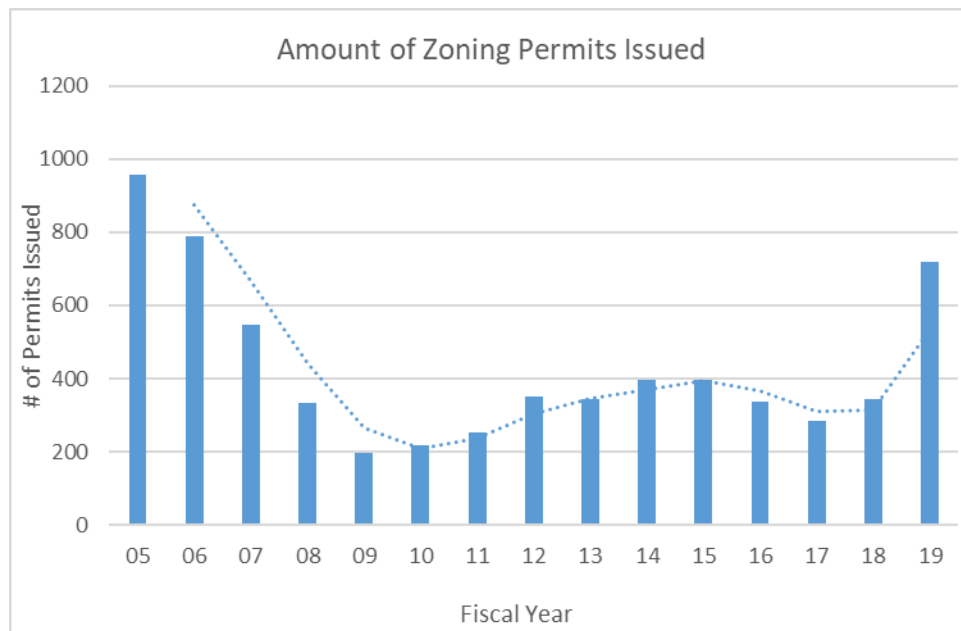
Housing Study: Rappahannock Rapidan Regional Commission (RRRC) and the Foothills Housing Network have become the leaders in a regional housing study. The study will compile housing and demographic data and trends to determine the region's position in housing opportunities. RRRC will use the contacts that Town staff initiated with Virginia Housing Development Authority (VHDA) to gain professional expertise and potential grant funding to study these topics and develop strategic goals. RRRC has submitted an application to VDHA for grant funding to conduct a regional study to gather data, best practices, and next step recommendations to localities to address affordable housing concerns. Town staff will be coordinating with RRRC and VHDA on the development of this study and how it directly relates to the specific needs of the Town.

SAR Monument Concept for YMP: Staff led planning efforts with representatives from the Sons of the American Revolution (SAR) regarding the proposed Culpeper Minute Men monument for Yowell Meadow Park in an effort to refine the concept plan and address previous concerns that were discussed. Staff is now finalizing construction plans coordinating construction of the proposed monument with various contractors.

Electric Vehicle Charging Stations: Staff has reached out to EVgo, the company who will be deploying charging infrastructure throughout Virginia, to be included for consideration for EV chargers. Staff has also continued to show interest with Tesla for EV chargers and are now working with a new representative from the company to finalize the requirements.

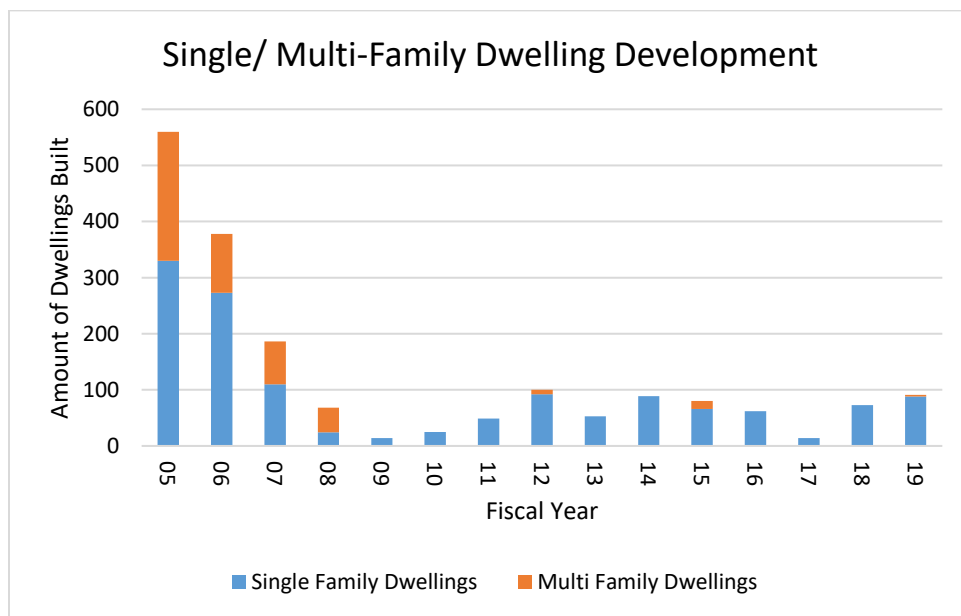
Permitting

Zoning Permits: The department issues zoning permits in order to monitor and oversee all construction activity in the Town of Culpeper. Zoning permits are needed in order to build decks, fences, structures, accessory structures, pools, and more. FY19 had 720 zoning permits issued, significantly more than previous years.



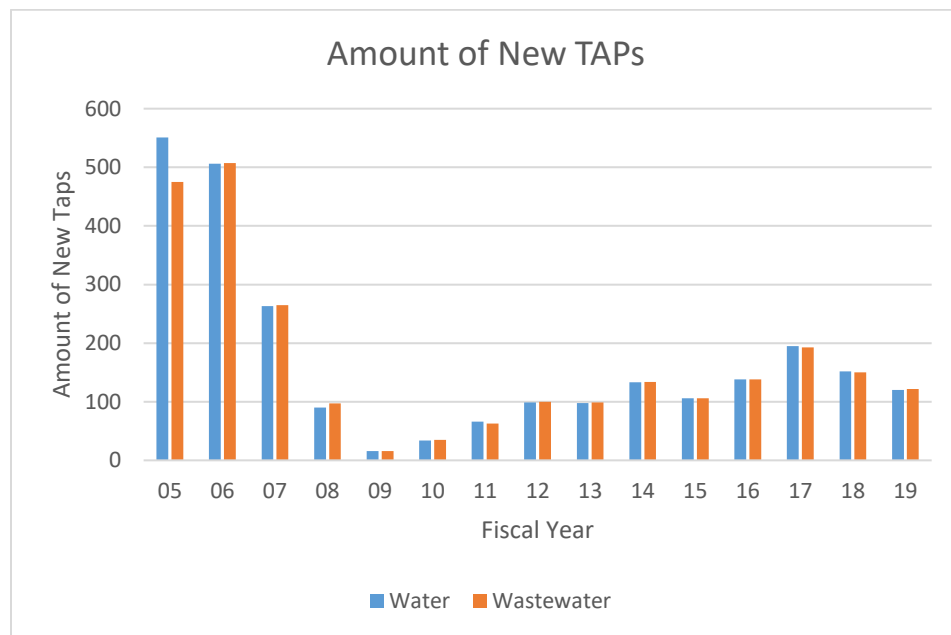
Single and Multi-Family Dwelling Development:

88 new single-family developments were reviewed and processed by the department and 3 new multi-family developments were processed by the Town. FY19.



TAP Privilege Fee Assessment Policy:

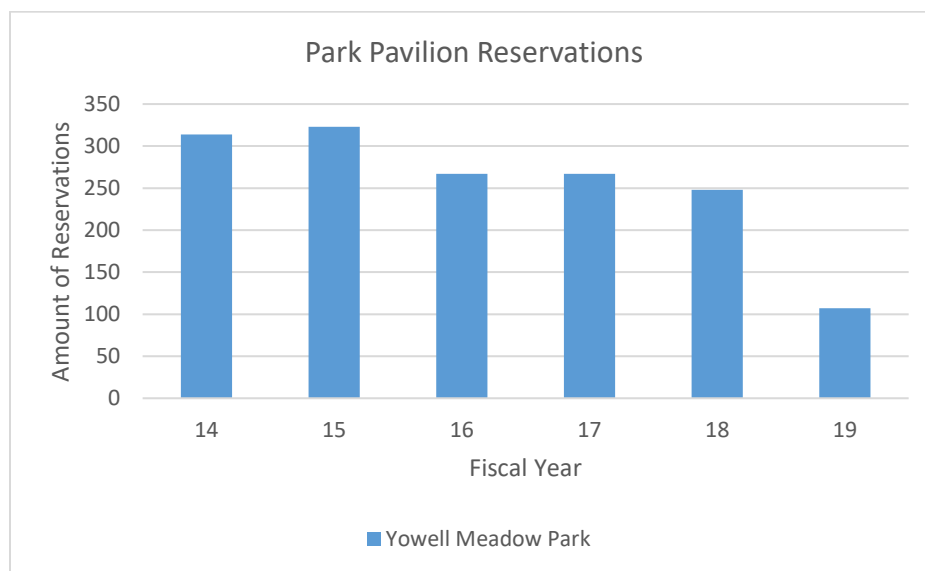
The amount of taps purchased decreased in FY19 by 20%. Total number of taps issued in FY19 was 242.



Park Pavilion Reservations:

The department issues 107 park reservation permits in FY19. The reason for the decrease in park reservations for FY19 is due to the renovations to the dam at Mountain Run Lake Park. The pavilion rentals were closed for a significant portion of the year due to construction activities.

The department began the online reservation process, using ReCPro software in May. So far, the feedback has been positive, as it is much easier to make a park reservation from home.



POLICE

CULPEPER POLICE DEPARTMENT - FY 2019 - SUMMARY

The Culpeper Police Department remains an internationally accredited, full service law enforcement agency with an authorized staffing of forty-six (46) sworn police officers, one (1) reserve officer, nine (9) civilian employees and two (2) active volunteers. The Department currently has one (1) vacancy for sworn personnel and one (1) vacancy for civilian personnel.

The department is a member agency of Virginia State Police's Blue Ridge Narcotic and Gang Task Force. We are dedicated to this task force, and they continue to have positive working relationships with the United States Drug Enforcement Agency (DEA), United States Federal Bureau of Investigations (FBI), and the United States Attorney General's Office, along with many other federal partners. These partnering agencies have proven to be valuable tools for the agency in the fight against narcotics and all other crimes associated with this subculture.

The department continues to strive and forge better relationships with various community stakeholders. We continue to collaborate with S.A.F.E., and assist them with day-to-day services that our citizens may need. We also assist them in awareness efforts during Sexual Assault Awareness Month and Child Sexual Assault Awareness Month. We continue our relationship with the Crime Victim Witness Program, providing multiple referrals to help aid our victims and witnesses to crime. Other groups and coalitions we support and attend meetings include TRIAD, Aging Together, Domestic Violence/Sexual Assault Task Force, Teen Coalition, Hispanic Coalition, Culpeper Renaissance, Human Services, Crisis Intervention, NAACP, Mid-Day Lions Club, Come As You Are (CAYA), Team Jordan and Living the Dream.

The agency has also maintained a positive role in our Neighborhoods Watch Program. The department currently has twenty-nine (29) Neighborhood Watch groups to include Business Watch groups. We continue to have our bi-monthly Combined Neighborhood Watch Meetings and have several different guest speakers come and give presentations. This program has continued to support Annual "National Night Out" campaigns in August of each year.

The department continues to emphasize leadership and problem-solving skills and utilizes a wide variety of state-of-the-art crime prevention, investigative, and traffic management equipment such as body-worn cameras, laser speed detection equipment, computerized parking citations and a sophisticated traffic measurement and analysis system.

The department operates a fleet of police vehicles that includes one motorcycle and a number of specialty vehicles. The department has improved the fleet of service vehicles over this fiscal year. The agency purchased nine (9) new police vehicles in FY19. This improvement has assisted our agency in expanding our assigned car program, which serves as a good morale tool and a positive outlook on our recruitment and retention of sworn personnel. While there is always room for improvement and growth, it has been a successful and productive year for our department.

Chief Chris Jenkins



Review of FY '19 Goals and Objectives

- The Culpeper Police Department has been an internationally accredited through CALEA since March 2005. Since initial accreditation the agency has been re-accredited four times in 2008, 2011, 2014 and 2017. The agency desires to meet compliance with all of CALEA's Advanced Accreditation standards as set forth in the Commission's 5th Edition Standards Manual. The agency is now mandated to maintain compliance annually.
 - To ensure that all of CALEA's time sensitive reports are completed per the Department's Written Directives.
Accomplished: All CALEA time sensitive reports were submitted per written directives and CALEA standards.
 - To ensure that agency has a positive annual review of its files during an off-site review to be held in the spring of 2019.
Accomplished: In March of 2019 a CALEA Compliance Service Member reviewed approximately 25% of the department's CALEA files and found no issues and submitted a favorable report to CALEA.
- The Culpeper Police Department has an authorized strength of 45 officers and as of July 1, 2018 the agency has 43 police officers in the agency. The agency desires to retain its current staff, and work with the Human Resource Department to attract a qualified pool of applicants. The agency is committed to recruiting the best possible candidates for positions within the agency. To that end the agency desires to develop a workforce that is representative of our community. The Police Department, in conjunction with the Human Resource Department strives to bring the minority and female percentage of sworn personnel more in line with the community's demographics.
Accomplished: As of July 1, 2019, the department has 44 sworn personnel with one vacancy. The agency hired two Caucasian females and one Hispanic female in FY19, along with one Caucasian male and one Hispanic male. The Hispanic male has left employment prior to the fiscal year end. The department works consistently with the Human Resources Director to recruit all applicants to include minority applicants.
- The Culpeper Police Department is committed to Community Policing through our Neighborhood Watch Program. In 2011, the Culpeper Police Department developed a new model in managing our Neighborhood Watch Programs by promoting an agency-wide approach to Community Policing, by assigning an individual officer to an individual Neighborhood Watch. We currently have 24 established Neighborhood and Business Watch Programs in the Town of Culpeper. This approach to a department wide watch program with officers assigned to their individual neighborhood has proven to be effective in that officers and neighborhood watch group members have developed great working relationships. The agency desires to continue to provide support and education to our established 24 Neighborhood Watch programs and to each Neighborhood and Business Watch groups.
Accomplished: The agency desires to continue to provide support and education to our established 29 Neighborhood and Business Watch programs. We have officers who serve as liaisons who have weekly contact with neighborhood and business leaders. The department holds a Combined Neighborhood Watch meeting every other month with different guest speakers. The department also participates annually with National Night Out.
- The agency desires to establish a School Watch Program in all schools, including private schools, in the Town of Culpeper. This program will assign officers to each school to act as a liaison between School Resource Officers for information sharing and other key benefits.

Accomplished: The department worked with the Culpeper County Sheriff's Office and the Culpeper Public School System to develop a School Watch Program. Currently, we have 5 officers assigned to 7 public and private schools that lie within the Town of Culpeper. Officers check in with their respective schools a least once a week during school hours.

- The Culpeper Police Department has been authorized to purchase nine new police vehicles, to include two replacement vehicles of the current fleet.

- The agency will purchase nine new police vehicles in FY19. The agency will purchase 2 police sedans and 7 police utilities. The two new sedans are replacement vehicles.

Accomplished: The department received nine new police vehicles. Seven of these vehicles were part of the Assigned Vehicle Program, where they have been assigned to an officer.

- The agency will increase the Assigned Vehicle Program (AVP) for sworn Officers within the department. The assigned vehicles will be assigned to officers who reside within town limits and within 30 miles of town limits. This will provide direct response to critical incidents, provide a work-force multiplier, and be a retention/recruitment tool.

Accomplished: The department completed year one of the two-year project of the Assigned Vehicle Program. In FY19, the agency added seven new SUV's to the fleet which were assigned to officers. Needing fewer fleet vehicles, the department was able to assign five more vehicles to officers for a total of 12 assigned vehicles from FY19. The agency anticipates the program to be completed in FY20.

- The Culpeper Police Department's Wellness Program has been in operation for several years. The program has become victim to complacency over the last three years. The agency will be re-evaluating this program through policy, practice, and implementation.

- To develop a wellness workgroup within the agency that will begin reviewing exiting health and wellness policy for the agency. The wellness workgroup will explore ways to improve both physical and mental wellness for the agency.

Accomplished: The department created a wellness workgroup that met several times during FY19 and discussed mental and physical wellness programs for the agency.

- Development of a reward or incentive-based wellness program, which rewards those officers who are meeting benchmarks for the wellness program within the agency. The overall goal of the wellness program is to create a healthier officer from the time they are hired until time of their retirement.

Not Accomplished: The department had not developed this program in FY19. However, as of July 1, 2019 there is a draft policy being worked on for implementation in FY20.

- Creation of a peer support team within the agency to assist with emotional wellness of officers following a critical or traumatic incident.

Partially Accomplished: The Wellness Workgroup has met created a baseline of a peer support team. A peer support system has been conducted informally. In FY20 a formalized Peer Support Team will be implemented in FY20.

- In FY18 the Culpeper Police Department had a clearance rate of 50%, which is more than the national average of 25%. The Culpeper Police Department desires to improve and increase that clearance rate FY19.

- By increasing the Department's warrant service attempts.

Not Accomplished: During FY19, 606 warrants were received, served and returned to the court system. This is a decrease based upon the previous numbers of FY18 with 675 warrants served.

- The Criminal Investigations Section will provide quarterly in-house training to patrol and cover such topics as crime scene processing, photography, and packaging, to name a few. Partially Accomplished: This goal was partially accomplished. The retirement of a forensic science graduate tasked to complete this assignment left a void in Criminal Investigation Section to assist in accomplishing the above objective fully.

- The Criminal Investigations Section will partner with Culpeper Media Network during FY19 in order to provide the public with case updates, education, and solicit tips from citizens about pending cases.

Accomplished: The department now uses its social medial platform (Facebook) to solicit tips and educate citizens about events occurring within the community. A detective appears at the Combined Neighborhood Watch Group Meeting to make citizens aware of crime trends and scams which is filmed by the Culpeper Media Network bi-monthly.

- The Culpeper Police Department strives to enhance traffic enforcement and education to the community with an emphasis on residential traffic, school zones pedestrian crosswalks and selective enforcement locations to reduce the incidence of traffic accidents within the Town of Culpeper.

- To increase selective enforcement by the number of created incidents in areas dictated by citizen complaints, traffic data, and/or traffic accident trends.

Accomplished: The department has created directed selective enforcement locations based upon complaints by citizens, traffic data/analysis, and/or traffic accidents. The total number of hours worked and summonses issued in selected enforcement areas has increased.

- Increasing enforcement of occupant restraint safety by enforcement, education, and community outreach.

Accomplished: The department participates in the annual spring Click It or Ticket national mobilization as well as the mini-campaign during the fall months. During both campaigns, we issue press releases regarding the campaign, share information daily on our social media, have signs posted all over Town advising drivers of the increased target enforcement, and place Click It or Ticket magnets on all marked patrol vehicles encouraging seat belt usage. As a result, our FY19 numbers for seatbelt tickets have decreased, with 70 summonses issued compared to 73 summonses issued in FY18.

- Increasing the enforcement of driving under the influence by enforcement, education, and prevention.

Accomplished: The department constantly enforces driving under the influence laws. In FY19 the agency had 67 DUI arrests, compared to 61 arrests in FY18. We strive to educate the public through social media information, disseminating pamphlets and information at public events, and by conducting Smart, Safe, and Sober events. As an agency we also participate in NHTSA's safety campaigns and grants.

- Continue to be responsive to, and provide support for, community activities, civic and service organization functions and special events, and neighborhoods to improve the quality of life for the citizens within the Town. Continue to build productive outreach programs in the Culpeper Hispanic communities.
 Accomplished: The department continues to partner with civic groups to support and host fundraising events for S.A.F.E., the Domestic Violence Taskforce, and Virginia Special Olympics. The department also assists with other organizations events such as Team Jordan, Living the Dream Foundation, Teen Coalition, Girls on the Run, Culpeper Renaissance Inc., TRIAD, Aging Together, Healthy Culpeper, Project Rize, Law Explorers Program, Foothills Housing Network, and Neighborhood Watch just to name a few. There are other community events that the department participates in such as the National Day of Prayer, Walk for the Cross, the MS Walk, free car seat installation/safety checks, and numerous community church events.
- The Culpeper Police Department strives to take advantage of grant opportunities by securing grants from local, state, and federal partners/businesses.
 - The Culpeper Police Department continues to strive to look for alternative methods of revenue by researching and applying for grant opportunities to enhance the effectiveness and efficiency of operations and administration within the agency.
 Accomplished: The agency received four grants during FY19. The agency received a Byrne JAG grant to purchase Getac Computers, vehicle docking stations and charges, ICAC funds to purchase equipment to further on-line investigations, and two Department of Motor Vehicles Highway Safety Selective Enforcement Speed Grant and Selective Enforcement Alcohol Grant to conduct saturation patrols and ensure traffic and impaired driving safety through enforcement and education.
- The Culpeper Police Department strives to maintain 100% compliance with all NCIC/VCIN entries on a daily basis in accordance with the requirements set forth by the Virginia State Police.
 Accomplished: The department's Records Section went through a VCIN audit conducted by the Virginia State Police in March 2018 and received 100% compliance on all records that were audited and requirements as set forth by the Virginia State Police. The Town will not go through another audit until 2020; but strive every day to meet the standards set forth by the Virginia State Police and conduct a validation of entries into the VCIN/NCIC system every month.
- The Culpeper Police Department strives to maintain 100% compliance with all property and evidence audits and inspections in accordance with Department Policy and Procedures and CALEA standards.
 Accomplished: The agency has maintained 100% compliance with all property/evidence audits and inspections in accordance with department policy and CALEA standards. A supervisor, not directly related to this function, conducted the annual inspection of the property and evidence room as well. Unannounced inspections also were completed with little to no issues reported.
- The Culpeper Police Department is committed to continue the highest quality of training for all members of the agency from the Basic Academy, Field Training, In-House, In-Service, Specialized and Advanced Training.

- The agency will look for various and comprehensive training opportunities for supervisors dealing with leadership development.
Accomplished: The agency has sent supervisors to the FBI-LEEDA Supervisor Leadership Institute and Command Leadership Institute training this fiscal year. We have also sent personnel to regional academy leadership training. We continue to look for leadership opportunities for supervisors within the agency.
- The agency will continue to send officers to Crisis Intervention Training (CIT) as the courses become available with the goal of having each officer within the agency CIT trained in the future.
Accomplished: The department has continued to send personnel to Crisis Intervention Training (CIT). The number of personnel that are trained has increased this fiscal year. Crisis Intervention Training has shown to be vital in the safe resolution in several crisis incidents within the fiscal year. We will continue to send additional personnel to this training.
- For the Department's Accident Reconstruction Team to train at least quarterly.
Not Accomplished: Although the department has not held quarterly training, the team has had several call outs during the fiscal year for fatal incidents. The team continues to stay proficient with the skills and equipment needed to respond to these incidents.
- Conduct two open firearms range training dates for the agency in FY19 with the goal of improving overall firearms proficiency for the agency. These open dates will be in addition to the two firearms qualification dates each year.
Accomplished: The range was open to agency personnel the week prior to the annual Use of Force training. It was also open in the month of June (3rd, 6th and 7th). On June 6th the Law Explorers were able to obtain training concerning firearm safety and shooting with department firearms.
- The Records Division is always looking for better, innovative way to become more efficient. As scanning in documents has been an involving technology in the records environment, the agency will create a process to scan in documents and better utilize our records management system.
- To create policy and procedures for scanning in electronic documents.
Accomplished: A formal written policy on this procedure has been completed and is awaiting approval. Once approved, the effective date will be July 1, 2019 for all internal documents to be scanned.
- If policy and procedures are approved, the agency desires to scan in at least 50% of all records obtained in FY19.
Accomplished: The Records Section has been able to scan approximately 100% of all documents that the Section received into the records management system.

[illegible]

- The department has maintained a positive role within the community. We are committed to Community Policing through our Neighborhood Watch Program. We currently have 29 established Neighborhood and Business Watch Programs in the Town of Culpeper. We have officers who serve as liaisons who have weekly contact with schools, neighborhood watch leaders and business leaders. During this fiscal year, the department has also created a School Watch program that promotes positive interactions with children, parents, and teachers in both the public and private schools within town. The department holds a Combined Neighborhood Watch meeting every other month with different guest speakers. The department also participates annually with National Night Out.
- The department continues to partner with civic groups to do fundraising events for S.A.F.E, The Domestic Violence Taskforce, and Virginia Special Olympics. The department also assists with other organizations such as Team Jordan, Living the Dream Foundation, Teen Coalition, Crisis Intervention, Human Services, Culpeper Mid-Day Lions, CAYA, Girls on the Run, Culpeper Renaissance Inc., TRIAD, Aging Together, Healthy Culpeper, Project Rize, Law Explorers Program, Culpeper Livable Aging Community, and Neighborhood Watch just to name a few. There are other community events that department participates in such as the National Day of Prayer, Walk for the Cross, the MS Walk, free car seat installation/safety checks, and numerous church community events.
- The department currently has six (6) officers who are certified child safety seat technicians, who assist the public with installing car seats for their infants. The department also has two (2) Community Service officers, and one (1) volunteer who are child safety seat technicians as well. Every September, the department participates in National Child Seat Safety week. During this time, the department offers several events that residents can come to have their car seats checked by certified technicians. The department also has one (1) officer who is a car fit instructor, who fits senior drivers to their vehicles.
- In the fall of last year, the Community Policing Division participated in back to school events within the community, which provided children in need with school supplies, such as Antioch Church's Back to School Jam.
- The department continues to use social media as another way to communicate with citizens. The department regularly posts community updates, photos, selective enforcement areas, press releases, and crime prevention information on its social media outlets. Today, the department has over 11,000 followers on its Facebook page which is substantial increase from last fiscal year.
- During FY19, the department has applied for/received both Alcohol Safety and Speed Enforcement grants through the Virginia Department of Motor Vehicles. In FY20, the department will also be seeking the safe grant funding to support highway safety functions within the Town.
- The department continues to help raise funds and awareness for Special Olympics Virginia. During FY19, the department participated in a Tip-A-Cop event at Glory Days to raise money for the Virginia Special Olympics Torch Run, nearly raising \$3,000. In FY20 the department will be having a Cover the Cruiser event at Target, also for the Virginia Special Olympics. The department also raised money during Burgers and Badges for S.A.F.E. and the Domestic Violence Task Force at Grill 309.
- Over the last fiscal year, the department has also supported a local teen who is battling Ewing Sarcoma bone cancer, Kyle Hardman. The department has raised money by T-shirt sales and Officers have paid a set amount monthly to have a beard while working, which was called the Winter Wool Campaign.

- In FY19, the department held its 3rd Annual Blue-Red Santa event, which was in coordination with Culpeper County Volunteer Fire Department, Virginia State Police, Culpeper Human Services, and Wal-Mart. The department was able to help sponsor over 125 underprivileged children.
- During FY19, the department assisted in a Habitat for Humanity project in the Town of Culpeper. Officers assisted with acquiring sod for the outside landscaping and spent hours preparing the ground and rolling out fresh new sod for the home.
- In the fall, the department co-sponsored an event with His Village Church. The event was designed to raise awareness and support for youth suicide and addiction. Officers interacted with children and adults with games and activities.
- During FY19, the Community Policing Division participated in the annual Male Role Model event at Culpeper Head Start. The division also attends other events at Culpeper Head Start and teaches classes on bike safety and bullying.
- During FY19, the Community Policing Division has worked to break down barriers with the Hispanic community. Officers have attended Hispanic events, such as Culpeper Fiesta where we have done Kid IDs. Sergeant McGuckin also spoke with several groups of English as a Second Language (ESL) students at Eastern View High School in December 2018 about careers within law enforcement.
- During FY19, the department assisted with giving tours of the department building and provided groups with information about the police department and police operations. The department also participated in many community events like Senior – Senior Prom, Wreaths Across America, the Unity Tour, along with 5Ks and walks.
- The Hidden in Plain Sight (HIPS) program has shown to be a beneficial educational program for parents and other caregiver adults. The topics addressed during this presentation included drug usage, suicide, eating disorders, sexual activity, and teen dating violence. To date, the program has been presented to over 32 different groups. In FY19, the program traveled outside of the town to include groups in Courthouse Co., Bedford Co., Fluvanna Co. Goochland Co., Louisa Co., and Orange Co. In FY20, the program plans to extend to more jurisdictions.
- During FY19, the Community Policing Division has provided various community education presentations to several groups within the community. These presentations included topics related to domestic violence, traffic safety, self-defense, bicycle safety, bullying, internet safety, scam/fraud presentations, and active shooter preparedness.
- The department's Criminal Investigation Section has investigated an array of criminal violations during 2018 - 2019. The cases range from Robbery, Aggravated Malicious Wounding, Abduction, Bomb Threats, Fraud and Larceny from vehicles. Listed below are some examples of the cases the section was tasked with investigating.
- In September 2018 the department received information in reference to a robbery. Detectives received information from patrol officers regarding a plan for a staged robbery that would take place at a local business. The victim/owner of the business reported two of his employees, one of which was his live-in girlfriend, were planning on staging a robbery to occur in his store. The "fake robbery" would be executed by a juvenile related to the victim's live-in girlfriend. The goal of the crime was to capture the crime on the surveillance system of the store, which in turn would be utilized to offer as proof of being victims of a crime and to be able to apply and obtain a "U-Visa" to remain in the country. Three suspects were identified and arrested for this plot and convicted in our local courts. This case is currently being investigated by the Department of Homeland Security for attempt to defraud the federal government.

- In December 2018, the department became aware of a subject posting threatening language on a social media platform. The subject posting the material was threatening to blow up a local business and kill the employees. There were also additional terroristic posts that were directed at the White House, President of the United States and his family. The department worked with the United States Secret Service to resolve this case. Through the investigation a suspect was developed, identified and arrested for Threats to Bomb or Burn.
- In March 2019, the department received a report of an abduction of a four-year-old child. The mother advised the paternal grandmother came from California to Virginia and took the child with her permission on December 2018. The mother had a custody order from the Juvenile & Domestic Relations Court in Culpeper. There was a notarized agreement between the mother and grandmother stipulating that the child would be returned by March 2, 2019 to Virginia. During the time the child was in California, the mother was not allowed to speak with the child and the father began custody proceedings there. Once it was determined that the paternal grandmother had no intentions to return the child, a warrant for abduction was obtained. The grandmother was arrested by San Rafael Police Department and was held in jail pending extradition. The cooperation of several Law Enforcement agencies in Virginia and California, as well as Federal agencies (DHS, USMS, and ICE), community outreach groups and local Child Protective Services, Culpeper Commonwealth's Attorney's Office, and Marion County District Attorney's Office was crucial in concluding this case. The child was returned to the mother a few weeks later. Due to the conflicting custody orders across state lines, it was determined the case would not be pursued in court and the grandmother was released from custody.
- In March 2019, the department responded to the Culpeper Quality Inn for an armed robbery. Three adult males, an adult female, and a juvenile female were sharing a hotel room. While the adults slept, the juvenile female allowed four offenders into the room. The four offenders, two adult males and two juvenile males, held the adult female at gun point while they robbed the two adult males in the room. A significant amount of cash was stolen. During the robbery, the adult female attempted to contact 911 but was prevented by one of the offenders. The offenders would flee the area and was allegedly unknown by all parties. A detective responded to the crime scene for processing and to conduct interviews. It was revealed during the investigation one of the alleged victims were complicit in the criminal offense. As a result of the investigation adults and juveniles were charged with Robbery and Use of a Firearm in the commission of a felony.
- In April 2019, the department responded to Dominion Square Shopping Center for a report of a shooting. During the course of the investigation, it was determined that the accused and victim were brothers. The brothers were riding together in a pickup truck on James Madison Highway in the Town of Culpeper. An argument ensued between them over politics and the accused brother pulled over near the 700-block of Dominion Square to let the victim out of the vehicle. As the victim walked away from the vehicle with his back turned, he stated he heard a pop and looked back to see his accused brother holding a black handgun pointed in his direction. The victim went to ask a citizen in the area to use a cell phone to call 911. The accused brother fled the scene in the pickup truck and was located by responding officers in the area of Wal-Mart located across from where the shooting took place. The accused was arrested on a felony warrant for shooting from a vehicle. This case has yet to be adjudicated.
- In May 2019, the department received a report that an adult male was robbed by two adults and two juvenile males. A significant amount of cash was stolen. A detective responded to the crime scene for processing and to conduct interviews with the assistance of the Street

Crimes Unit. The investigation led to the execution of a search warrant on a residence in the 500-block of South West Street within the Town of Culpeper. As a result of this investigation adults and juveniles were charged with Robbery, Credit Card Theft, Assault by Mob, and Contributing to the Delinquency of a Minor.

- In May 2019 the department responded to the 800-block of Old Rixeyville Road for a reported robbery. The victim met his attacker whom he wasn't familiar with at a local convenience store in town. The perpetrator attacked the victim while walking together on Old Rixeyville Road. The victim sustained multiple and severe injuries during the attack which required medical care. Personal property was taken from the victim during the assault and robbery. Through the investigation the perpetrator's identity was revealed. A search warrant was executed on the perpetrator's residence where property of the victim was located. The perpetrator of the crime was charged with Robbery and Aggravated Malicious Wounding. This case has yet to be adjudicated.
- The department has responded and investigated a plethora of vehicle tampering / larceny from vehicle cases (August 2018, March 2019, and April 2019). The crimes were occurring in various locations throughout the town. These incidents were crimes of opportunity where citizens would leave valuables in plain view in unsecured vehicles. In order to stem these crime occurrences, the department attempted to raise public awareness, increase its patrol intensity and conducted expanded nighttime surveillance by pooling additional manpower from Community Policing Unit, Street Crimes Unit, Criminal Investigation Section and Executive Staff. The department has also instituted a Facebook reoccurring 9 p.m. nighttime reminder to secure your valuables and vehicle. With citizens hardening themselves as a target these crimes can be reduced significantly. A few arrests were made in the numerous cases investigated. The group in which the department has identified as being mostly responsible for the crimes were arrested on other matters.
- Detectives have worked on numerous credit card fraud, computer fraud, wire fraud and other scams. Several cases of credit card fraud mounting to several thousands of dollars. Suspects are often located in other parts of the United States and sometimes on different continents, making the recovering effort of victims' funds of money much more challenging. Some of the victims have lost lifelong savings accounts to these scammers who often will ask them to purchase iTunes cards or prepaid cards. Detectives attempt to make every effort to assist these victims in getting their funds back by serving numerous search warrants on the companies, which have turned to be unsuccessful due to scammers' ability to use fake email accounts created only for this purpose.
- The department continues to cultivate and strengthen relationships as we continue to work with the Federal Bureau of Investigations, U.S. Marshall Services, U.S. Immigration and Enforcement/Department of Homeland Security, Drug Enforcement Agency, U.S. Secret Service, Virginia State Police, Alcohol and Beverage Control, State Fire Marshall's Office, Commonwealth's Attorney Office, Crime Victim Witness, Culpeper County Sheriff's Office, Department of Human Services (CPS/APS), S.A.F.E., Legal Aid and other various law enforcement agencies or affiliates.
- The Criminal Investigations Section Analyst hosts the bi-monthly Piedmont Area Crime meeting. The purpose of the meetings are information sharing, networking and building relationships within the law enforcement community and its affiliates. During the meeting there are an array of presentations (Carfax, Note Shark) to expose the attendees to resources to assist in their job.

- The Street Crimes Unit was brought back into existence January 22, 2019. Since being re-established, the unit has accomplished the following during FY19:
- When the unit was re-established, all officers assigned to the unit went thru a 4-day in-house training program that including review of department policies impacting the unit and overview of equipment in this specialized position. The unit also had an 8-hour block of legal instruction from the Commonwealth Attorney's Office, which addressed legal topics pertaining to search & seizure, working with informants, use of narcotic K-9s during traffic stops, and search warrants.
- During January – February 2019, the Street Crimes Unit assisted the United States Marshal Service in the investigation of locating a suspect involved in a homicide from Danville, Virginia in December 2018. The homicide suspect also had outstanding warrants in Culpeper, Virginia. The subject was eventually located in Texas by the United States Marshal Service.
- The Street Crimes Unit received numerous complaints about drug activity in the apartment complex at Culpeper Commons. As a result of an investigation, a search warrant was obtained and executed during the month of February 2019. Narcotics were located during this time and charges are pending. Since being formed, the Street Crimes Unit has worked with all property/complex managers within the Town to conduct targeted enforcement in areas of concern for these properties.
- In addition to the above arrest, Officers assigned to the Street Crimes Unit have been working nightly on patrolling and conducting interdiction in the area of the local hotels within the Town. This interdiction includes both vehicle and foot patrols in the area of the hotels. Several drug arrests and fugitives have been located as a result of this hotel interdiction.
- During the month of February 2019, the Street Crimes Unit handled a Robbery investigation on Meander Drive. During the Robbery, three suspects displayed a handgun and struck an elderly female in the face before taking her money. The three suspects fled the scene on foot. All three suspects were located the same night and interviewed by the Street Crimes Unit. Two suspects were charged with Robbery and one suspect was charged with being an Accessory after the Fact. The Street Crimes Unit worked with the Commonwealth Attorney's Office and the Crime Victim/Witness Office in this case to assist the victim with the court proceedings in this matter. The Street Crimes Unit conducted an undercover prostitution sting operation at a local hotel during the month of February. During this operation, one female subject was taken into custody and charged with prostitution. Another male subject involved in the incident was taken into custody for Possession with the Intent to Distribute Cocaine. Also during the month, Officers assigned to the Street Crimes Unit while patrolling Belle Court Apartments came into contact with a male subject in the parking lot. The male subject was in possession of a firearm. The male subject was identified and had previous violent felony convictions. The male subject had been involved in two prior shootings within the Town of Culpeper. The suspect was charged with Possession of a Firearm after having been convicted of a violent felony. At the end of February 2019, the Street Crimes Unit assisted the United States Marshal Service with locating a wanted fugitive for a weapons charge from the ATF. The subject was apprehended and taken into custody by the United States Marshal Service.
- In March, the Street Crimes Unit executed a search warrant at Culpeper Commons. The search warrant yielded a large quantity of marijuana. A suspect was charged with distribution of marijuana as a result of this investigation. Also during the month, the Street Crimes Unit in coordination with the Culpeper County Sheriff's Office ACE Team located a wanted fugitive

who had outstanding charges for violation of probation. During his arrest, additional drug items were located and additional charges are pending against this suspect.

- In April 2019, the Street Crimes Unit conducted a traffic stop on a subject from Georgia. The subject was found to be in possession of cocaine and was suspected for possible distribution of cocaine in the area. Subject was charged with numerous drug offenses. Also during the month, the Street Crimes Unit assisted the United States Marshal Service with locating a wanted fugitive for drug charges. The subject was located and taken into custody by the United States Marshal Service. On April 11th, the Street Crimes Unit assisted the Culpeper County Sheriff's Office ACE Team and DEA with the execution of a search warrant at Tru Sound. As a result of this search warrant and a several month long investigation, several suspects were charged with distribution of cocaine and other drug charges. On April 13th, the Street Crimes Unit executed a search warrant on Fairfax Street. During the execution of this search warrant, numerous narcotic related items were found. The suspect was charged with numerous drug violations and additional charges are pending from this investigation. The Street Crimes Unit was assisted by the Virginia State Police Blue Ridge Narcotics/Gang Task Force during this search warrant. On April 18th, the Street Crimes Unit worked a vandalism case involving graffiti that was painted on a house and other areas within the Town of Culpeper. During the investigation, several suspects were identified and charges were placed in this case. On April 24th, the Street Crimes Unit was conducting patrols in the Lakeview subdivision. A traffic stop was conducted on a vehicle in the area. A large amount of suspected cocaine, which was individually packaged and prepared for distribution was located on one of the occupants. Charges are pending lab analysis.
- In May 2019, the Street Crimes Unit, Culpeper County Sheriff's Office ACE Team, and Virginia State Police Blue Ridge Narcotics executed a search warrant on Spring Street. As a result of this search warrant, a suspect was charged with distribution of cocaine and distribution of marijuana. Also during the month, the Street Crimes Unit assisted the Criminal Investigations Section with a robbery investigation. As a result of this investigation, the Street Crimes Unit executed a search warrant on S. West Street, which resulted in marijuana being located and several offenders related to the robbery investigation. Numerous suspects were charged with robbery related to two incidents within the Town of Culpeper. The Street Crimes Unit assisted the Criminal Investigations Section with interviews and apprehension of these suspects once warrants were obtained.
- In June 2019, the Street Crimes Unit responded and assisted patrol units with a shooting within an occupied dwelling in the Lakeview subdivision. A male subject was shooting within home with his wife and kids present. The scene was quickly secured and offender taken into custody. Street Crimes obtained a search warrant for the residence for collection of evidence. The firearm and bullet fragments were obtained from the residence. The suspect charged with Discharging a Firearm within an Occupied Dwelling and Reckless Handling of a Firearm.
- During the fiscal year, the department obtained CallYo. The CallYo system has helped the Street Crimes Unit successfully investigate crimes assigned to the unit. This software can also assist the Criminal Investigation Section with investigations.
- During FY19, the Street Crimes Unit assisted the Patrol Division and Criminal Investigations Section with numerous overdoses calls. One of these overdoses, resulted in a death. The Street Crimes Unit works to identify the source of these overdoses.
- In addition to the activity from the Street Crimes Unit, Detective/MPO Grant is assigned to the Virginia State Police Blue Ridge Narcotics/Gang Task Force. Detective/MPO Grant has had numerous arrests, search warrants, and investigations related to his assignment on the task

force. Detective/MPO Grant also assists the Street Crimes Unit when available and not involved in task force activities.

- The Support Services Division has had a very successful fiscal year. The Records Division is currently scanning 100% of paperwork received. We have created and adopted policies and procedures pertaining to scanning. They are responsible for data entry and maintaining the majority of all confidential police records. They work closely with other law enforcement agencies, municipalities and administrators. In FY18, the Records division received their triennial VCIN/NCIC audit conducted by the Virginia State Police in which they received 100% compliance in all VCIN/NCIC entered records. The records division continues to work towards maintaining compliance every day. The Support Division continues to be a vital support system within the agency. Currently, civilians handle all training scheduling and documentation, logistics: ordering/receiving/processing, grants, payroll processing, budget preparation and monitoring, Munis accounts payables review and processing, maintain and updating equipment disposal and asset acquisitions, monthly, quarterly, annual reports and other statistical data reports, just to name a few. They have attended numerous training opportunities throughout the fiscal year.

Personnel:

- On January 17, 2019, Rebecca Bennett was promoted to Police Administrative Specialist.
- On February 5, 2019, Officer Breckenridge Charapich started employment with the police department as an Officer. She came to us as a certified officer. She has completed FTO Training.
- On October 22, 2018, Officer Scott Last started employment with the police department as an Officer. He came to us as a certified officer. He has completed FTO Training.
- On November 9, 2018, Officer Dakota Petrie and Officer Kelly Fuentes graduated from the Central Shenandoah Criminal Justice Training Academy 138th Basic Law Enforcement School. Officer Petrie has completed FTO Training and Officer Fuentes is finishing her FTO Training in the upcoming months.
- On December 17, 2018, Courtney Hankey started employment with the police department as an Officer. She attended the 139th Basic Law Enforcement School at the Central Shenandoah Criminal Justice Training Academy and graduated on May 24, 2019. She currently is in FTO Training.
- On December 17, 2018, Officer Michael Barone started employment with the police department as an Officer. He came to us as a certified officer. He has completed FTO Training.
- In December 2018, Detective/MPO Richard Brooking retired from the department after over 31 years of dedicated and distinguished service in law enforcement.

Awards

- On September 20, 2018, the Virginia Association of Chiefs of Police presented our department with a second place award in the 2018 Virginia Law Enforcement Challenge Award for excellence in traffic safety. The department also won a special award for our use of technology in traffic safety.
- On October 20, 2019, Officer John Slaughter was awarded the Medal for Heroism from the Culpeper Minute Men Chapter of the Sons of the American Revolution.
- On February 9, 2019, Officer John Slaughter was honored by the Virginia Society Sons of American Revolution with their Heroism Award. The ceremony was held at the Virginia State Capitol in Washington, D.C.

- On May 15, 2019, the department conducted our Annual “Life Saving Awards” Ceremony whereas fourteen employees received special recognition for their life saving efforts. The recipients of the “Life Saving Award” were Officer Jacob Neal, Sergeant Anthony Berry, Officer Christopher DeJarnette, Officer John Minor, Officer Nolan Overby, Sergeant Luke Altman, Master Police Officer John Bahl, Lieutenant Kevin Tooley, Officer Matthew Satterfield, Officer John Slaughter, Officer Matthew Haymaker, Officer Christopher Garcia, Officer Kaitlin Keat and Deputy Michael Mawdsley. The keynote speaker for this ceremony was Jeff Hatmanski, President and Chief Operating Officer of Novant Health UVA Health Center Culpeper Medical Center.
- On May 17, 2019, Detective Norma McGuckin received an award from the Commonwealth’s Attorney Paul Walther for her outstanding and dedicated work as a detective.
- On May 22, 2019, Volunteer Cecil Starkey was awarded the Governor’s Transportation Safety Award for Occupant Protection presented by Richard Holcomb, DMV Commissioner, and George Bishop, DMV Deputy Commissioner for Highway Safety. This award is only granted to traffic safety advocates who make extraordinary efforts in the public, private and nonprofit sectors.
- On May 28, 2019, K-9 Officer Matthew Haymaker and Culpeper Law Explorer Captain Zackery Southard were recipients of the Salem Ruritan Club Citizen of the Year Award.
- On July 25, 2019, K-9 Master Police Officer David Cole and Officer John Slaughter were honored at the Culpeper Chamber of Commerce Valor Awards ceremony. K-9 MPO D. Cole and Officer J. Slaughter were nominated for this award for their role in responding and assisting with a call for service in reference to a man who was going to jump off the Route 15 overpass to end his life. With the quick actions of the officers and bystanders they were able to save the man’s life and get him the assistance that he needs.

Departmental Statistics

Traffic

The department investigated 292 reportable accidents, placing 231 charges in FY19. Total damage cost of vehicles involved in accidents was *estimated* as \$1,431,650 and total property damage from accidents was *estimated* at \$52,941. There were 93 persons reported injured, 3 fatalities and 7 accidents involving pedestrians.

Traffic Summary

	FY '19	FY '18	FY '17	FY '16	FY '15
Traffic Accidents	292	280	255	245	248
Accidents w/Pedestrians	7	12	8	11	8
Accident related Traffic Summons Issued	231	227	204	198	195
Hit and Run	142	135	137	112	121
Personal Injuries	93	113	103	93	70
Fatalities	3	1	1	1	2
<i>UTS & Warnings</i>					
Summons	2,765	2,489	3,112	2,016	2,076
Warnings	524	274	315	167	216
TOTALS	3,289	2,763	3,427	2,183	2,292

Parking Enforcement

<i>Parking Tickets Issued</i>	FY '19	FY '18	FY '17	FY '16	FY '15
Parking Authority Lots	735	543	485	644	455
On Street Parking	1,527	1,093	1,011	1,194	887
TOTALS	2,262	1,636	1,496	1,838	1,342

Calls for Service

	FY '19	FY '18	FY '17	FY '16	FY '15
Calls for Service	15,795	15,580	15,494	15,847	14,106
Officer Initiated	13,083	10,600	11,154	8,643	6,370
Direct/Extra Patrols	18,473	17,820	16,589	12,358	10,782
Administrative	383	334	351	374	249
Totals	47,734	44,334	43,588	37,222	32,666

Part I Crimes

During FY19, there were 347 Part I Crimes reported and documented by the department.

Type of Crime	FY '19	FY ' 18	FY ' 17	FY ' 16	FY ' 15
Aggravated Assaults	8	29	25	19	16
Arson	0	0	4	1	1
B & E /Burglaries	11	30	17	20	29
Domestic Violence*	328*	363*	326*	332*	337*
Forcible Rape	4	4	3	2	4
Homicides	0	0	1	0	0
Larcenies	301	288	288	344	416
Motor Vehicle Thefts	11	20	14	15	12
Robbery	12	12	10	11	8
TOTALS	347	383	389	412	486
Est. Value of Prop. Stolen	\$414,377.52	\$532,141.96	\$669,853.94	\$404,742.70	\$359,469.71
Est. Value of Prop. Recovered	\$56,091.59	\$76,481.00	\$80,318.27	\$100,372.67	\$83,927.04

**Not a Part I Crime, but statistics requested, not counted in total Part I Crimes.*

ADULTS – Arrests (to include assisting other agencies) & Charges

	Total Arrests	Total CPD Charges	Felony	Misdemeanor	Alcohol-ALL	Drug-ALL
FY '19	1,112	1,531	449	1,082	180	266
FY '18	1,205	1,708	526	1,182	175	143
FY '17	1,118	1,433	453	980	208	264
FY '16	1,217	1,448	395	1,053	221	173
FY '15	1,299	1,618	455	1,163	209	158

JUVENILES – Arrests (to include assisting other agencies) & Charges

	Total Arrests	Total CPD Charges	Felony	Misdemeanor	Alcohol-ALL	Drug-ALL
FY '19	38	56	16	40	1	14
FY '18	69	93	26	67	5	23
FY '17	47	80	30	50	3	10
FY '16	49	67	9	58	1	5
FY '15	29	62	18	43	7	3

All statistics are current as of July 31, 2019

PUBLIC WORKS

The Public Works Department employs forty-eight full-time employees and twelve interns who are distributed among the following eleven divisions: Motor Pool, Engineering, Streets, Snow & Ice, Traffic Engineering, Sanitation, General Properties, Parks & Recreation, Cemetery, Water Distribution and Wastewater Collection.

Personnel

In-house safety meetings were conducted. Additional seminars and workshops were attended by Department personnel on the use of new equipment and technology as well as on safety related issues.

Seven employees received certification in Intermediate Work Zone Safety.

Employees attended training and workshops to include: CPR/AED/first aid; zone scan; VDOT local programs; Filterra bioretention systems; storm water management, cross connection and backflow prevention, UVA-TTA winter road maintenance and snow operations and bridge preservation for locally maintained bridges; VA811 locator; forklift safety; project management; in-house supervisor and cold weather training; Safe Personnel on-line training on fire extinguisher safety, bloodborne pathogen exposure prevention, email and messaging, hand tool safety, FOIA and personal information protection and cybersecurity overview.



Streets

Superior Paving Corporation milled and repaved Country Club Road, Montpelier Court, Ridgemere Lane, Golf Drive, Stoneybrook Lane, Fairway Court, West Street, Meadowbrook Drive, Nalles Mill Road, Nalle Place, Pine Street, Elm Street, Oak View Street, Spring Street, Park Avenue, Mason Street, Asher Street, Scanlon Street, Chandler Street, Locust Street, Culpeper Street, Spencer Street, Cameron Street, Edmondson Street, Piedmont Street and Spring Street.

Devices were cleaned, and mulch was installed in the Filterra system on Colonel Jameson Boulevard per the storm water maintenance agreement with DEQ.

A demonstration was conducted by Paveway Systems on the installation of synthetic brick crosswalks, and crosswalks were restored on Davis Street from Main Street to East Street.



Engineering

Inspections were performed on asphalt paving and milling, storm structures, curb, gutter and entrance ramps throughout Town.

Numerous inspections were performed on asphalt replacements due to relocations by Columbia Gas on Orange Road.

A five year paving plan was developed.

Snow & Ice

Public Works personnel responded to six snow and ice events wherein 163.5 tons of abrasives and 491.75 tons of salt were applied.

The annual demonstration on the proper use of snow removal equipment was held in November for all operators.

Cemetery

In addition to normal maintenance activities, necessary services were provided for seventy-nine interments.

A meeting was held to formulate a landscaping plan for the cemetery.

The annual fall and spring cleanup of all non-permanent decorations and items prohibited by Town Code were performed in October and March.

Motor Pool

Maintenance personnel performed necessary service and repair work on all vehicles and equipment within the Town fleet.

All licensed vehicles were state inspected during April, June, July, August and September.

Mid-Atlantic Waste Systems provided a demonstration on a new Tymco street sweeper.

A new Alamo Traxx mower was received, and training was conducted by James River Equipment on the new unit.

Traffic Engineering

Signs were repaired, broken posts were replaced, and additional signs were installed at various locations.

Numerous signs were replaced throughout Town due to reflectivity issues and accident damage.

“Four Way” signs were replaced with “All Way” signs on Piedmont Street, Old Brandy Road, E. Spencer Street, Clay Street, Commerce Street, Whitworth Drive and Blossom Tree Road.

New traffic cones and barrels were received and labeled.



Sanitation

Weekly collections for all residences and many businesses were performed on a regular basis by department personnel.

Assistance was received from County Waste on bi-weekly dumpster service due to equipment failures.

Christmas trees were collected from residences and businesses in January and chipped for mulch.

180 tons of leaves were vacuumed from businesses and residential areas in November and December and are being converted to compost.

A shipment of new 95 gallon trash carts and additional tops and wheels were ordered and received to replenish stock.



General Properties

Annual inspections were performed for all Town fire extinguishers.

Assistance was provided to Paul Davis Restoration with recovery at the Police Department due to the flooding in August 2018.

Crown ditch drainage was widened and armored with riprap to improve protection against flooding at the Police Department. Additionally, a prefabricated awning was installed on a double entry at the rear of the Police Department to minimize the potential for precipitation entering the building.

The men's restroom at Yowell Meadow Park was completely renovated consisting of new fixtures, plumbing and repainting.

Offices and the conference room were renovated at the Water Treatment Plant.

The HVAC systems were upgraded or repaired as needed in all Town facilities.

Parks & Recreation

Inspections were made on playground equipment at Mountain Run Lake, Yowell Meadow Park and Wine Street Park.

A pedestrian bridge was installed, concrete was placed for the bridge abutment and approach slabs, and rip-rap stone was installed on the stream bank. Spring Street was milled and paved following the bridge installation from Spring Street to Yowell Meadow Park. The ribbon cutting ceremony was held on June 27th.



Site development and drainage was completed for the Rockwater Park splash pad, extreme fitness course and climbing rock. The foundations were installed for the new splash pad, the climbing rock was installed, and the extreme fitness course was graded and prepared for concrete installations.



Miscellaneous

Signs and barricades were supplied for road closures, the mobile stage was erected, and clean-up was provided for the following events: Third Thursday Concerts, Culpeper Fiesta, Gnarly Hops & Barley Fest, Fireman's Parade, July 4th Celebration, Hop-n-Hog, Culpeper Fest, Iglesia Casa deDios Bethel event.

Traffic control materials were provided for the following events: CCVFD Annual Banquet, NAACP 2018 Youth Summer Jam, CCHS graduation and homecoming festivities, EVHS Bike Rodeo and graduation festivities, St. Jude's P.D. event, Turkey Trot at PWC, Downtown Merchant Trick-or-Treat, Culpeper Baptist Church Touch a Truck.

Traffic control and trash carts were provided for the Gravity Racing Challenge Race, Soap Box Derby and Ignite the City.

Three pickup trucks with operators and traffic control devices were provided for the County of Culpeper's Cycling Century.

Message boards and light towers were provided to the County of Culpeper for the Air Fest event.

Boxes were moved from storage to the Brandy Station VFD for the Christmas Basket Program.

TOWN TREASURER

INTRODUCTION

The Town of Culpeper Treasurer's Office/Department of Finance is committed to achieving a high standard of service while managing the Town's finances in accordance with established accounting standards and Town Code and policies. Responsibilities include the administration of Town revenues and expenses in an efficient and equitable manner, accurate financial reporting, and promoting integrity and confidence in all interactions with the public.

PROJECTS, OPERATIONS AND BUDGET

The annual financial audit and preparation of the Town's FY2018 Comprehensive Annual Financial Report and all related filings were completed on schedule. The auditors issued an unmodified opinion on the Town's financial statements, which is the highest form of assurance that can be given. Staff has addressed all prior year auditor comments and did not receive any new comments for the FY18 audit. The Town was awarded for the 15th consecutive year the Government Finance Officers Association Award for Excellence in Financial Reporting for transparency, full disclosure, and clear financial analysis for the FY18 CAFR.

The Treasurer's Office continues to work with other Town departments on a multi-year project to implement a new Enterprise Resource Planning software (ERP). The project began in FY16 with the selection of Tyler MUNIS as the new ERP software. When fully implemented, the Town will have integrated many of its operational and financial systems that were previously fragmented, resulting in a more efficient manner of conducting Town business processes. The Real Estate and Personal Property Tax module implementation is scheduled to be completed Fall 2019, and the Utility Billing module in Spring 2020.

The Treasurer's Office contracted with an outside consultant during FY19 to perform an assessment of the department's Customer Service performance, to identify areas of strength as well as ways we can improve the customer/taxpayer experience. The assessment includes reviewing existing practices, customer in-person interviews and online surveys, as well as Treasurer Department staff surveys, and is scheduled to be completed by the end of summer 2019.

In November 2018, the Treasurer's Office started using an outside collection agency to pursue unpaid prior year personal property taxes due to the Town. All costs of collection are assessed to the taxpayer, and total FY19 collections since implementation were approximately \$102,000.

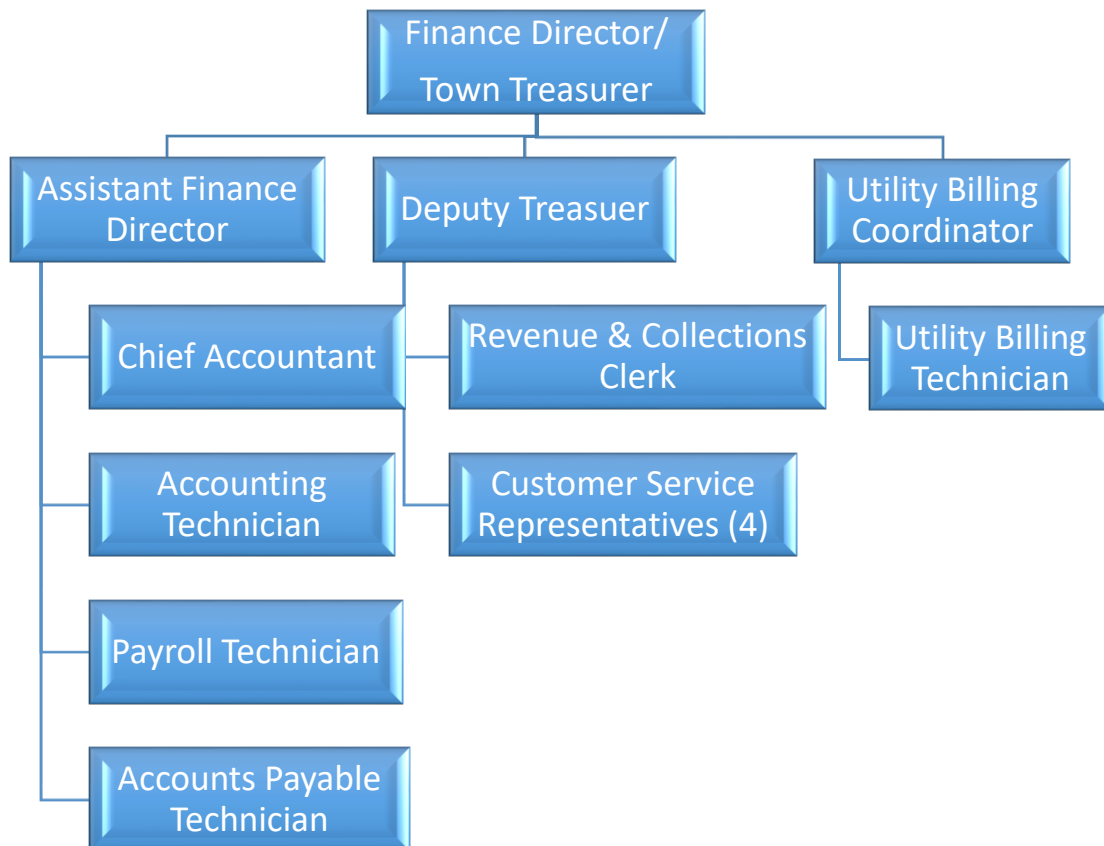
The Town Investment Policy adopted during FY18 establishes a standard for investment of Town funds in a manner which prioritizes security of funds while providing market rate returns. Investment returns in FY19 have shown strong growth due to rising interest rates and a more structured investment plan. Investment income from all funds in FY19 was approx. \$737,273, representing an approximately 85% increase over the prior year.

In FY19, the Town Treasurer's Office had an operating budget of \$1,476,245 and total spending of approx. \$1.4 million (pending final audit accruals). The savings resulted primarily from personnel costs (salaries and benefits) due to staffing vacancies during the year, and banking fees

as a result of higher earnings credits due to higher interest rates that offset fees charged for banking transactions.

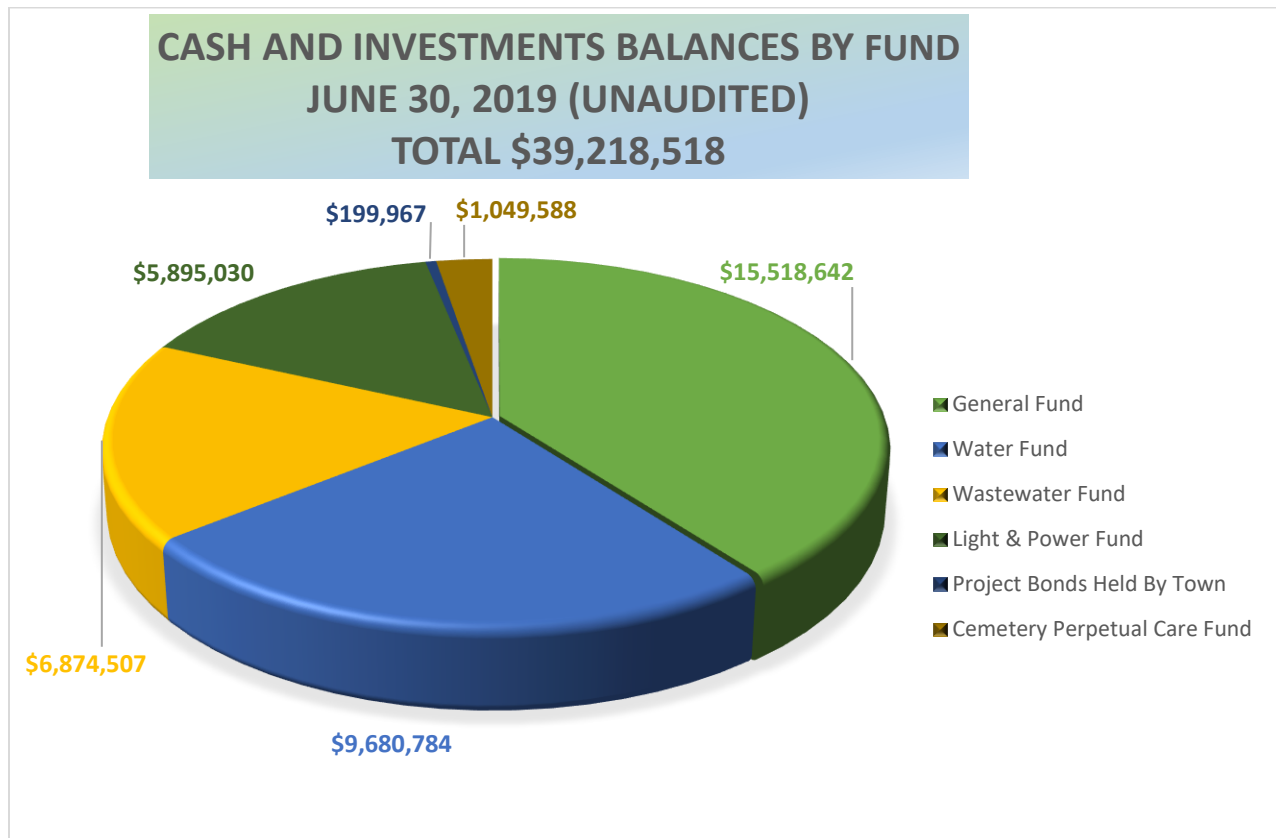
STAFFING

The department experienced limited turnover due to retirement of a Customer Service Representative and the resignation of an Accounting Technician during FY19, and both positions were filled by internal promotion of seasonal staff members. Staff training and development continues to be emphasized for all staff, with 9 staff members attending more than twenty different external training events during the year. Currently, three staff members are working towards completing a series of classes to earn the Master Governmental Deputy Treasurer certification issued by the Treasurers' Association of Virginia (TAV), or the Virginia Government Finance Officers' Certificate issued by Radford University and the VGFOA, demonstrating competency in the areas of accounting, budgeting, cash management, debt administration, internal controls, Virginia law, and other topics pertinent to state and local governments. The Treasurer/Director of Finance received the Radford/VGFOA Certificate in FY19, and has completed the qualifications needed to earn the Master Governmental Treasurer designation from the TAV during the next award cycle in the Fall of 2019.

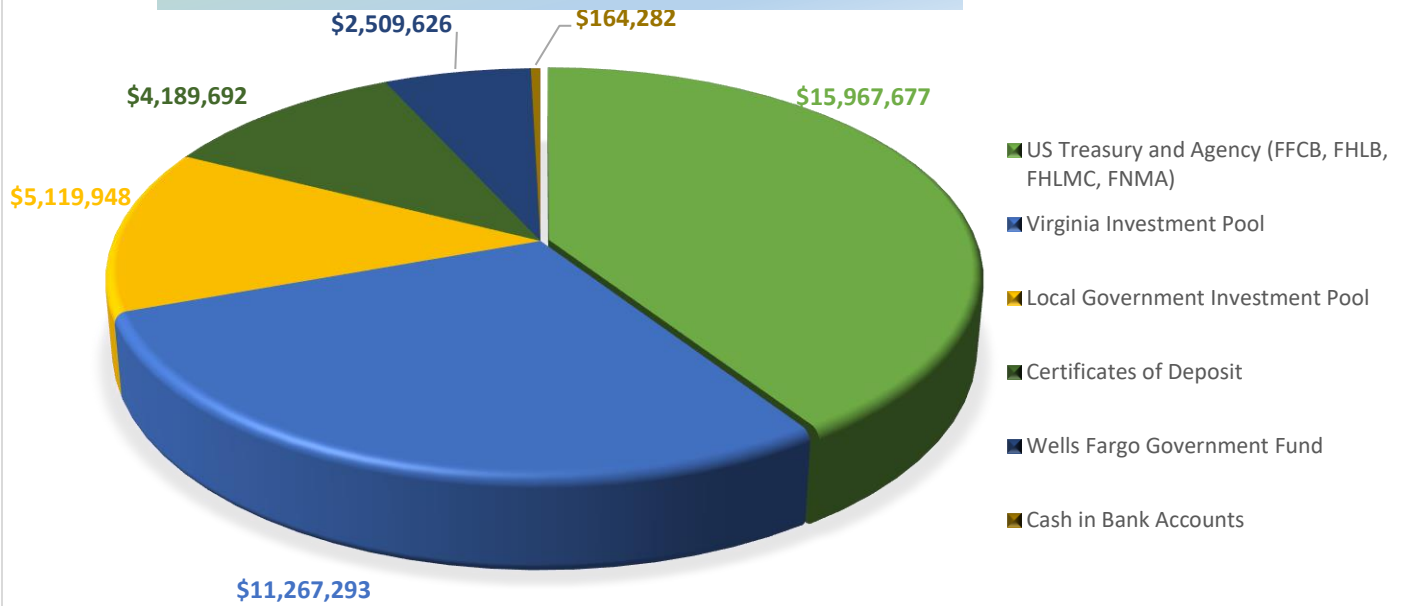


**FY19 TREASURER'S OFFICE OPERATING METRICS
AND SELECTED TOWN FINANCIAL DATA**

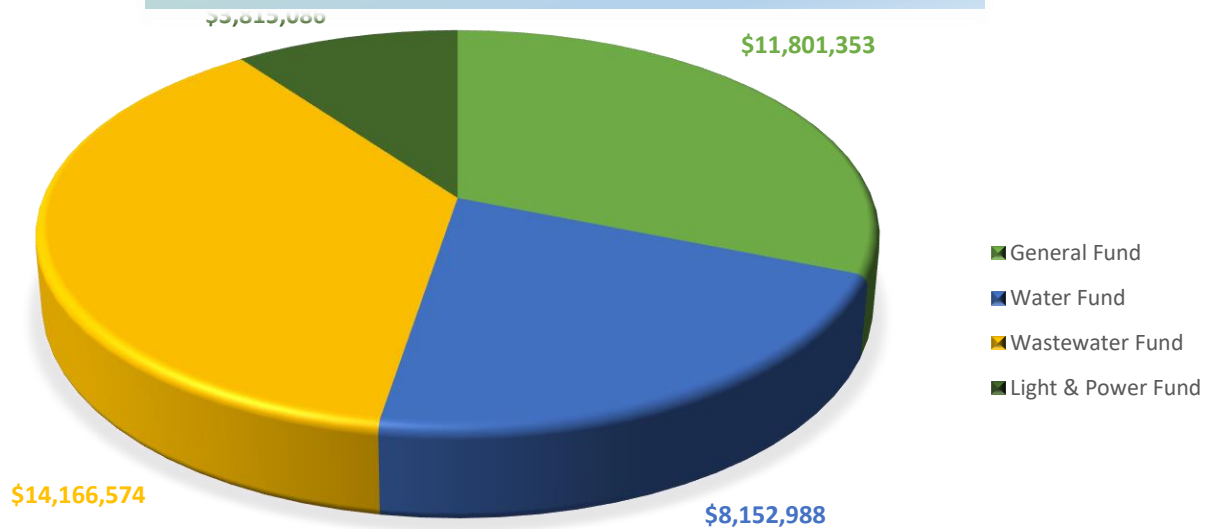
<u>DESCRIPTION</u>	<u>NUMBER</u>	<u>VALUE</u>
PAYROLL PAYMENTS PROCESSED	5,070	\$ 10,777,868
VENDOR DISBURSEMENTS PROCESSED	4,646	\$ 47,969,853
TREASURER'S OFFICE PAYMENT TRANSACTIONS PROCESSED	122,322	\$ 52,075,574
UTILITY METERS INVOICED:		
WATER	88,097	\$ 3,385,685
SEWER	84,453	\$ 4,435,208
ELECTRIC	79,622	\$ 12,512,550
TOTAL MONTHLY BILLS PRODUCED	102,249	\$ 20,333,443
UTILITY ACCOUNT SERVICE ORDERS	8,394	N/A
NEW UTILITY ACCOUNT APPLICATIONS	1,431	N/A
BOATING PERMITS ISSUED	818	\$12,452
FISHING PERMITS ISSUED	1,002	\$16,070



**CASH AND INVESTMENTS BALANCES BY TYPE
JUNE 30, 2019 (UNAUDITED)
TOTAL \$39,218,518**



**OUTSTANDING DEBT SERVICE BALANCES BY FUND
JUNE 30, 2019 (UNAUDITED)
TOTAL \$37,936,000**



The following table shows a 5-year trending analysis for selected tax revenues by fiscal year:

Tax Revenues					
	Fiscal Year				
	2015	2016	2017	2018	2019***
PERS PROPERTY AND REAL ESTATE TAXES	\$ 3,095,547	\$ 3,062,450	\$ 3,334,858	\$ 3,814,435	\$ 3,751,889
Admissions Tax	\$ 45,275	\$ 45,367	\$ 45,244	\$ 48,154	\$ 43,569
Bank Stock Tax	\$ 349,495	\$ 338,243	\$ 390,832	\$ 431,595	\$ 483,997
BPOL - Contracting	\$ 39,954	\$ 35,216	\$ 56,289	\$ 46,149	\$ 47,321
BPOL - Professional (*)	\$ 229,543	\$ 225,928	\$ 254,225	\$ 244,004	\$ 173,729
BPOL - Repair & Pers Business Services (*)	\$ 169,842	\$ 163,016	\$ 170,235	\$ 174,413	\$ 120,168
BPOL - Retail	\$ 479,140	\$ 490,553	\$ 464,710	\$ 512,509	\$ 526,815
BPOL - Utilities	\$ 16,569	\$ 27,875	\$ 20,646	\$ 20,953	\$ 22,742
BPOL - Wholesale	\$ 42,143	\$ 42,568	\$ 44,708	\$ 43,764	\$ 46,206
BPOL - Miscellaneous / Other	\$ 13,175	\$ 12,747	\$ 16,940	\$ 16,106	\$ 18,192
Cigarette Tax (**)	\$ 162,582	\$ 167,265	\$ 156,238	\$ 165,818	\$ 247,326
Consumption Tax - Electric	\$ 71,380	\$ 61,254	\$ 62,701	\$ 62,127	\$ 64,628
Hotel & Motel Room Tax (Lodging Tax)	\$ 325,775	\$ 342,965	\$ 449,636	\$ 498,669	\$ 448,369
Local Sales and Use Tax	\$ 1,371,546	\$ 1,363,040	\$ 1,555,660	\$ 1,641,902	\$ 1,587,561
Meals Tax	\$ 3,727,506	\$ 3,941,061	\$ 4,115,524	\$ 4,257,578	\$ 4,328,661
Telecommunications Sales and Use Tax	\$ 123,144	\$ 119,031	\$ 116,110	\$ 112,655	\$ 105,247
LOCAL TAXES - SUBTOTAL	\$ 7,167,069	\$ 7,376,129	\$ 7,919,698	\$ 8,276,395	\$ 8,264,531
Grand Total	\$ 10,262,616	\$ 10,438,579	\$ 11,254,556	\$ 12,090,830	\$ 12,016,420
* Council reduced tax rate in FY 2019		** Council increased tax rate in FY 2019		*** FY 2019 is unaudited	

Department FY20 Goals & Objectives

- Complete the implementation of MUNIS ERP modules currently in progress (Tax and Utility Billing).
- Implement new electronic payment platform for credit cards and eCheck with lower convenience fee charges to customers.
- Implement new customer-focused improvements for billing, payments and overall customer service identified by the Customer Service Assessment study.
- Continue to enhance the tax and utility account collection process to lower write-offs. This includes taking advantage of additional resources available to aid in collection of unpaid accounts.
- Continue to review and update Treasurer and Finance related town codes/ordinances, and various documents (policies, procedures, and desktop manuals) to be current, effective, efficient and relevant.
- Encourage and support staff training and development, focusing on customer service training, career development and attaining professional organization certifications.

TOURISM

State of the Industry | Tourism

Domestic travel expenditures increased **5.9 percent** to **\$42.6 million in 2017**, while tourism employment grew by **2.1 percent, supplying 416 jobs**. Travel expenditures generated **\$975,586 in Local Tax Receipts** in 2017, feeding **\$1,801,517 to State Tax Receipts**. Tourism payroll increased **6.1 percent** in 2017, representing **\$8,480,081**.



In 2018, visitors reported the primary purpose of trips continues to rank ‘Visiting friends and family’ at 37 percent; ‘Downtown Shopping/Dining’ at 23 percent; ‘History/Heritage’ at 20 percent; ‘Wedding’ at 9.5 percent; ‘Nature and Outdoor Recreation’ at 6 percent; ‘Film, Arts, and Music’ at 2 percent; and ‘Wineries, Distilleries, and Breweries’ at 1.5 percent.

The Culpeper Visitor Center hosted 33,041 visitors in 2018. July represented the largest total of guests, followed by August, October, June, May, September, November, December, April, March, February, and lastly January.

Travel Party Origin by State reports 50 percent came from Virginia, 5 percent from Maryland, 4 percent from Pennsylvania, 3 percent from Florida, 3 percent from New York, 3 percent from North Carolina, 3 percent from New Jersey, 2 percent from California, 2 percent from Washington DC, and roughly 2 percent from Ohio.

Culpeper's Tourism Strategy is to promote our community as an attractive travel destination, enhancing our public image as a dynamic place to live and work.

Department Mission Statements

Tourism Mission

Responsible for promoting the Culpeper community as attractive travel destination, enhancing its public image as a dynamic place to live and work. Through the impact of travel, we strengthen Culpeper's economic position and provide opportunity for our citizens.

Visitor Center Mission

Together, we will work to provide the highest quality of customer service to the traveling public, while maintaining good working relationships with local businesses and organizations.

FY19 Tourism Department Review

Culpeper Tourism implements a destination awareness campaign throughout the year aimed at helping new generations of travelers, first-time visitors and high-yield repeat visitors embrace Culpeper as a community full of Rich History and Modern Charm. Culpeper Tourism also generates hyper-relevant content for travel consumers daily. These ongoing campaigns and consumer touch points provide answers to important questions about travel to Culpeper, covering some of the most coveted travel products – like scenic beauty, history, mountains, and one-of-a-kind experiences – to maximize market and mind share of these highly desirable products.

Culpeper Tourism also promotes a variety of travel experiences – like events, culinary and outdoor adventure – with high desirability yet low awareness among travelers. These differentiating products offer the greatest opportunity to educate and attract new audiences from out-of-region markets and are therefore a strategic focus of the Town of Culpeper Tourism and Economic Development Department.

Destination | Brand Platform

Position – Culpeper brings joy to life for people in the world who want to create historic life experiences on vacation during an era of generic instant gratification.

Promise – To bring joy to life by helping people make historic life moments.

Mantra – Historic Life Experiences.

Tag Line – Culpeper Virginia | Rich History Modern Charm

Vision – Foster a spirit of partnership within Culpeper's community and tourism industry.

Brand Architecture

Culpeper Virginia | Rich History Modern Charm

Niche Categories

- Agritourism Lovers
- Craft Beer Lovers
- Cycling Lovers
- Equestrian Lovers
- Film Lovers
- Food Lovers
- History Lovers
- Music Lovers
- Mountain Lovers
- Outdoor Lovers
- Spirit Lovers
- Wine Lovers
- Weddings

Messaging Structure

The Culpeper Tourism Department operates to achieve a fully-integrated promotion unit composed of owned media (Culpeper Tourism-owned websites and social channels), earned media (public relations) and paid media (advertising). Moreover, the Culpeper Tourism department's overall goal is to increase destination awareness and connect it to travel consideration.

The lines between communication disciplines blur more every day. Culpeper Tourism builds promotion tactics in layers:

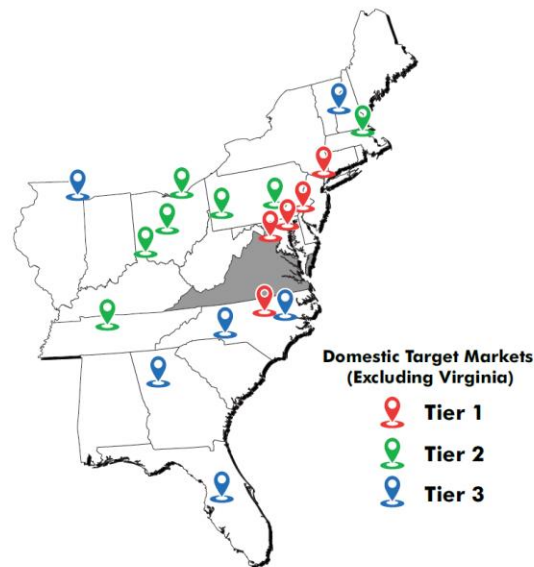
- **Owned Media** – channels of created and curated assets that the brand owns: VisitCulpeperVA.com, Culpeper Travel Blog, Destination videos, Travel Guides and Maps, Emails, Social Media Platforms, and Trolley Tours
- **Earned Media** – editorial influences such as newspapers, magazines, TV/radio shows, social media influencers, bloggers (generated by third parties, independent nature of the content)
- **Paid Media** – paid search, online banners, search engine marketing, social media, and print promotion

Audience

Culpeper Tourism works with the State-defined audience structure. Department budget is too small to conduct necessary conversion studies to statistically quantify local visitation audience profiles.

Three key personas defined by research to be the highest-value consumers:

- **FAMILIES** - This group accounts for 49 percent of travel spending in Virginia and is very important for sustainable growth.
- **UNATTACHED** - Young and free or older without kids, these travel groups are smaller but pack a powerful spending punch. They account for 24 percent of travel spending in Virginia. Establishing a relationship with the younger members of this group is key to keep spending strong in the future.
- **BUCKET LISTERS** - Older travelers who now have an opportunity to cross things off their lists of travel goals. Virginia's strong history and lifestyle travel products make the Commonwealth attractive to this group.



Niche Audience Travel Profile and Data Information

Based on the primary purpose of trips to Culpeper, the Tourism department will continue to focus on 'Friends & Family', 'Foodies', 'History', 'Libations', and 'Sports, Recreation & Outdoors'.

We know the following about each of these niche audiences.

'Friends & Family'

Planning sources reports 36 percent use information from friends and relatives; 14 percent use search engines; 8 percent use destination websites; 6 percent use social media; and 6 percent use travel provider websites (airline, hotel, etc.).

Visitor Profile reports 62 percent are married, 25 percent are traveling with children, the average party size is 2.5 people, and 35 percent have an annual household income of \$100,000 or more.

Travel Party Origin by State reports 27 percent came from Virginia, 11 percent from North Carolina, 8 percent from Maryland, 6 percent from Pennsylvania, 6 percent from New York, 5 percent from Florida, 4 percent from West Virginia, 4 percent from South Carolina, 3 percent from New Jersey, 3 percent from Georgia.

Travel Party Origin by DMA reports 14 percent from Washington DC (Hagerstown), 7 percent from Richmond-Petersburg, 6 percent from Norfolk-Portsmouth-Newport News, 6 percent from Philadelphia, 5 percent New York, 4 percent from Charlotte, 4 percent from Baltimore, 4 percent from Roanoke-Lynchburg, 2 percent from Raleigh-Durham (Fayetteville), 2 percent from Tri-Cities, TN-VA.

Top Activities reports 24 percent shopping, 13 percent fine dining, 12 percent rural sightseeing, 9 percent family reunion, 9 percent historic sites/churches, 9 percent museums, 8 percent beach, 7 percent state park/monuments, 7 percent urban sightseeing, 6 percent national park/monuments.

Average travel party spending reports \$448 per trip, 2.5 nights. Spending level reports 5 percent spend \$0.00, 29 percent spend between \$1 to less than \$100, 23 percent spend between \$100 to less than \$250, 16 percent spend between \$250 to less than \$500, 10 percent spend between \$500 to less than \$750, 5 percent spend between \$750 to less than \$1000, and 12 percent spend \$1000+.

Average age of the niche 'Friends & Family' traveler is 46, with 11 percent reporting ages 18-24, 25 percent ages 25-34, 12 percent ages 35-44, 15 percent ages 45-54, 17 percent ages 55-64, and 20 percent reporting ages 65 plus.

'Foodies'

Planning sources reports 37 percent use information from friends and relatives; 28 percent use search engines; 14 percent use destination websites; 16 percent use travel provider websites (airline, hotel, etc.); and 12 percent use online full service travel websites.

Visitor Profile reports 67 percent are married, 20 percent are traveling with children, the average party size is 2.5 people, and 40 percent have an annual household income of \$100,000 or more.

Travel Party Origin by State reports 26 percent came from Virginia, 10 percent from New York, 9 percent from North Carolina, 8 percent from Maryland, 6 percent from Pennsylvania, 5 percent from Florida, 4 percent from West Virginia, 3 percent from New Jersey, 3 percent from Tennessee, 3 percent from Ohio.

Travel Party Origin by DMA reports 15 percent from Washington DC (Hagerstown), 8 percent from New York, 7 percent from Richmond-Petersburg, 6 percent from Norfolk-Portsmouth-Newport News, 4 percent from Philadelphia, 4 percent from Roanoke-Lynchburg, 4 percent from Raleigh-Durham (Fayetteville), 4 percent from Baltimore, 3 percent from Charlotte, 2 percent from Pittsburg.

Top Activities reports 69 percent fine dining, 40 percent shopping, 29 percent visiting relatives, 26 percent historic sites/churches, 22 percent craft breweries, 21 percent wine tasting/winery tour, 21 percent rural sightseeing, 20 percent urban sightseeing, 20 percent museums, 18 percent visiting friends.

Average travel party spending reports \$986 per trip, 3.5 nights. Spending level reports 1 percent spend \$0.00, 8 percent spend between \$1 to less than \$100, 15 percent spend between \$100 to

less than \$250, 22 percent spend between \$250 to less than \$500, 15 percent spend between \$500 to less than \$750, 11 percent spend between \$750 to less than \$1000, and 28 percent spend \$1000+.

Average age of the niche 'Foodie' traveler is 48, with 4 percent reporting ages 18-24, 24 percent ages 25-34, 14 percent ages 35-44, 17 percent ages 45-54, 18 percent ages 55-64, and 23 percent reporting ages 65 plus.

'History'

Planning sources reports 35 percent use information from friends and relatives; 30 percent use search engines; 25 percent use destination websites; 17 percent use travel provider websites (airline, hotel, etc.); and 14 percent use travel review websites (TripAdvisor, yelp, etc.)

Visitor Profile reports 68 percent are married, 29 percent are traveling with children, the average party size is 2.7 people, and 42 percent have an annual household income of \$100,000 or more.

Travel Party Origin by State reports 22 percent came from Virginia, 9 percent from Maryland, 8 percent from New York, 7 percent from Pennsylvania, 7 percent from North Carolina, 5 percent from West Virginia, 5 percent from Texas, 4 percent from Florida, 3 percent from South Carolina, 3 percent from New Jersey.

Travel Party Origin by DMA reports 14 percent from Washington DC (Hagerstown), 8 percent from New York, 5 percent from Baltimore, 5 percent from Philadelphia, 5 percent from Richmond-Petersburg, 4 percent from Dallas-Ft. Worth, 3 percent from Johnstown-Altoona, 2 percent from Boston (Manchester), 2 percent from Clarksburg-Weston, 2 percent from Houston.

Top Activities reports 84 percent historic sites/churches, 42 percent museums, 40 percent old homes/mansions, 37 percent shopping, 29 percent rural sightseeing, 27 percent fine dining, 27 percent state parks/monument, 25 percent visiting relatives, 24 percent national parks/monuments, 24 percent urban sightseeing.

Average travel party spending reports \$1,116 per trip, 3.5 nights. Spending level reports 2 percent spend \$0.00, 10 percent spend between \$1 to less than \$100, 11 percent spend between \$100 to less than \$250, 13 percent spend between \$250 to less than \$500, 18 percent spend between \$500 to less than \$750, 10 percent spend between \$750 to less than \$1000, and 36 percent spend \$1000+.

Average age of the niche 'History' traveler is 49, with 6 percent reporting ages 18-24, 21 percent ages 25-34, 13 percent ages 35-44, 15 percent ages 45-54, 21 percent ages 55-64, and 24 percent reporting ages 65 plus.

'Libations'

Planning sources reports 34 percent use information from friends and relatives; 30 percent use search engines; 16 percent use social media; 16 percent use corporate desktop/travel tool/intranet; 15 percent use traditional travel agency website.

Visitor Profile reports 65 percent are married, 23 percent are traveling with children, the average party size is 2.5 people, and 39 percent have an annual household income of \$100,000 or more.

Travel Party Origin by State reports 30 percent came from Virginia, 8 percent from New York, 8 percent from Maryland, 7 percent from North Carolina, 6 percent from Pennsylvania, 4 percent Michigan, 4 percent from Texas, 4 percent from New Jersey, 3 percent from Florida, 3 percent from California.

Travel Party Origin by DMA reports 17 percent from Washington DC (Hagerstown), 12 percent Richmond-Petersburg, 8 percent New York, 5 percent Norfolk-Portsmouth-Newport News, 5 percent Philadelphia, 5 percent Roanoke-Lynchburg, 4 percent Charlotte, 4 percent Baltimore, 3 percent Pittsburg, 3 percent Detroit.

Top Activities reports 58 percent craft breweries, 55 percent wine tasting/winery tour, 31 percent shopping, 30 percent visiting relatives, 28 percent rural sightseeing, 28 percent historic sites/churches, 24 percent fine dining, 21 percent visiting friends, 21 percent urban sightseeing, 19 percent museums, 14 percent distilleries.

Average travel party spending reports \$1,065 per trip, 3.6 nights. Spending level reports less than 0.5 percent spend \$0.00, 7 percent spend between \$1 to less than \$100, 18 percent spend between \$100 to less than \$250, 24 percent spend between \$250 to less than \$500, 12 percent spend between \$500 to less than \$750, 8 percent spend between \$750 to less than \$1000, and 30 percent spend \$1000+.

Average age of the niche 'Libations' traveler is 44, with 4 percent reporting ages 18-24, 34 percent ages 25-34, 16 percent ages 35-44, 13 percent ages 45-54, 22 percent ages 55-64, and 11 percent reporting ages 65 plus.

'Sports, Recreation & Outdoors'

Planning sources reports 37 percent use information from friends and relatives; 29 percent use search engines; 14 percent use social media; 18 percent use destination website; 13 percent use travel provider website (airline, hotel, etc.)

Visitor Profile reports 68 percent are married, 40 percent are traveling with children, the average party size is 3.0 people, and 44 percent have an annual household income of \$100,000 or more.

Travel Party Origin by State reports 27 percent came from Virginia, 7 percent from New York, 7 percent from Maryland, 7 percent from North Carolina, 6 percent from Pennsylvania, 6 percent from West Virginia, 5 percent from New Jersey, 5 percent from Florida, 3 percent from Texas, 3 percent from California.

Travel Party Origin by DMA reports 17 percent from Washington DC (Hagerstown), 6 percent from Philadelphia, 6 percent from New York, 5 percent from Norfolk-Portsmouth-Newport News, 5 percent from Richmond-Petersburg, 5 percent from Baltimore, 3 percent from Roanoke-Lynchburg, 2 percent from Raleigh-Durham (Fayetteville), 2 percent from Pittsburgh, 2 percent from Charlotte.

Top Activities reports 31 percent shopping, 29 percent beach, 28 percent visiting relatives, 26 percent state parks/monuments, 26 percent rural sightseeing, 23 percent historic sites/churches,

18 percent museums, 18 percent fine dining, 18 percent wildlife reviewing, 17 percent visiting friends.

Average travel party spending reports \$893 per trip, 3.5 nights. Spending level reports 1 percent spend \$0.00, 13 percent spend between \$1 to less than \$100, 17 percent spend between \$100 to less than \$250, 18 percent spend between \$250 to less than \$500, 14 percent spend between \$500 to less than \$750, 9 percent spend between \$750 to less than \$1000, and 27 percent spend \$1000+.

Average age of the niche ‘Sports, Recreation & Outdoors’ traveler is 46, with 8 percent reporting ages 18-24, 25 percent ages 25-34, 15 percent ages 35-44, 19 percent ages 45-54, 16 percent ages 55-64, and 18 percent reporting ages 65 plus.

Culpeper Virginia | Rich History Modern Charm

Culpeper Tourism’s destination/brand campaign connects with potential travelers to showcase Culpeper’s authentic roots and growing travel experiences.

With the goal of increasing destination awareness, the **Rich History Modern Charm** brand integrates niche category mini campaigns in a timely fashion to attract new and repeat visitors to our community.

- Agritourism Lovers
 - Culpeper Tourism participates in the five county regional brand: ‘Tween Rivers Trail – promoting farm visits and experiences year round, with heavy emphasis April-May, August-October, and December. The department engages this niche product category in our annual trolley tour campaigns. Dates to Know: September/October Annual Culpeper Harvest Days Farm Tour
 - Culpeper Tourism participate in the five county regional brand: Purely Piedmont – new brand in 2018 to promote the region’s locally-grown food and beverages. The program currently covers products grown within Culpeper, Fauquier, Madison, Orange, and Rappahannock Counties in Virginia. By purchasing products with the Purely Piedmont logo, consumers can be confident they are truly buying local.
- Craft Beer Lovers
 - Culpeper Tourism supports the community’s four craft breweries year round, emphasizing special events, varietal tastings and on-site tours. The Department engages this niche product category in our annual trolley tour campaigns. Dates to Know: August is Virginia Craft Beer Month, November hosts an annual Virginia Craft Cider week.

- **Cycling Lovers**
 - Culpeper provides ample opportunity for cycling beginners to enthusiasts with dozens of scenic routes ranging from <10 miles to >100 miles. Culpeper Tourism promotes this niche product category through owned media and earned media. Dates to Know: End of July/first of August Culpeper Annual Gran Fondo and Triathlon; October Culpeper's Annual Century Cycling; May plays host to an annual Cycling week.
- **Equestrian Lovers**
 - Culpeper is home to both English and Western style equestrian sports. The Tourism Department works with these niche industry partners to promote on-site events such as team penning, rodeos, jumper/hunter series competitions, and hunts to name a few. Culpeper also has a growing horse breeding industry. Primary season is Spring-Fall. Dates to Know: HITS Culpeper Series at Commonwealth Park
- **Film Lovers**
 - Culpeper is home to the Library of Congress Packard Campus for Audio-Visual Conservation. Culpeper Tourism heavily promotes the year-round free movie series, and provides staff and resource support for the campus' annual conferences, such as Mostly Lost, AES, and Speaker Series.
- **Food Lovers**
 - Culpeper is regionally known as a foodie town, and the Culpeper Tourism department works year round to increase this awareness to out-of-region markets. Heavily promoted through owned, earned, and paid media. Dates to Know: March and October Restaurant Weeks; November is Virginia Oyster Month
- **History Lovers**
 - With over 160 skirmishes during the Civil War, Culpeper is most notably known for its Civil War history. However, the Culpeper Tourism department is working to expand this niche product category to cover various stages in US history, including early settlement days, western expansion days, Revolutionary War days, agricultural heritage, rail heritage, Industrial Revolution heritage, African American heritage, and religious heritage. Primary department focus has been allocated to the Brandy Station Cedar Mountain State Park Alliance over the past three years, siphoning owned, earned, and paid media resources. The department also engages this niche product category in our annual trolley tour campaigns. Dates to Know: June, Battle of Brandy Station Anniversary; July, Annual Germanna Heritage Celebration; August, Battle of Cedar Mountain Anniversary; February is Black History Month
- **Music Lovers**
 - Music is not a true contender for visitors "primary purpose of their trip", however, visitors do engage in local performances in our community's restaurants, breweries, wineries, and distilleries. Culpeper Tourism promotes these consumer

touch points primarily through owned media channels (social media). Dates to Know: September is Virginia Music Heritage Month

- Mountain Lovers
 - Culpeper Tourism promotes our community as the perfect host town for visiting the Shenandoah National Park. Less than 25 minutes from our historic downtown, visitors can embark on day hikes, fall foliage viewing, and skyline drives. Primary season is Spring-Fall, with a drop off mid-summer (heat index). Dates to Know: June is Virginia Outdoors Month.
- Outdoor Lovers
 - Culpeper has slowly been growing as an outdoor destination. Lake Pelham Adventures, cycling, mountain biking at Burke Farm, equestrian sports, helicopter tours, fishing and river paddling, and various community parks aid in providing visitors with a balanced experience while in Culpeper. The Tourism Department heavily promotes this niche product category through owned, earned, and paid media. This niche product category should be a top priority for community investment. Dates to Know: June is Virginia Outdoors Month; September 29 is National Public Lands Day.
- Spirit Lovers
 - Culpeper has two distilleries. Belmont Farms is recorded as the first craft distiller in America, registering their brand in the late 1980s. In FY19 Culpeper Tourism increased annual partnership with the Virginia Craft Distillers Association, making Culpeper home to annual consumer events upwards of 1,000 visitors. Culpeper Tourism heavily promotes this niche product category through owned, earned, and paid media. The department also engages this niche product category in our annual trolley tour campaigns. Dates to Know: September is Virginia's Craft Spirits Month.
- Wine Lovers
 - Culpeper is home to four wineries, but is surrounded by over 30 wineries (in under an hour). Culpeper Tourism heavily promotes this niche product category through owned, earned, and paid media. The department also engages this niche product category in our annual trolley tour campaigns. Dates to Know: April is Virginia Vineyard Month, and October is Virginia Wine Month.
- Weddings
 - Culpeper has a strong and growing wedding market. Two new venues opened in FY19. Self-reporting numbers show that close to 40,000 visitors came Culpeper to attend a wedding in FY19. The Culpeper Tourism department promotes this niche product category through owned, earned, and paid media.

Major Department Projects

- **Media** - Department generated over \$500,000 in earned media during FY19. There were over 220 stories, mentions, photographs and videos shared on behalf of the Culpeper Tourism industry. Top highlights included:
 - **“Travels with Darley”** episode aired on February 8th, 2019. The thirty minute episode explored history, culture, nature and great food and drinks in Culpeper, Virginia. By close of FY19 the episode reached 7 million U.S. and Canadian viewers.
 - Architectural Digest – **The Prettiest Town in Every U.S. State** – July 16, 2018 | Culpeper was named for Virginia
 - House Method – **Most Underrated Town in Every State** – August 23, 2018 | Culpeper was named for Virginia
 - Virginian-Pilot **What to see and do if you travel to Culpeper, Virginia** – February 12, 2019
 - Northern Virginia Magazine – **Day-Trip Series** feature on **Culpeper** – April 2019 issue
 - Northern Virginia Magazine – **A first in Virginia: Old House** – feature piece on Virginia’s first and only single producer campus of all three libations – winery, distillery and craft beer – March 2019 issue
 - Venue Report – **30 Stunning Wedding Venues across Virginia** – feature article listing Rixey Manor and Walden Hall as two of the top wedding venues in Virginia – March 2019
 - Virginia Foodie – **Dine Goals: Must-try Virginia Restaurants for 2019** – feature article listing 18 Grams as a must-try restaurant – March 2019
 - MSN – **The Best Under-the-Radar Steakhouse in All 50 States** – secured Piedmont Steakhouse as Virginia’s BEST under-the-radar steakhouse. – April 2019
- **Digital Landscape Navigation and Response** - FY19 was a continuation of FY18 with extreme external digital landscape changes. In recap, Google and all major Social Media platforms underwent rigorous algorithm changes rendering digital market share and consumer reach three-five times as expensive as FY17.
- **Website Updates – VisitCulpeperVA.com** - The last major design update to the website was completed in 2016, the department updates content monthly, sometimes weekly, but user analytics showed the site need to be refreshed with some navigation changes to better serve consumers. Tourism Director identified and began major updates to address navigation, changes from Google, Social Media, and Security platforms. Project will continue into FY20.
- **FY19 Media Strategy** – tested a new paid digital media strategy for three months during the first half of FY19, inclusive of social media, Google Display, Google Video and

Google Search ads. The goals of the campaign were to promote Culpeper as a weekend getaway destination by highlighting outdoor activities and culinary adventures.

- Results of the campaign include:
 - 493% increase in visitors to VisitCulpeperVa.com. 79% of those were first-time visitors.
 - 31% increase in unique “Visitor Guide” downloads.
 - 27% increase in the number of unique people contacting Culpeper Tourism.
 - 804% increase in visits to the Eats & Drinks page.
 - 35% increase in visits to the See & Do page.
- Department budget cannot afford this strategy year-round. Director submitted a budget increase request for FY20, which was passed at partial level.
- **Virginia Tourism 50 Years of Love Grant**
 - **\$10,000** – To create and promote 50 Years of Love specialized content for Culpeper.
 - “Virginia is for Lovers” was created in 1969, and it’s become one of the most beloved and iconic slogans in the world. In 2019, Virginia celebrated 50 Years of Love with special experiences across the state.
 - Culpeper Tourism organized 50 days to celebrate 50 years of love. Libation partners created specialty wines, beers, and craft cocktails. Chefs designed specialty menus, shops offered specialty items and discounts. Co-branded LOVE Culpeper merchandise was produced. Specialty trolley tours, downtown walking tours, and music events were offered. Lodging discounts were promoted.
- **Hampton Inn** – Culpeper – newest lodging facility opened in April 2019. Tourism Director began working on this project in 2016.
- **HITT Archeology Center** – Germanna Foundation opened the HITT archeology center in May 2019. Tourism Director collaborated with staff to develop special programming featuring public access digs.
- **Brandy Station Cedar Mountain State Park Alliance** – continued collaboration with the American Battlefield Trust, the Brandy Station Foundation and the Friends of Cedar Mountain – despite having passed the senate two years and running, Budget Amendment 363 #2 was not included in the final budget reached by the conference committee of House and Senate members at the end of the 2019 legislative session. This comes in spite of the amendment having been supported by a majority of delegates on the relevant House Appropriations subcommittee (Commerce, Agriculture, Natural Resources & Technology) — as well as its having had demonstrable, widespread support in the House writ large, including from delegates of both parties and from all parts of the Commonwealth.
- **Purely Piedmont** – Tourism Director collaborated with the Rappahannock Rapidan Regional Commission to launch the Purely Piedmont brand. Designed as a regional food marketing program, Purely Piedmont is being used to promote the region’s locally-grown food and beverages.

“Purely Local, Purely Fresh, Purely Good”
“No matter how you dress up the competition, local tastes
better”

- Program was designed after research revealed:
 - 90% of the food consumed in the region's food system is produced outside of it, totaling \$7 billion/year in loss of potential revenue to local communities
 - 70% of the region's farmers reported a financial loss during the last agricultural census in 2012
 - If each resident purchased \$5 of food from the region's farmers each week, it would generate \$793 million of new income for our farmers
 - Buying locally-grown foods and beverages helps our region's farmers keep farming, supports the local economy, and maintains the region's rural character
- Goals of the program:
 - Promote consumption of the region's locally grown food and beverages
 - Educate consumers on the advantages of buying local foods
 - Allow consumers to easily identify our farmers' products and have the ability to make more informed choices.
- Program Standards
 - Fruit and vegetable products must be grown within the Region (i.e. Culpeper, Fauquier, Madison, Orange, and Rappahannock Counties in Virginia).
 - For meat products, the animal must have spent 75% of its life after weaning within the Region.
 - For processed (i.e. value-added) products, total product by weight must be 75% ingredients grown within the Region, excluding water, flour, sugar, oil and salt.
 - Nursery plants, trees, and freshly prepared foods, such as deli and restaurant foods, are not included in the Purely Piedmont label program at this time.
- **LARP Series at Mountain Run Winery** – Culpeper Tourism worked to help grow this event into a four-time annual event series at Mountain Run Winery. This event series brought in over 1,000 visitors to Culpeper during FY19.
- **Virginia Association of Destination Marketing Organizations (VADMO)** – Tourism Director continues to serve on the VADMO board, leading efforts for legislative advocacy, industry education and consumer research.
- **Virginia Tourism Corporation – Long Term Strategic Plan – Drive 2.0** – Tourism Director served as a steering committee member on the State's efforts to develop a long-term strategic plan to help increase tourism visitation and spending across the Commonwealth. The plan will build on the existing findings and conclusions of the 2013

State Tourism Plan, which the Culpeper Tourism Director managed during her tenure with Virginia Tourism Corporation. This new plan will have a strong focus on growing Virginia's tourism economy as we look to the future by answering two key questions: 1. What should we be promoting? and 2. What should we be building? – This effort began in the second half of FY19 and will continue into FY20.

- **Culpeper Trolley Tours** – department built on the success of this award winning program, with special focus on the 50 Years of Love promotion.
- **Industry Education Events**
 - Department led and supported 21 industry education opportunities throughout FY19. Partners included the Rappahannock Rapidan Regional Commission, Culpeper Chamber of Commerce, and Culpeper Renaissance Inc.
- **Culpeper Paranormal** – continued to build on the success of FY18 by adding over ten new investigations, and three new consumer tours.
- **Film and Photography** - completed 22 internal film and photography content creation projects during FY19
- **Print Materials** – staff updated the Culpeper Downtown Tear Off Map; updated the Visit Culpeper VA Rack Card Visitors Guide; collaborated with the Civil War Trails program director for updates to the regional maps featuring the historic sites in Culpeper
- **Owned Media** – Department generated over 1,000 content pieces during FY19
- **Town Business Changes** – In FY19 there were roughly 103 new business openings and roughly 33 business closings

Looking Ahead

Trends shaping our Industry:

- **Travel = Disconnect to Connect.** Travel means to rest, relax and recharge.
- **Travel = Togetherness.** Travel means making time for self and loved ones. It is about making memories.
- **Travel = Perspective.** Travel opens our minds and hearts to new possibilities and places.
- **Digital Fatigue:** Consumers are burned out. Burned out at work, burned out at home. Burned out with friends and family. Digital fatigue is a growing sentiment that people need to disconnect in order to connect.
- **Time Poverty:** Another perspective of burn-out is time poverty. People are experiencing unprecedented levels of time poverty – not enough time for self-care, work-life balance, family life, etc.
- **Emotion of Experience:** Destinations are experience-makers in a high-tech world. It is crucial to understand intrinsic forces driving travelers and embed these efforts in ongoing destination marketing through technology. As Steve Jobs once said, “You’ve got to start with the customer experience and work back toward the technology-not the other way around.”
- **Local Love:** Authenticity may be a little over-used word... however, travelers want it. Whether it is finding truth, searching for the real thing, or being non-materialistic, travelers

desire one-of-a-kind, local experiences when they travel. Everything about experience is local.

- **Humanizing of Brands:** As today's savvy consumers look for convenience, crafting memorable, authentic (it is that word again...), easy-to-share experiences for strengthening relationships between brands and consumers will be fundamental. Destinations need to fulfill this gap by building communities of trust and inspiration through modern destination marketing.
- **Post-Demographic Consumerism** – A term coined by TrendWatching, this trend continues to be the new normal. Traditional, demographic factors no longer define how consumers should behave, travel or choose brands. Stereotypes in marketing simply lead to misguided thinking. Society is fluid and ever-changing. As a result, brands need to cater to consumers based on their aspirations, passion or interests.
- **Personalization** – With technology and data-centric marketing, customized interactions need to empower travelers in real time. Data should unlock consumers' needs and preferences to delight and engage them through hyper-focused messaging. One caveat though, personalization is only meaningful if travelers are empowered.
- **Content Trifecta** – In the era of content contextualization, brands will diversify content via brand content + influencer content + user-generated content. The psychology of following and sharing on social media require deeper understanding of travelers. By using the right combination of content, brands can enhance consumer journey along with search and share culture.
- **Digital is eating the World** – Pew Research Center recently revealed interesting facts of American adults' online connectivity. Not surprisingly, consumers are constantly connected! Majority (77 percent) of Americans go online on a daily basis: 26 percent almost constantly and 43 percent several times a day. Only 11 percent adults say they don't use the internet.
- **Video**– 75 million people in the U.S. watch online videos every day. Video continues to be an effective marketing content according to IMPACT. As micro-videos gain popularity and videos make inroads into the mobile world, online video traffic will continue to accelerate reaching to 82 percent of all internet traffic by 2021.
- **TV** – Whether it is linear or non-linear TV, lines are blurring. TV business is no longer simple. TV channels want to play in all markets and on all platforms. Smart, connected devices along with changing media habits will continue to influence new, dynamic marketing models.
- **Meaning of Family** – Americans are more single than ever before. Americans are living alone more than ever before. Americans are more childless than ever before. Americans are with pet-kids more than ever before. Family life is transforming – family members are no longer bonded through traditional kinship but voluntary kinship such as close friends, pets or networks.

Website Activity -- Google Analytics

	FY19
Total Number of Visits	217,898
Total Unique Visits	134,861
New vs. Return Users	133,086 vs. 32,057
Page Views	488,379
Page Views per Unique Visit	2.24

Social Media

In FY19 all social media platforms released algorithm changes, which at this point is to be expected on a quarterly basis. These changes demand a high level of learning and adjustments for staff in order to keep our messaging relevant, active and immersive.

	FY19
Visit Culpeper VA Facebook	10,537
Visit Culpeper VA Instagram	2,174
Visit Culpeper VA YouTube	327,046 views
Visit Culpeper VA Twitter	790
Culpeper Arts	698
Culpeper Civil War	162
Culpeper Harvest Farm Tour	1,202
Town of Culpeper	1,318

Visitor Center

Fiscal Year:	FY19
Visitors (excluding Amtrak)	26,331
Amtrak Riders	8,233
Total Number of Visitors	34,992

State of the Industry | Economic Development

Culpeper Overview

Culpeper unemployment rate has dropped from 2.8 percent in July 2018, to 2.6 percent in May 2019.

Industry

Employment by industry ranks (largest to smallest):

- Government
- Health Care and Social Assistance
- Retail Trade
- Accommodation and Food Services
- Manufacturing
- Construction
- Other Services
- Administrative, Support, and Waste Management
- Professional, Scientific, and Technical Services
- Wholesale Trade
- Information
- Finance and Insurance
- Transportation and Warehousing
- Real Estate, Rental, and Leasing
- Agriculture, Forestry, Fishing and Hunting
- Arts, Entertainment, and Recreation
- Education Services
- Mining, Quarrying, and Oil and Gas Extraction
- Management of Companies and Enterprises
- Unclassified
- **Utilities: non-disclosable data*

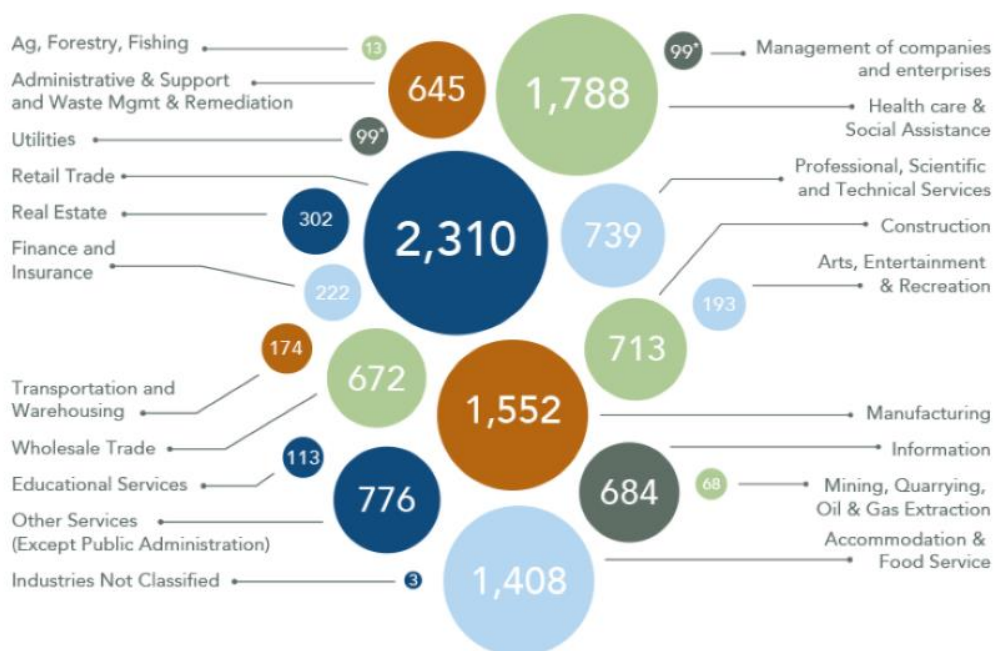
Industry Sectors

Total number of establishments: **988**

Paid employees of these 988 establishments: **12,492**

Annual payroll of these 988 establishments: **\$502,255,000**

Employees by Industry Sector



The following industries have experienced the greatest employment growth over the past 12 months:

- Accommodation and Food Services
- Retail Trade
- Administrative, Support, and Waste Management
- Health Care and Social Assistance
- Construction
- Other Services
- Professional, Scientific, and Technical Services

The following industries have experienced the greatest employee turnover in the past 12 months:

- Administrative and Support and Waste Management
- Accommodation and Food Services
- Arts, Entertainment, and Recreation
- Mining, Quarrying, and Oil and Gas Extraction

- Retail Trade
- Agriculture, Forestry, Fishing and Hunting
- Finance and Insurance

Demographics

Quick Facts



45,749
2010 Population



48,952
2016 Population



38.9
Median Age



\$66,160
Median Household
Income



39.9 min
Mean Travel Time to
Work

Source: Culpeper County, Virginia, U.S. Census Bureau. American Community Survey, 2016

Workforce

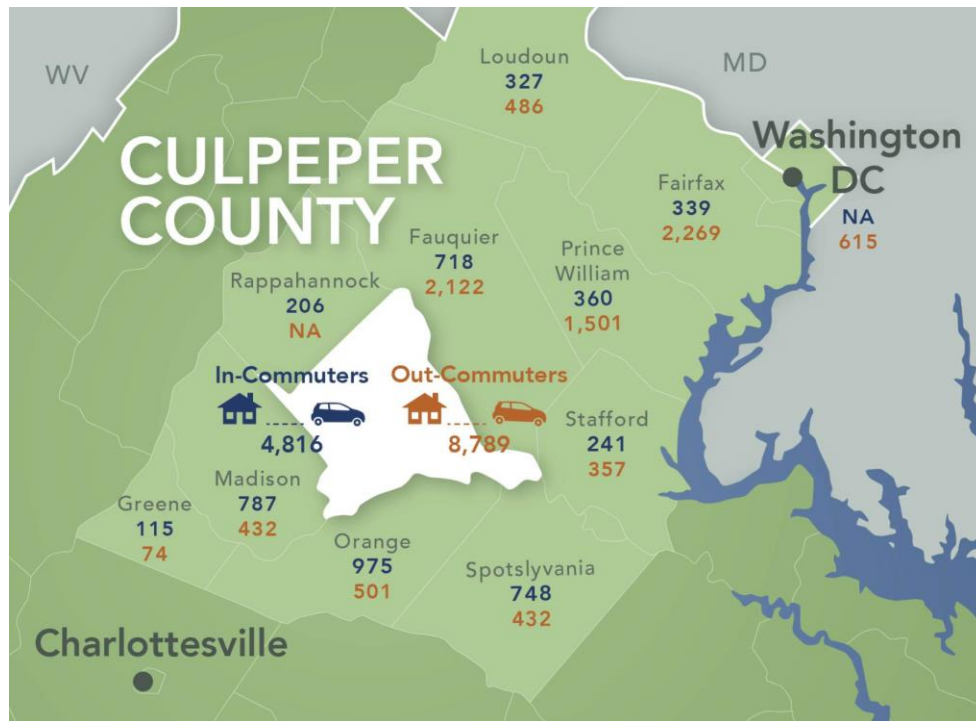
The U.S. Census Bureau estimates the workforce of Culpeper County, VA to be just under 25,000 people — and growing. The reality is the available pool of workers is much, much larger.



**More than 8,000 residents leave
Culpeper County everyday for work**

Even though Culpeper is a hub of economic activity in the region, approximately half of its workforce commutes outside of the county for work. That represents a huge potential workforce for a quality employer moving to or expanding in the area. Think about it. With all things being equal, who wouldn't want a shorter drive to and from work?

Commuting Patterns in and out of Culpeper, VA



Culpeper's Economic Development message:

Discover Culpeper: You'll find Culpeper in the heart of Virginia. This strategic mid-Atlantic location offers companies ready access to sixty percent of the Nation's population. Culpeper offers convenience without the associated costs, crowds, and congestion. Culpeper's location combines easy access to the cosmopolitan—with the lifestyle of a small town.

Culpeper's Economic Development strategy: Recruit and encourage the expansion of businesses, industries and entrepreneurship in Culpeper; creating employment with higher income opportunities; and significantly increase capital investment, thusly expanding the tax base.

Culpeper's top Economic Development Challenges:

- Lack of Locality Awareness (marketing budget)
- Lack of Market Research and Analysis (budget)
- Lack of viable time-to-market sites
- Lack of diversified workforce development training within the region

Moving forward, the Town, County, and Regional Commission (RRRC) need to implement strategies through regulation, policy, and funding to address these challenges in order for Culpeper to grow and be competitive.

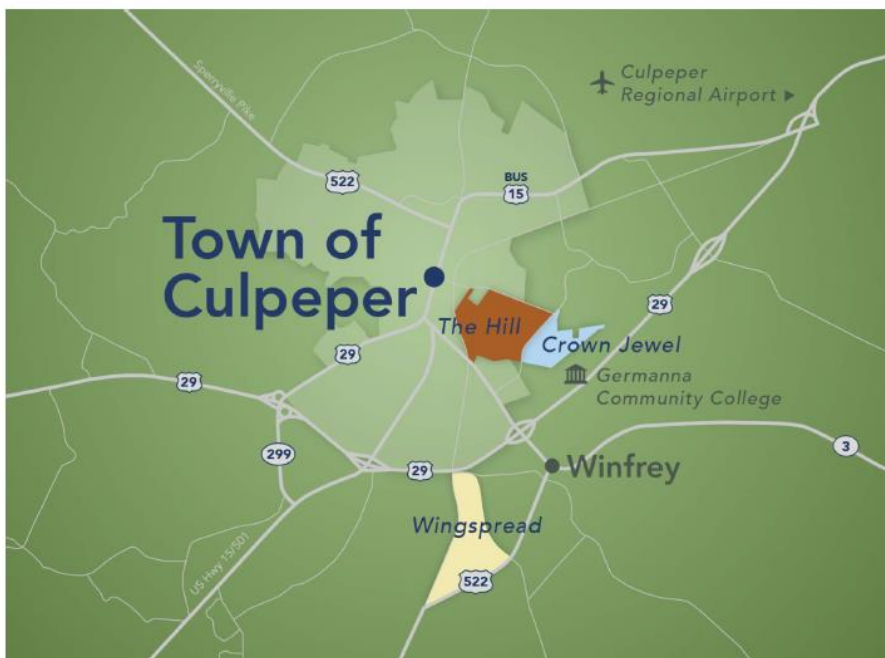
Department Mission Statement

Economic Development Mission

To enhance the quality of life and raise the standard of living for all Culpeper residents, in collaboration with the County and private sector, through aggressive business recruitment, expansion assistances, and trade development, thereby expanding the tax base and creating higher income employment opportunities.

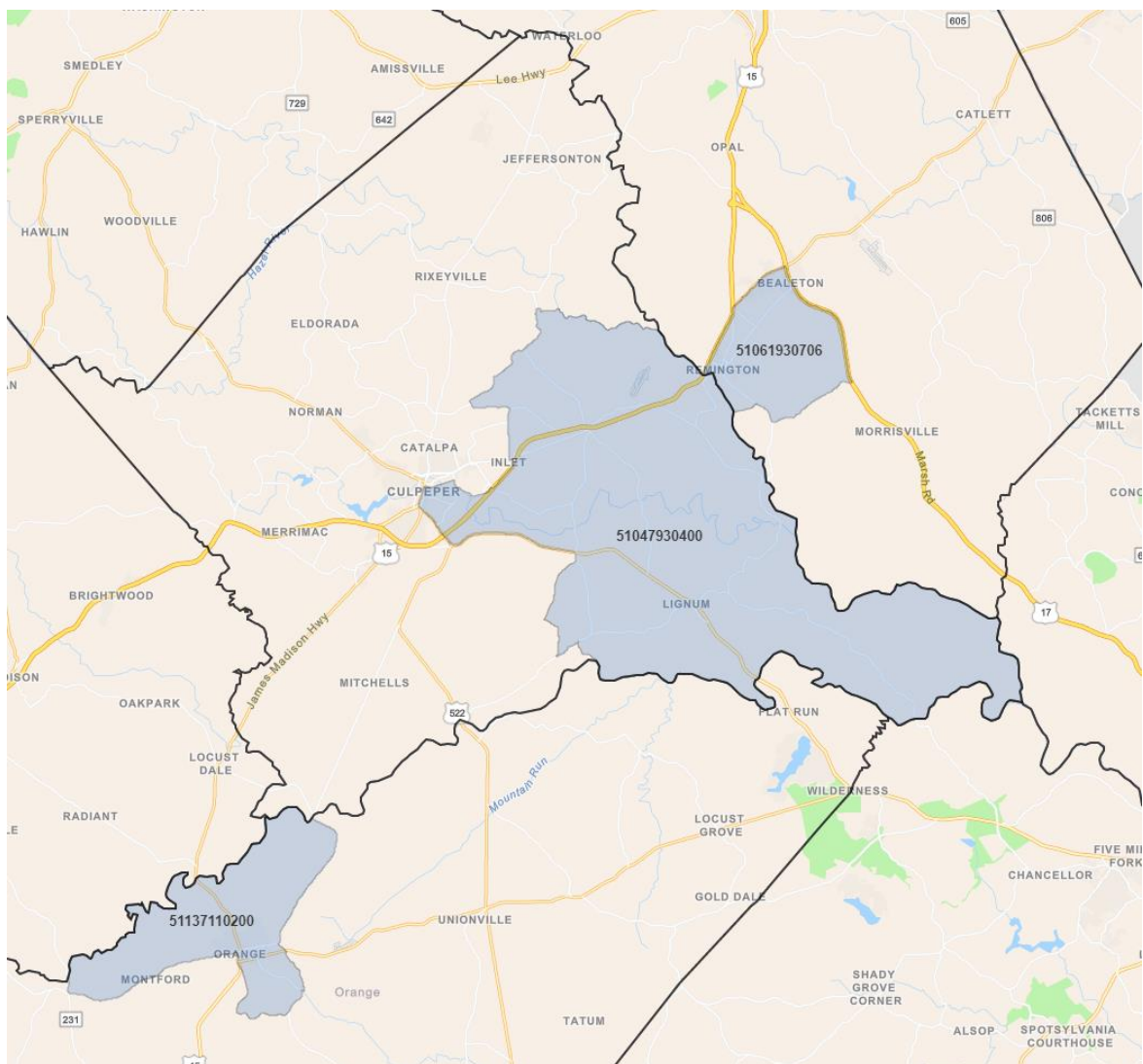
FY19 Economic Development Department Review

- **Site Readiness** – considerable staff time and resources were dedicated to getting working with property owners to invest and partner with Culpeper Economic Development to raise the marketability of the below three sites. Wingspread reached Tier 4 certification by VEDP, Crown Jewel reached tier 3 certification and The Hill is on schedule to reach tier 4 in the first half of FY20. This is a tremendous improvement from FY18. We now have active time-to-market sites to advertise and engage investors with.

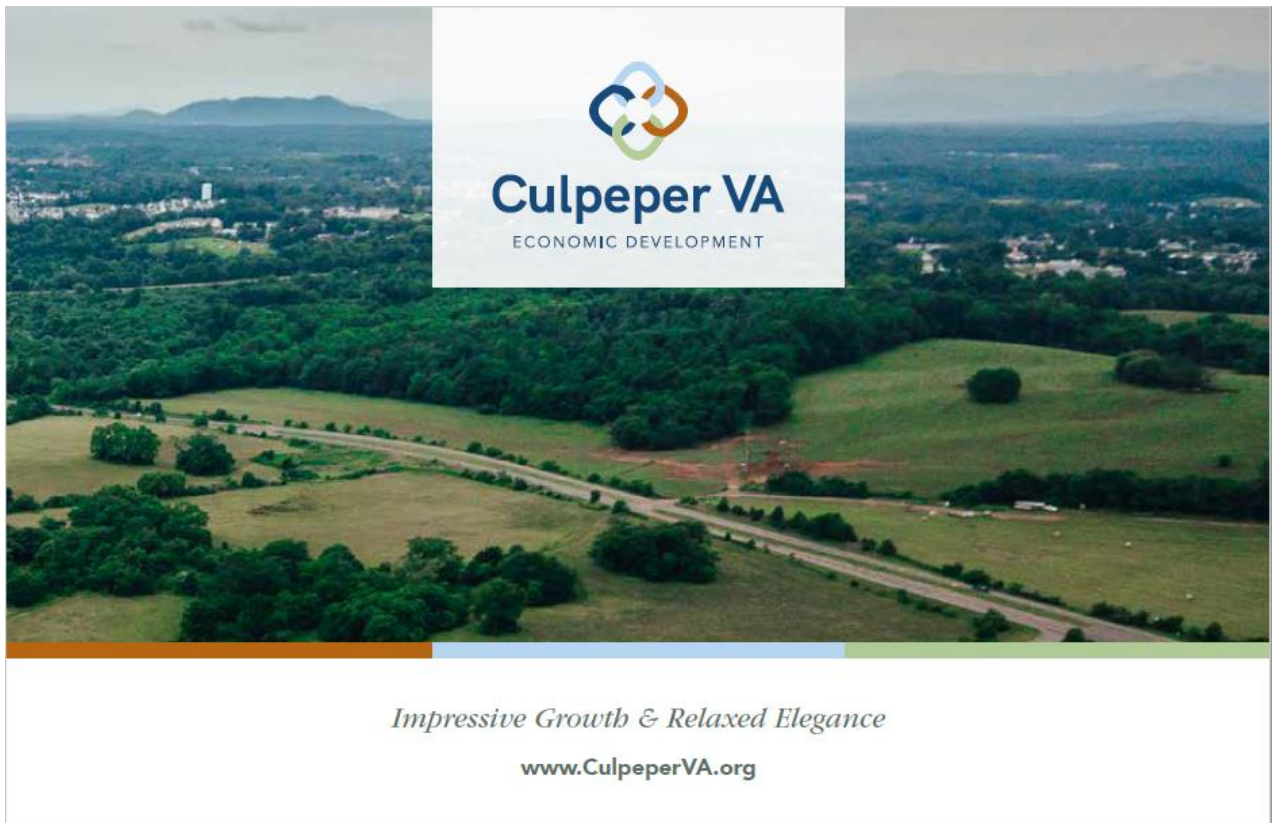


Crown Jewel: 98 acres
Wingspread: 266 acres
The Hill: 210 acres

- **Tourism Zones** – both County Board of Supervisors and Town Council adopted county-wide tourism zones. The zoning opens new incentives programs to both new and existing qualified tourism businesses.
- **Opportunity Zone** – The zones and funds will allow investors to receive tax benefits on currently unrealized capital gains by investing those gains in qualified census tracts or “Opportunity Zones.” Culpeper tract ID: 51047930400 is one of the 212. This tract includes parts of the East Fairfax District including East Davis Street and the Stevensburg District along highway 3, down to Batna and the county border, around to the eastern border and up past the airport. Three of our five Technology Zones are in the proposed Opportunity Zone: McDevitt Drive, Brandy Station and Elkwood.



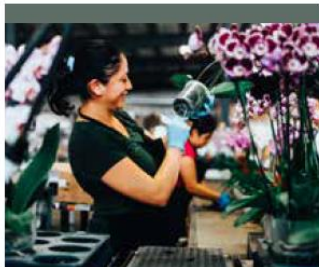
- **Economic Development Community Brochure** – published a new community marketing brochure



About Culpeper

Nestled between Charlottesville and the District of Columbia, Culpeper is a hub of commerce and culture proud to be home to a broad range of industries. Our community encourages diversity by nurturing local businesses and entrepreneurial enterprises, as well as being attractive to new companies who value a skilled workforce, strategic location, and vibrant quality of life. At its heart, Culpeper is home to those who prefer quality to quantity.

We remain true to our rich history, while also welcoming changes that deliver positive impacts to our citizens. If you're looking for convenient access to technology-rich Northern Virginia and the unmatched cultural amenities found in the nation's capital, but appreciate the elegant and relaxed lifestyle found in Central Virginia, then you're looking for Culpeper, Virginia and we welcome you here.



803 S. Main Street | Culpeper, VA 22701
Toll-Free 1.800.793.0631 | Phone 1.540.727.3410



Location

Standing in downtown Culpeper, taking in the historic charm and distant views of the Shenandoah Mountains, you would never guess you're just 60 miles southwest of the nation's capital and 45 miles northeast of one of the country's oldest and most prestigious public universities. These qualities make Culpeper a truly unique place.

Culpeper's location within the Washington-Arlington-Alexandria Metropolitan Statistical Area (MSA) has played a key role in the development of a strong, diversified economy.

Life in Culpeper

Being at the geographic center of Virginia's most loved attractions, including Washington D.C., Skyline Drive, Mount Vernon, Monticello, Luray Caverns and Kings Dominion, means you will never run out of activities and attractions to visit in Culpeper and surrounding areas. Those who live in Culpeper have many different options for weekend getaways and community events & activities.

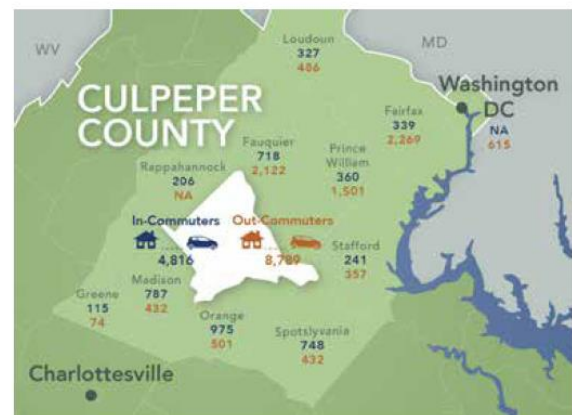
Interested in learning more about what Culpeper has to offer? Visit our website at CulpeperVA.org!

Workforce

The U.S. Census Bureau estimates the workforce of Culpeper County to be just under 25,000 people, with an extended labor market population over 500,000. Culpeper is both a source for your workforce and a destination for the extended labor market. Every day, more than 8,000 residents leave the county for work. This represents a huge potential workforce for a quality employer moving or expanding in the area. The over 9,000 people who travel into the county for work each day demonstrate the ease of travel to the county and the fact that Culpeper is a regional employment center.



Commuting Patterns in and out of Culpeper, VA



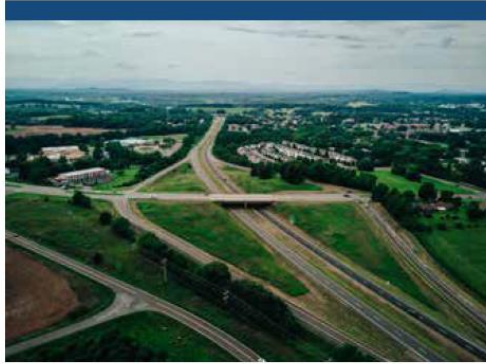
More than 8,000 residents leave Culpeper County everyday for work.



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Business

The thousands of people who commute to Culpeper for work come from over 20 counties in VA, MD, and WV. They travel here because Culpeper has a diverse representation of great companies. Major employers make automotive components and composite materials; they move food, information, and money; they help employees prepare for work and much, much more.



When companies set up shop in the area, they tend to stay put. We're proud to say many of Culpeper County's companies have been here for decades and prospered along with the county. Some of them have even been around for more than 100 years. This might have to do with some of the incentives Culpeper offers to businesses.

Eligible businesses:

- § Can receive reimbursement of 100% of Machinery and Tools (M&T) taxes for three years for investments over \$500k
- § With fewer than 26 employees can receive this incentive for investments over \$250k
- § That invest over \$3 million can receive an additional 50% of M&T taxes for years four and five
- § Can receive up to 50% of the new real and personal property taxes for approved employee training for a period of five years
- § Can receive up to 25% of the new real and personal property taxes for approved employee training for an additional five years (years 6-10)

In addition to incentives, Culpeper is attractive to businesses because the corporate income tax rate of 6% for the Commonwealth of Virginia has not been increased since 1972.

Interested in learning more about what Culpeper has to offer? Visit our website at CulpeperVA.org!

Transportation

Culpeper's network of highways connects it to Northern Virginia, Central Virginia, the beautiful Blue Ridge Mountains, the eastern shore, and provides access to the entire United States. In addition to its ideal location, Culpeper provides excellent transportation infrastructure which contributed to it being named the 4th fastest growing town in the Commonwealth of Virginia, and the 10th fastest growing county.

In addition to the major highways, Culpeper is also in close proximity to two major airports – Washington National Airport and Dulles International Airport, and the transportation doesn't stop there. Norfolk Southern Railway offers residents and visitors connection to 22 states!

Airports and Ports near Culpeper, VA



803 S. Main Street | Culpeper, VA 22701
Toll-Free 1.800.793.0631 | Phone 1.540.727.3410

- **Ardent Mills** – investment and expansion provided new market opportunities for wheat farmers
- **Moerings Sempergreen** – herculean efforts to improve housing for workforce
- **Communications Corporation of America** – recover from fire and reinvestment in Culpeper
- **The Carver Center** – six organizations under one roof –
 - George Washington Carver Food Enterprise Center (GWC FEC)
 - George Washington Carver Agricultural Research Center (GWCARC)
 - Carver 4-County Museum
 - New Pathways Tech, Inc.
 - American Institute of Welding
 - Rapidan River Master Gardeners
- **Culpeper’s growth within Virginia** – Culpeper is slated for 18.35 percent population growth by 2030, with an additional population growth of 13.81 percent through 2040. This is roughly double the projected average population growth rate for the Commonwealth of Virginia.

INFORMATION TECHNOLOGY

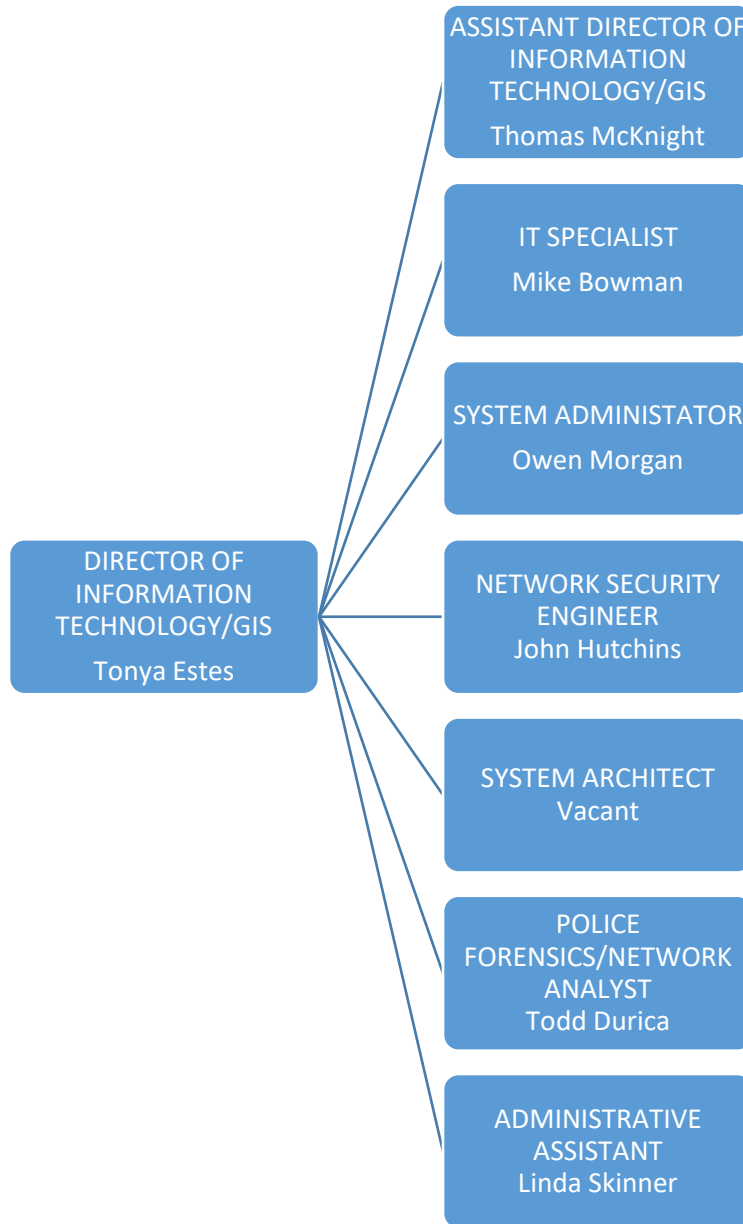
INTRODUCTION

The Department of Information Technology (DoIT) provides, maintains and supports Town departments and Town staff in all aspects of technology. The IT department offers services that include applications development and support, technology infrastructure and integration, information security, geographic information systems, and computer/telecommunications support. These services are designed to improve government access, efficiency, and public value through responsive service, integrated information, and a shared infrastructure that is cost-effective, secure and reliable.

DoIT supports several users, servers, virtualization, wireless backbone networks, Voice over Internet Protocol (VOIP) systems, workstations and laptops, cellular devices, mobile data terminals (MDT), cell phones, air cards, printers, and copiers.

DoIT consists of a Director, Assistant Director, IT Specialist, Systems Administrator, Network Security Engineer, Systems Architect, Police Forensics Network Analyst, and Administrative Specialist.

TOWN OF CULPEPER IT ORGANIZATIONAL CHART



IT GOALS

DoIT is committed to innovation and providing the highest quality of service operations to the Town and Public by:

- meeting their technology needs
- keeping abreast of emerging issues and technologies
- identifying and addressing “at-risk” issues
- coordinating and managing communication systems
- educating and advising users on technology issues
- providing reliable and secure systems
- enabling continuous improvement

PROJECT HIGHLIGHTS AND UPDATES

Computing and Server Services

- Implemented a software solution used to push out software updates to laptops, computers and tablets
- Prepared computers (wiped or destroyed hard drives) and other technical devices for disposal by auction or donation
- Researched, provided quotes and ordered technical equipment for all of the town departments
- Upgraded security system which handles all the doors and badges
- Implemented backup server at the police department to perform backups of the E911 servers
- Continued to keep a current inventory list of computers, software, network equipment, printers, monitors, etc.
- Managed the cellular accounts with Verizon and AT&T Wireless including ordering phones, ordering or changing services, troubleshooting and setting up cell phones for the end user
- Implemented Zone Scan server for leak detection
- Implemented time tracking software and time clock equipment
- Upgraded switches at police department
- Implemented a hyper-converged infrastructure with County IT for RMS and CAD at the E911 center
- Installed networking monitoring cards for APC UPS
- Implemented networking monitoring software
- Upgraded AMI servers to Windows 2016
- Upgraded Oracle and SQL databases
- Upgrade core switch at Town Hall
- Archived (5) antiquated servers
- Upgraded two domain controllers at Town Hall and Police Department. DNS and DHCP roles were migrated
- Completed 4th of July website
- Upgraded email server

ERP Financial Software

- Implemented time tracking software
- Implemented Permits and Codes for Community Development
- Implemented Boating Permits
- Implemented Business Licenses
- Updated permissions, roles, programming and system updates
- Installed receipt printers
- Setup and configured roles in SSRS

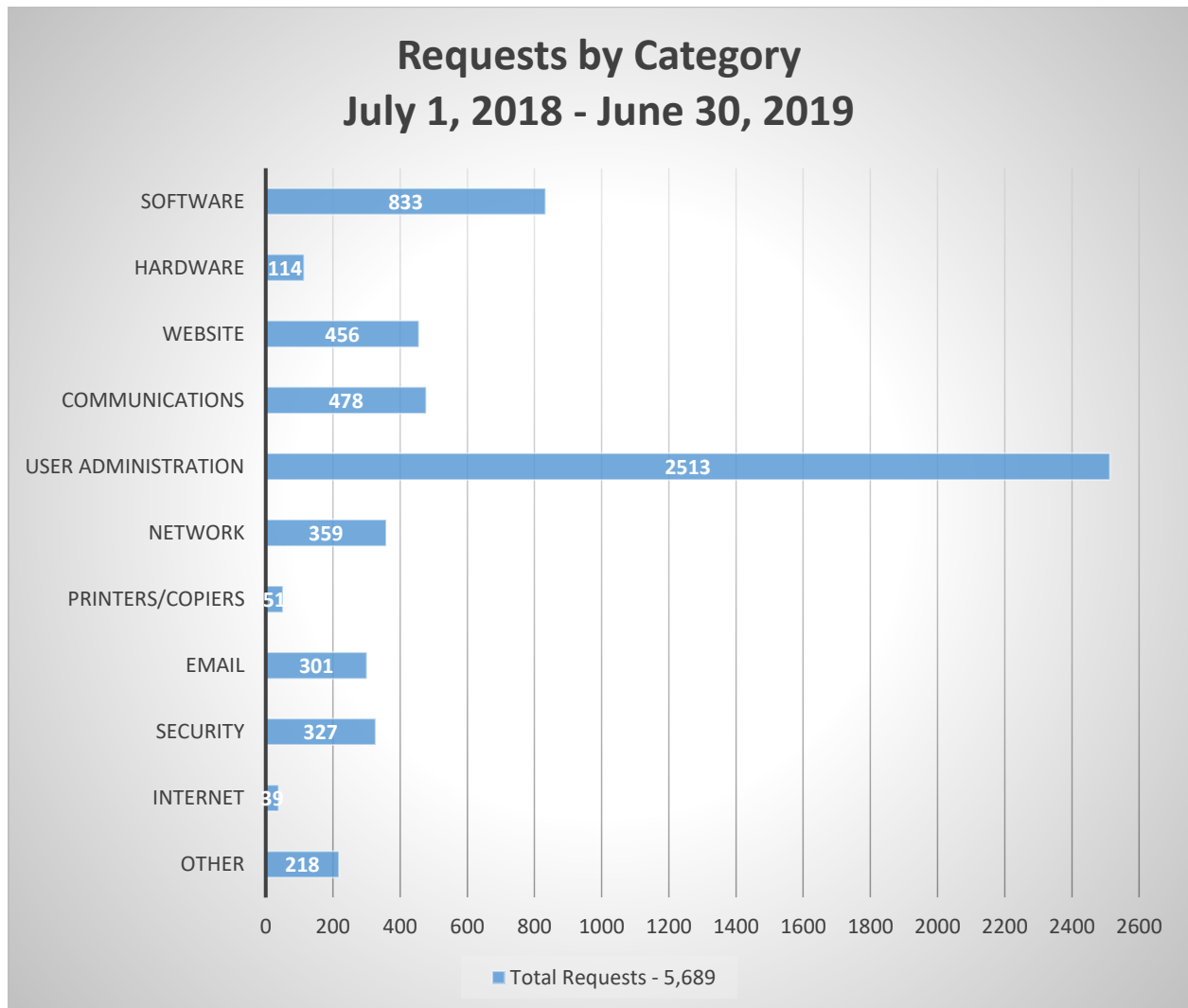
Security

- Implemented a secure email gateway to stop volume-based and targeted cyber threats, to help secure the dynamic enterprise attack surface, prevents the loss of sensitive data and helps maintain compliance with regulations
- Implemented SFTP (Simple File Transfer Protocol) that encrypts files when send and receiving
- Implemented Cloud POS software for new card readers
- Implemented Password Reset tool town-wide
- Upgraded Firewall at Town Hall
- Worked with E911 to configure port forwarding for preparation of new VOIP Radio System
- Enrolled with AT&T FirstNet/Apple Device Enrollment Program (DEP)
- Upgraded radio uplink at Town hall for the DCU's
- Monitored firewalls at Town Hall for inconsistencies in data traffic
- Camera views have been adjusted at the Tourism office so as to allow better viewing of public areas. A client app. has been installed to each workstation so that users can view the cameras
- Updated IP addresses for gateway portal
- Administered user accounts for network access, created email accounts for users and departments, programmed phones for any changes that was needed and set up appropriate permissions for users to access network resources (database, shared folders, computers, etc.)
- Continued supporting and managing user accounts and permissions
- IT has noticed an increase in the number of Virus attacks and Phishing emails. IT has blocked a number of countries that are responsible for the attacks

Public Safety

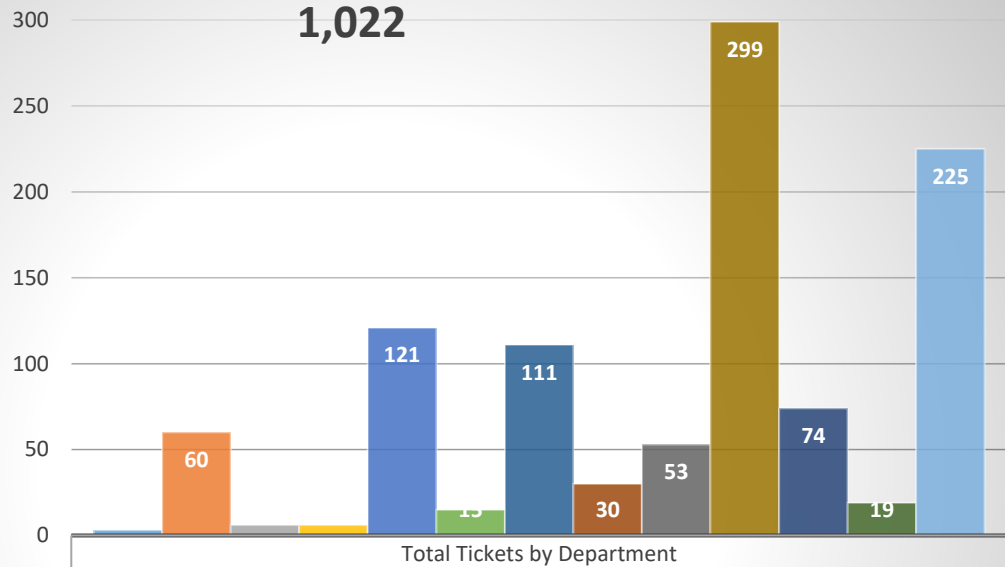
- Upgraded MDT's in new police cars
- Migrated virtual machines to the new hyper conversion appliance
- Implemented Dual Factor Authentication at Police Department
- \$5 collection fee was approved for e-ticketing system
- AT&T / FirstNet implemented Band 14 for public safety
- Implemented Cradlepoint routers for police cars
- Forensically extracted and analyzed (54) Cell phones, (4) workstations, and (1) Cellhawk case. All devices were examined and the corresponding reports were returned to the requesting officers

Service Desk Support



Number of Tickets Recorded in Service Desk July 1, 2018 - June 30, 2019 - Total Records = 1,022

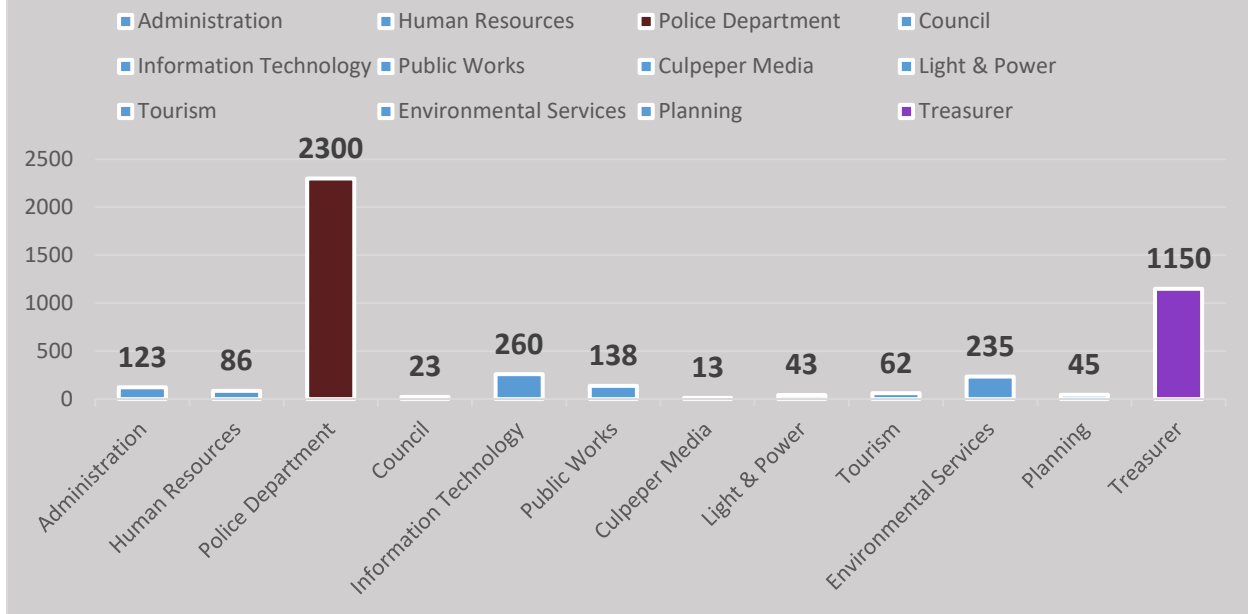
Axis Title



Total Tickets by Department	
Other	3
Administration	60
Council	6
Culpeper Media Network	6
Environmental Services	121
Human Resources	15
Information Technology	111
Light & Power	30
Planning	53
Police Department	299
Public Works	74
Tourism	19
Treasurer	225

Estimated Incidents by Department Outside of Service Desk

July 1, 2018 - July 30, 2019 - Total Records = 4,478



GIS

- Updated Official Town Zoning Map
- Updated Town roads database with current address ranges
- Completed quarterly updates for E911, Assessor and Online GIS
- Provided downtown Lighting Map that shows street light poles
- Updated GIS layers on the OnlineGIS mapping website, including latest real estate export from the Assessor and new aerial photos provided by the state
- Added new Highpoint phase 2A parcels into the map and pre-assigned the associated address off Laurel Street Extension
- Provided updated water lines and water valves files to AMI vendor
- Provided GIS shapefiles (Auto Flushers and Bacterial Test Locations) to Water Study Contractor
- Provided shapefiles (driveways and road centerlines) to Fiber contractor for determining distance between right-of-way and edge of pavement

FY20 GOALS AND OBJECTIVES

- Continue to evaluate and implement enhancements to the security of the Town's network
- Continue to implement the Town's security policy and CJIS requirements
- Maintain the operational and productive status of existing information systems
- Maintain and continue to enhance the Town's website to ensure that it is an effective communication tool to the residents and businesses
- Continue to improve and enhance network communications within and between town departments and employees
- Assist town employees better understand and make use of the town's investment in technological resources
- Continue to actively pursue virtualization technologies for servers and computers for improvements and efficiencies in the management of desktop and laptop technologies
- Complete project for the Automated Meter Reading System for electric and water
- Continue to extract location data for Light and Power's outage reporting system
- Continue implementation of cemetery mapping
- Additional training for staff
- Continue to implement workflow and approval process in Board Docs
- Complete installation and replacement of MDTs in police vehicles
- Continue to develop a strategy to check all servers and network devices to ensure any issues they have experienced are addressed
- Complete installation and replacement of police in-car cameras
- Continue with Phases on ERP/Munis
- Upgrade the police department servers and storage infrastructure
- Continue to remove surplus
- Installation of fiber connection between facilities
- Complete setup of Tyler Content Management Enterprise Edition
- Enhance Citizen Self Service Portal
- Formalize schedules for vulnerability scans that regularly probe restricted areas of the network and produce reports that provide information on potential risks
- Complete Cybersecurity Risk Assessment Audit
- Complete camera system upgrade
- Upgrade card reader controllers
- Implement KACE 2000
- Upgrade and additional Livescan workstations
- Implement new backup solution
- Implement new hyper conversion for Public Safety
- Completed Cradlepoint router installation

Acronyms

AMI – Automated Meter Infrastructure
APC – American Power Conversion
CAD – Computer Aided Dispatch
CJIS – Criminal Justice Information Systems

DCU – Data Collection Unit
DEP – Device Enrollment Program
DHCP – Dynamic Host Configuration Protocol
DNS – Domain Name Service
ERP – Enterprise Resource Planning
GIS – Geographical Information System
IP – Internet Protocol
KACE – KACE Systems Management Appliance
MDT – Mobile Data Terminal
PD – Police Department
POS – Point of Sale
RMS – Records Management System
SFTP – Simple File Transfer Protocol
SQL – Structured Query Language
SSRS – SQL Server Reporting Services
UPS – Universal Power Supply
VOIP – Voice over Internet Protocol

CULPEPER MEDIA NETWORK

This past year, Culpeper Media Network (CMN) has been growing to better serve our community. As always, our website allows community members to view the station live, access archived materials dating back five years, submit message board requests, and contact the station with to provide feedback. We currently have nearly 1,437 subscribers on Facebook and 519 followers on Twitter.

Public Awareness

To improve public awareness, CMN continues to work with many organizations. CMN provided programming from catching Criminals with *Crimesolvers* to our *Quick-Aware* service which includes all releases from the Town, County, and VDOT to make sure that citizens are aware of events in a timely manner.

Public Service Announcements (PSA's) – CMN has constantly been broadcasting announcements from numerous non-profit organizations. Our Community Message Board (COMB) is now accessible online. Any organization, once cleared by staff, can create and maintain their own station presence.

Non-Profit Programming – CMN continues to be a voice for the non-profit organizations in Culpeper. All non-profit agencies can use our COMB service.

Investing In Our Community

With every production CMN look to inform, in an entertaining way, our community. Over the past year, our contributions to non-profit productions and productions for government agencies has increased. This year we have produced over 12 PSA's for local non-profits. PSA's this past year featuring Aging Together, RRCS, Chamber of Commerce, and many more. By providing these PSA's, CMN strives to get as much information to our viewers as possible.

This past year CMN has increased support for our local governmental agencies. CMN worked with the Culpeper Police Department and the Sheriff's Department to create PSA's that mirror national campaigns but with a local flair. These services are performed within CMN's approved budget.

Reaching A Wider Audience

Over the years, CMN has expanded our social media presence to disseminate to and receive information from the public that we serve. In addition, this past year we asked followers to perform a quick survey. Following is a summary of the survey results:

35% are unable to watch due to being on satellite or other streaming services (FireTV)

Most requested programming:

- Historical Content

- Non-Profit Programming

- Civic Events

65% of our Audience is Female between 35-65

28% tune in for special events

* Full survey results available upon request

CMN continues to grow CMN's audience through our streaming services on VieBit and YouTube. To provide expanded programming to a larger viewing audience, we are developing a free Amazon FireTV application. Once available, this application will provide broader community access to CMN, providing an opportunity for increased public awareness.

Special Projects

CMN began work on closed captioning and live look-in to downtown Culpeper this past year, with closed captioning being a priority.

Closed Captioning: Closed captioning of live meetings is anticipated to be complete in early FY20 with the majority, if not all, of our programming captioned by the end of FY20.

Live Look-in to Downtown Culpeper: With downtown Culpeper being a unique feature for our unique community, a live camera will be shown on the station in rotation with the community message board. Along with the live camera image, current weather conditions will be imprinted on the screen. For privacy purposes, the video will not be recorded or have audio, it will only be displayed. This will provide a unique offering when traditional programming is not on the air.

What's Next

We continue to work in many different areas for the betterment of our Community based on feedback received.

Our live offerings have received tremendous positive feedback. We aired both high school graduations live last year as well as posting them on Facebook, with over 9,000 views of the ceremonies. We are looking to increase our live presence with over 15 broadcasts this year. Most of these will be community events.

Our current large-scale project is the archival of material at the station. For years we have been filming our community and we want to make sure that the best is never lost. We've been working with the Town, the County, and the Library of Virginia to make sure that we are working in the most effective manner. Once archived, we hope to have it all available to the public at their convenience.

We have reached out to local historians to bring a new "Behind the Battle" series. This series will focus on Culpeper's historic significance as we look to the smaller skirmishes that led to large scale battles.

We are working on a non-profit feature program. Non-Profits will come to the studios and talk about their services with live interaction from the audience.

Once closed captioning is in place, we look to bolster live offering of government meetings. Currently, these are aired live and in HD. We are exploring the possibility of add agenda items, previews for upcoming meetings, and conversations with our local representatives.

Culpeper Media Network has continued to produce great work and will strive to make it better in the future. We have created wonderful partnerships with multiple agencies and organizations. Over the next year, we look to expand even further our governmental programming. Learning more about how our Government works, as well as the people who make it happen, will be a valuable asset to our current lineup of programming. We are always moving forward. New ideas and new practices will come. Some will be implemented and some will not. What will always be present is an organization that will always strive to bring the best of Culpeper to our Community.