

ANNUAL REPORT
to the
MAYOR AND TOWN COUNCIL



July 1, 2019 - June 30, 2020

Respectfully Submitted:

Christopher D. Hively
Town Manager

September 8, 2020

TABLE OF CONTENTS

Submittal Letter	Page 2
Town of Culpeper Organizational Chart	Page 3
Culpeper Town Council	Page 4
Town Manager	Page 5
Town Clerk	Page 8
Environmental Services	Page 12
Human Resources	Page 24
Light & Power	Page 28
Planning & Community Development	Page 32
Police Department	Page 43
Public Works	Page 58
Town Treasurer	Page 65
Tourism	Page 70
Economic Development	Page 90
Information Technology	Page 98
Culpeper Media Network	Page 105



TOWN OF CULPEPER

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www.culpeperva.gov

Town Council

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

Town Manager
Christopher D. Hively, PE

September 8, 2020

Mayor Michael T. Olinger
Members of Town Council

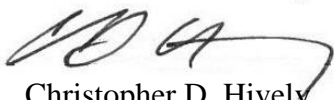
Dear Mayor & Town Council:

I am pleased to submit the Town of Culpeper's Annual Report for the period of July 1, 2019 through June 30, 2020, 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.

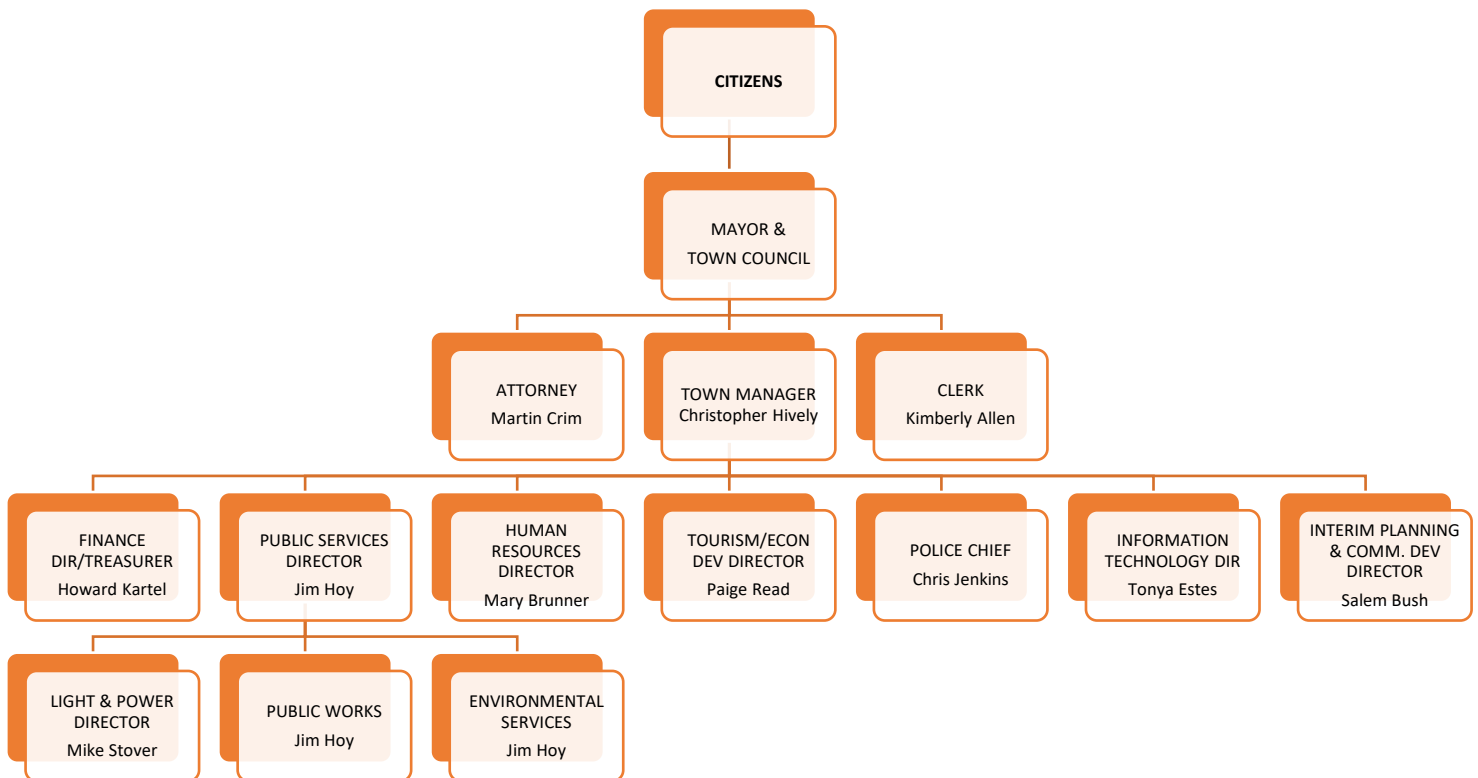
On behalf of Town employees, we appreciate your confidence and support and look forward to many years of continued Town service for our citizens.

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, Keith L. Brown*

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.

Despite the significant impact of the COVID-19 pandemic during the last quarter, FY20 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 re-evaluated the six focus areas in Culpeper, identifying numerous projects to be focused on during the remainder of FY20 and FY21. A complete copy of the Culpeper 20/20 Strategic Vision Plan can be found on the Town website.
- **Rockwater Park** – This new 32-acre park opened in June 2018 with the completion of a new entrance, parking, restrooms, pavilion and approximately one mile of walking trails. During FY20, construction of a disk-golf course, splash pad, obstacle course, climbing boulder, additional trails, pedestrian bridge, and new access point on Sunset Lane were completed.
- **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, cashiering, budget, payroll, employee self-service and human resources management modules were completed. Employee benefits open enrollment was implemented in FY19, and the property tax module went live in June 2020. The final phase to implement the utility billing module has begun, with final completion scheduled during FY21.

Debt refunding - The Town had a successful debt refunding during FY20, working with our financial advisors to refinance \$14.3 million of prior debt with a new loan with JPMorgan Chase. The Town will see a reduction in debt service over the next 15 years totaling \$1,044,000.

- **Culpeper Police Department Completes Assigned Vehicle Program** – During FY19 and FY20, the Culpeper Police Department was approved for funding to complete the Assigned Vehicle Program. This expansion included the purchase of 13 additional vehicles which provided assigned vehicles to 46 officers. This program provides 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 also provides better accountability and extends the vehicle service life, along with providing a recruitment and retention element as well.

- **Town Awards and Achievements** –

Commission on Accreditation of Law Enforcement Agencies (CALEA) Annual Review – In FY20, the Culpeper Police Department began its third 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 May, this representative reviewed 25% of the standards. Chief Chris Jenkins was provided a report from CALEA that stated the Culpeper Police Department was in good standing and that the representative found no issues during this annual review. The fourth year annual review will be conducted on September 11-19, 2020. The on-site assessment is scheduled for October 26-28, 2020 through a virtual environment.

Virginia Association of Chief of Police (VACP) Chiefs Challenge Award – The VACP Chief Challenge Award was canceled in FY20 due to the COVID-19 pandemic.

Certificate of Achievement for Excellence in Financial Reporting – Although anticipated, as of the writing of this report, notification of award has not been made due to delays because of the ongoing pandemic. If awarded, it would be the sixteenth 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, 2019. 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 2019. This award recognizes the Town's continual commitment in protecting public health and providing high quality water services. 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.

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 FY20, over \$5.9 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>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
Admissions Tax	\$ 45,367	\$ 45,244	\$ 48,154	\$ 43,569	\$ 35,247
Meals Tax	\$ 3,941,061	\$ 4,115,524	\$4,257,578	\$4,332,531	\$4,179,288
BPOL	\$ 997,903	\$ 1,027,753	\$1,057,897	\$ 966,874	\$1,035,406
Cigarette Tax	\$ 167,265	\$ 156,238	\$ 165,818	\$ 247,326	\$ 225,899
Lodging Tax	\$ 342,965	\$ 449,636	\$ 498,669	\$ 448,369	\$ 372,283
Grave Sales	\$ 58,300	\$ 69,110	\$ 52,890	\$ 69,500	\$ 46,850
Interments	\$ 60,900	\$ 49,600	\$ 46,300	\$ 54,200	\$ 62,500
Stone Permits	\$ 2,650	\$ 3,250	\$ 2,900	\$ 3,100	\$ 3,650
Totals	\$5,616,411	\$5,916,355	\$6,130,206	\$6,165,469	\$5,961,123

**FY20 is unaudited*

BUSINESS, PROFESSIONAL & OCCUPATIONAL LICENSES

Approximately 807 business license renewals were assessed and processed for CY19.

The following chart is a breakdown of licenses by category.

<u>Category</u>	<u>FY19</u>	<u>FY20</u>
Contracting	58	61
Retail	368	361
Fin/RE/Prof. Service	143	144
Rep/Pers/Bus/Other Service	290	317

Itinerant Merchant	5	1
Street Vendor	10	12
Solicitor	8	8
Precious Metals & Gems	5	6
Non-Resident Contractor	51	23
<i>TOTAL</i>	938	933

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 120 meals, 13 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>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
Number of Stamps	1,725,000	1,650,000	1,725,000	1,665,000	1,590,000
Number of Rolls	115	110	115	111	106
Total Revenue	\$167,265	\$156,238	\$165,818	\$243,516	\$225,899

CULPEPER TOWN CODE

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

Supplement #27 was completed. Supplement #28 will be completed in FY21.

RECORDS MANAGEMENT

The Clerk's Office worked with town departments to maintain a 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. Staff continued to provide on-line records management training using the Safe Personnel website and continues to work with the Department of Information Technology to implement Archive Social for social media records.

FOIA (Freedom of Information Act) Request

The Clerk's Office, in conjunction with the Town Attorney, responded to fifty-two (52) FOIA requests in FY20. 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. Fifty-six (56) FOIA requests were processed in FY19.

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.

Daily, 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>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
Interments	101	85	60	89	109
Grave Sales	57	80	69	66	55
Lot Ownership Transfers	12	25	1	40	16
Stone Permits	45	72	59	62	74

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 \$1,120,758. The transfer of 100% of lot sales for FY20 totaled \$46,050.

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 2019 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 CY19, the Fund had been utilized three (3) times to assist five (5) individuals (as compared to 6 occasions to assist 11 people in CY18). The fund closed the calendar year with a balance of \$5,390. For the third 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 FY20, the Clerk's Office prepared a total of 50 council and committee meeting packets as compared to 64 packets in FY19. The FY20 total includes 18 council meetings (9 regular, 9 special) and 32 committee meetings.

ELECTIONS

The last council election was held on November 5, 2019. Jamie Clancey, Frank Reaves, Jr., Robert M. "Bobby" Ryan, and Meaghan Taylor were up for re-election as their terms were expiring December 31, 2019. Mr. Ryan was not re-elected and Keith L. Brown was elected council member, effective January 1, 2020.

The next Town election will be in November 2021. Five (5) 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 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 six (6) operators. The operations group consists of five (5) employees: Chief Operator, Assistant Chief Operator, Laboratory Analyst, and two (2) Operations Program Managers. The central maintenance group is staffed by six (6) employees including the two (2) Senior Plant Mechanics, and four (4) Plant Mechanics. 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 FY20 was 23 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 wells located in the Mountain Brook Subdivision, two wells located off of Nalles Mill Road 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 off site management 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

Water Plant (4.0 MGD Capacity)	FY19	FY20
Raw Water Flow (MGD):	475	528
Average Daily Raw Water Flow (MGD):	1.3	1.4
Max Raw Water Flow (MGD):	2.0	2.4
Water Produced (MGD):	447	495
Average Daily Finished Flow (MGD):	1.5	1.4
Max Daily Finished Flow (MGD):	3.1	2.2
Days in Operation:	365	365
Bulk Water Sales (MG):	1.9	2.0

Chandler Street Wells

Well Water Produced (MG):	128	152
Average Daily Water Produced (MGD):	0.93	0.41
Max Daily Flow (MGD)	0.35	0.72

Rockwater Park Well

Well Water Produced (MG):	6.7	1.9
Average Daily Water Produced (MGD):	0.02	0.01
Max Daily Flow (MGD)	0.02	0.20

Nalles Mill Road Wells

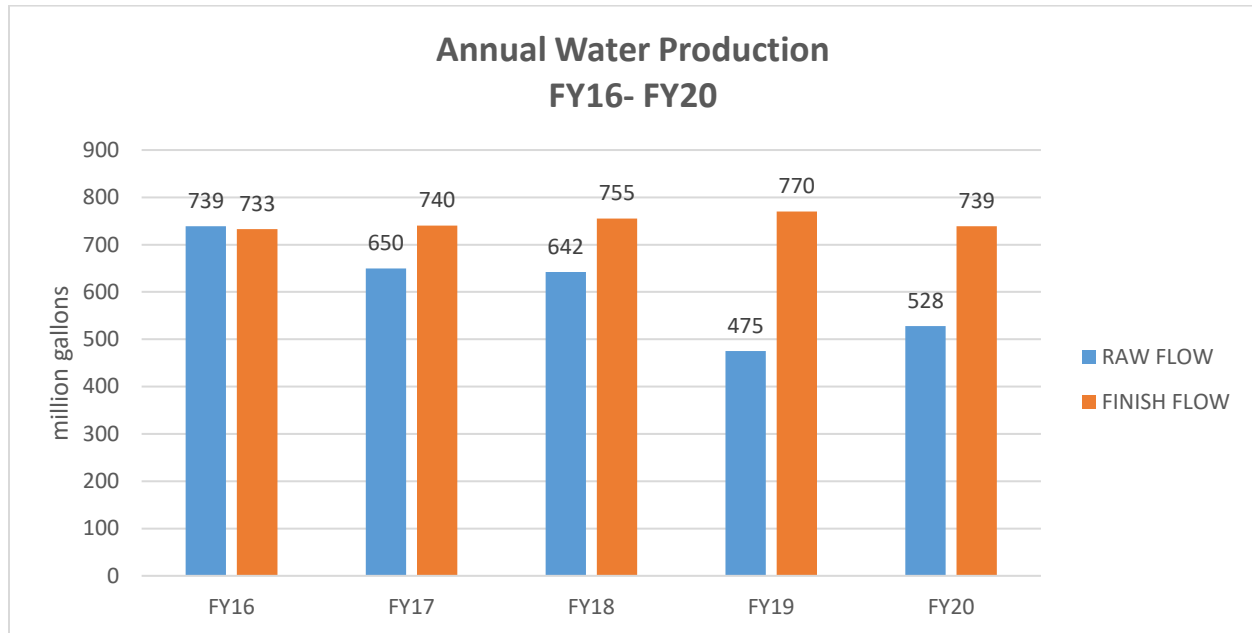
Well Water Produced (MG):	188	90
Average Daily Water Produced (MGD):	0.51	0.24
Max Daily Flow (MGD)	0.89	0.87

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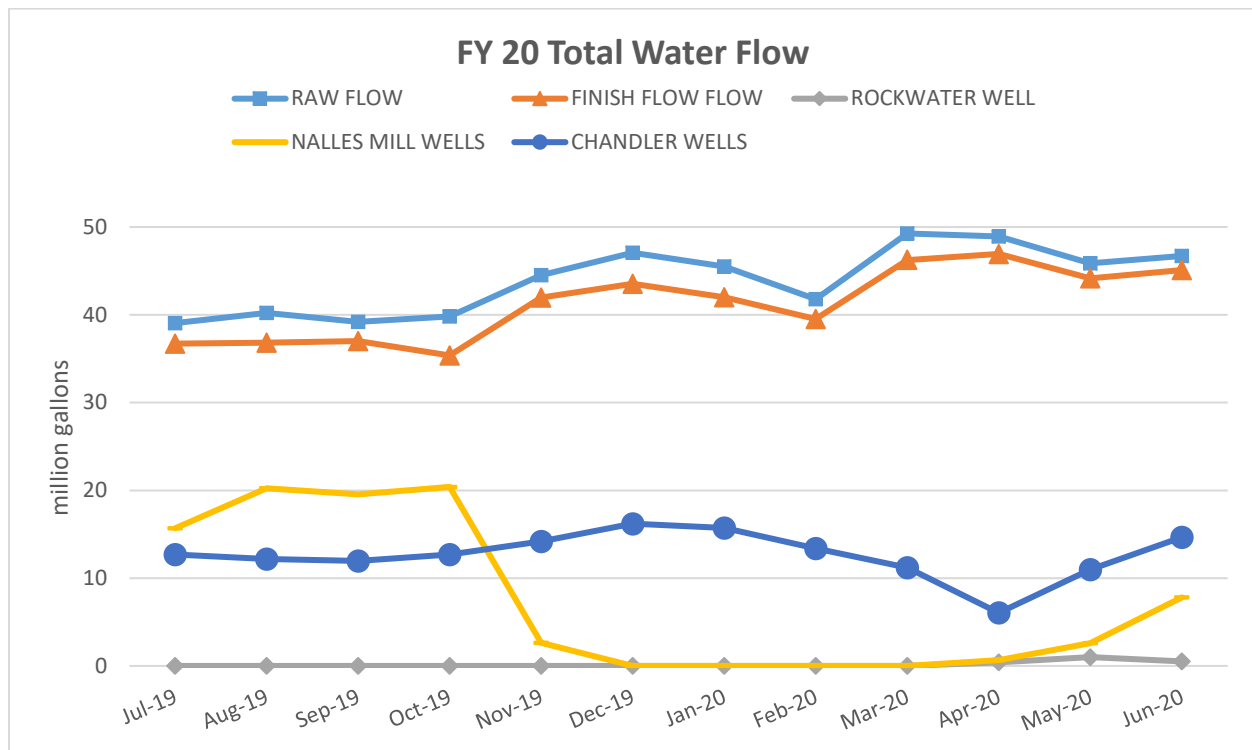
Total Well Water Produced (MG):	322	243
Total Water Plant Water Produced (MG):	447	495
TOTAL WATER PRODUCED (MG):	769	739

* MG – million gallons; 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 FY20.



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 FY16, FY17, FY18, FY19, and FY20.



The Town met the Partnership for Safe Drinking Water plant optimization and water quality goals for FY20. 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 & Solids Processing

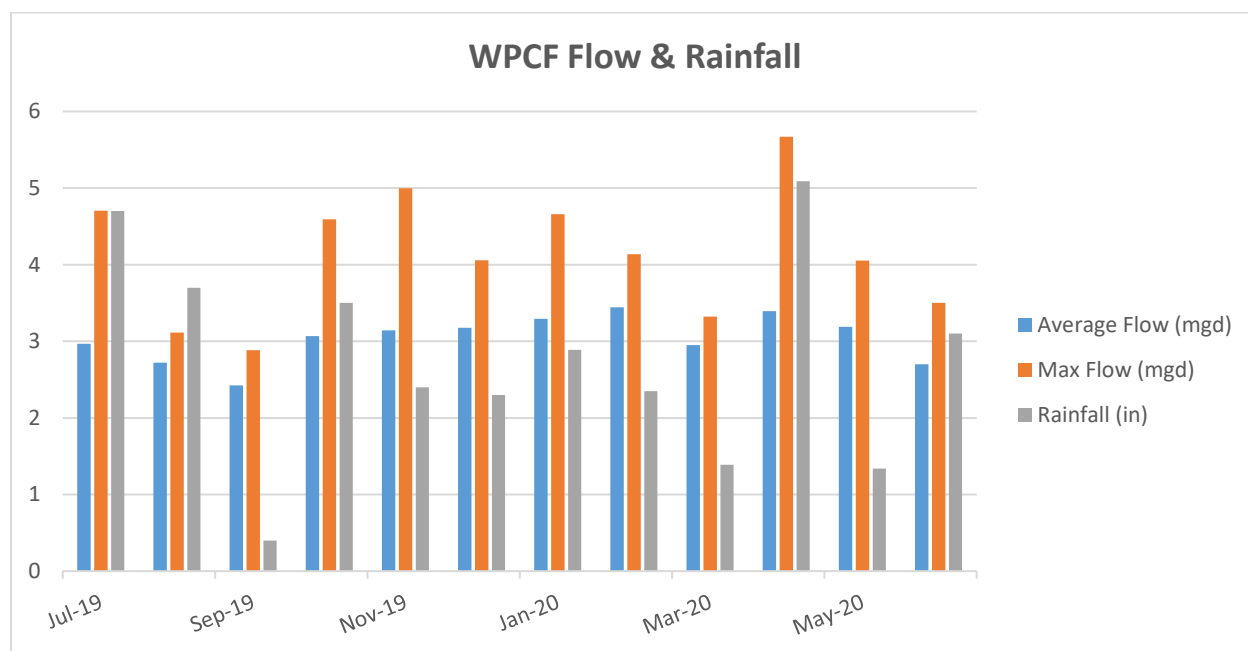
Water Pollution Control Facility (6.0 MGD Capacity)

	FY19	FY20
Average Daily Flow (MGD):	3.8	3.0
Maximum Daily Flow (MGD):	8.7	5.7
Total Flow (MG)	1,390	1,116
Rainfall (in):	67.8	33.2
Centrifuged output (MGD):	6.8	5.4
Centrifuged output (dry metric tons):	609	502
Septage received (gal):	277,685	227,248
Bio-solids Land applied (wet tons):	1,680	1,656
Days in Operation	365	365

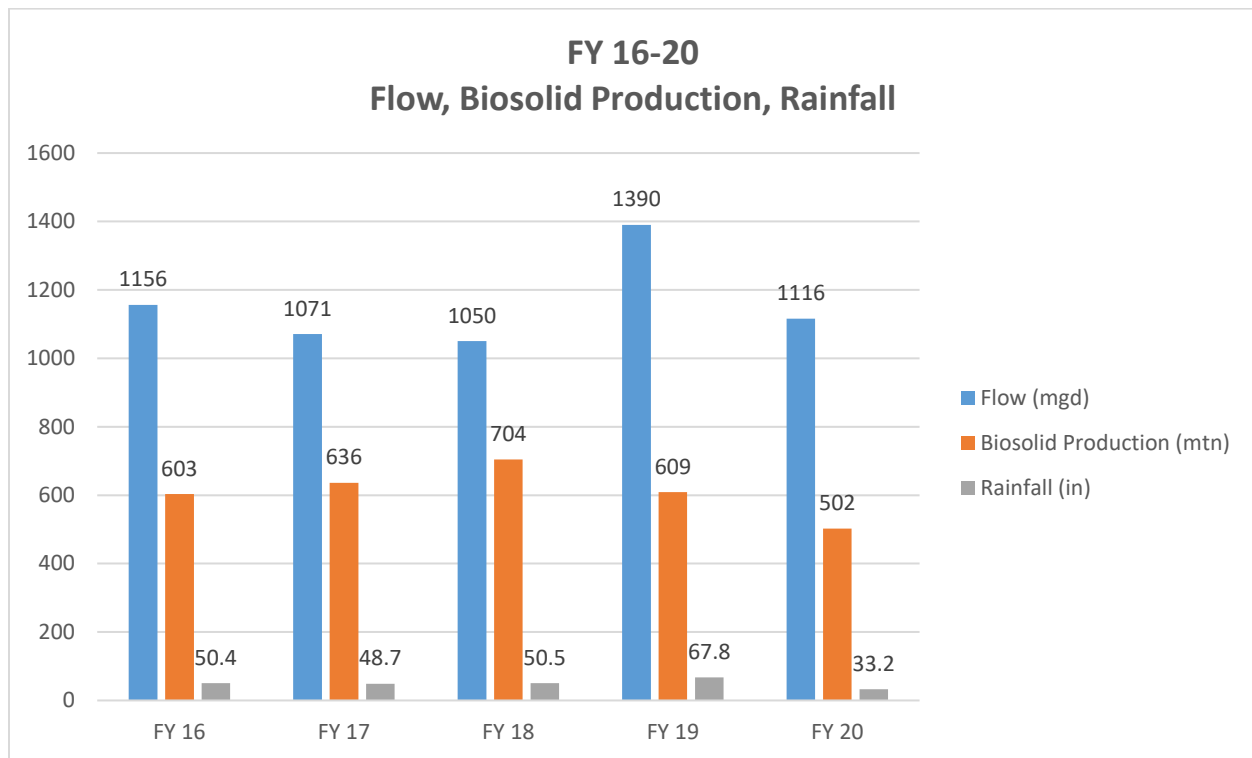
The WPCF is operated on two 12-hour shifts 24 hours per day. In order to comply with the new Chesapeake Bay Nutrient Reduction Regulations, a major plant upgrade was required to meet nutrient limits by December 2010. This upgrade was completed in April 2010 increasing the plant capacity to 6 MGD and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

FY20 was the ninth 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 decreased. During FY20, the Town of Culpeper contracted with A.J. Conner, Inc. to slip line sewer mains 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 critical for alleviating peak flow conditions at the WPCF.



Centrifuge operation required for solids processing averaged 70 hours per week for FY20. The removal efficiency for organic solids remained at 99% in FY20 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 (VDH). Staff also published and distributed the annual Consumer Confidence Report to all water system customers.

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.

The Town installed dedicated sampling stations throughout the distribution system during FY20. 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 was one missed annual combined nitrate/nitrite sample from EP004 in FY20 resulting in a monitoring violation. There were no other violations during FY20.

The fourth Unregulated Contaminant Monitoring Rule (UCMR 4) was published in the Federal Register on December 20, 2016. UCMR 4 required monitoring for 30 chemical contaminants between 2018 and 2020 using analytical methods developed by EPA and consensus organizations. The Town completed this required monitoring as dictated by EPA and all results have been submitted.

Safety Compliance – Accidents & Incidents

The department had one safety related incident in October 2019 resulting in one loss day.

WATER POLLUTION CONTROL FACILITY

Regulatory Compliance

During the past fiscal year, there were no overflows at the WPCF or within the collection system. All monthly VPDES Discharge Monitoring Reports were submitted on time and as required. The WPCF was due for VPDES Permit renewal. The renewal application and supporting documentation were submitted and are currently under review with the Virginia Department of Environmental Quality (DEQ).

The Town began submitting data for the Partnership for Clean Water for FY20. This is a nationally recognized voluntary program established by AWWA and EPA that demonstrates optimal removal of contaminants in wastewaters and protection of the environment.

Regulatory Compliance Programs

The Pretreatment Program, which is used to manage Significant Industrial Users (SIUs), was maintained successfully during FY20. There are five permitted industrial users in the program. All SIUs permits were re-issued during FY20. Of the five permittees, one was cited as being in significant noncompliance during FY20. All Significant Industrial Users and Categorical Industrial Users met the requirement to write and implement a Slug Control Plan. At the end of FY20, the Fats, Oil, and Grease (FOG) program had approximately 100 active permits.

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 FY20. The Town has two Storm Water Permits that were renewed during FY20. A Total Maximum Daily Loading (TMDL) Action Plan was written and is being evaluated by DEQ for applicability to address contaminant loading exceedances at the Light and Power facility.

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 FY20.

The SARA Tier II Emergency and Hazardous Chemical Inventory Report was submitted during FY20. The emergency information and chemical inventory is maintained continuously.

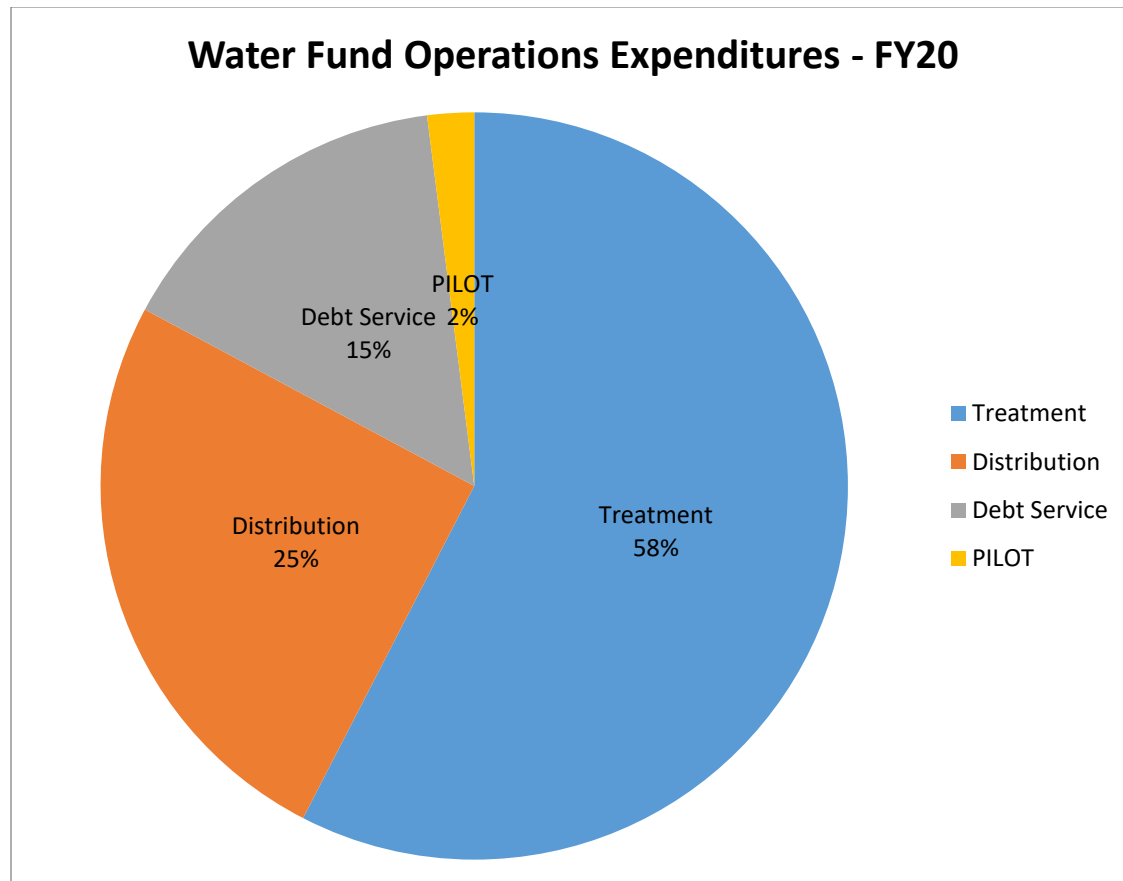
Wastewater Quality Testing Compliance

The upgrade has allowed plant staff to reduce nutrient levels to less than 4.0 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

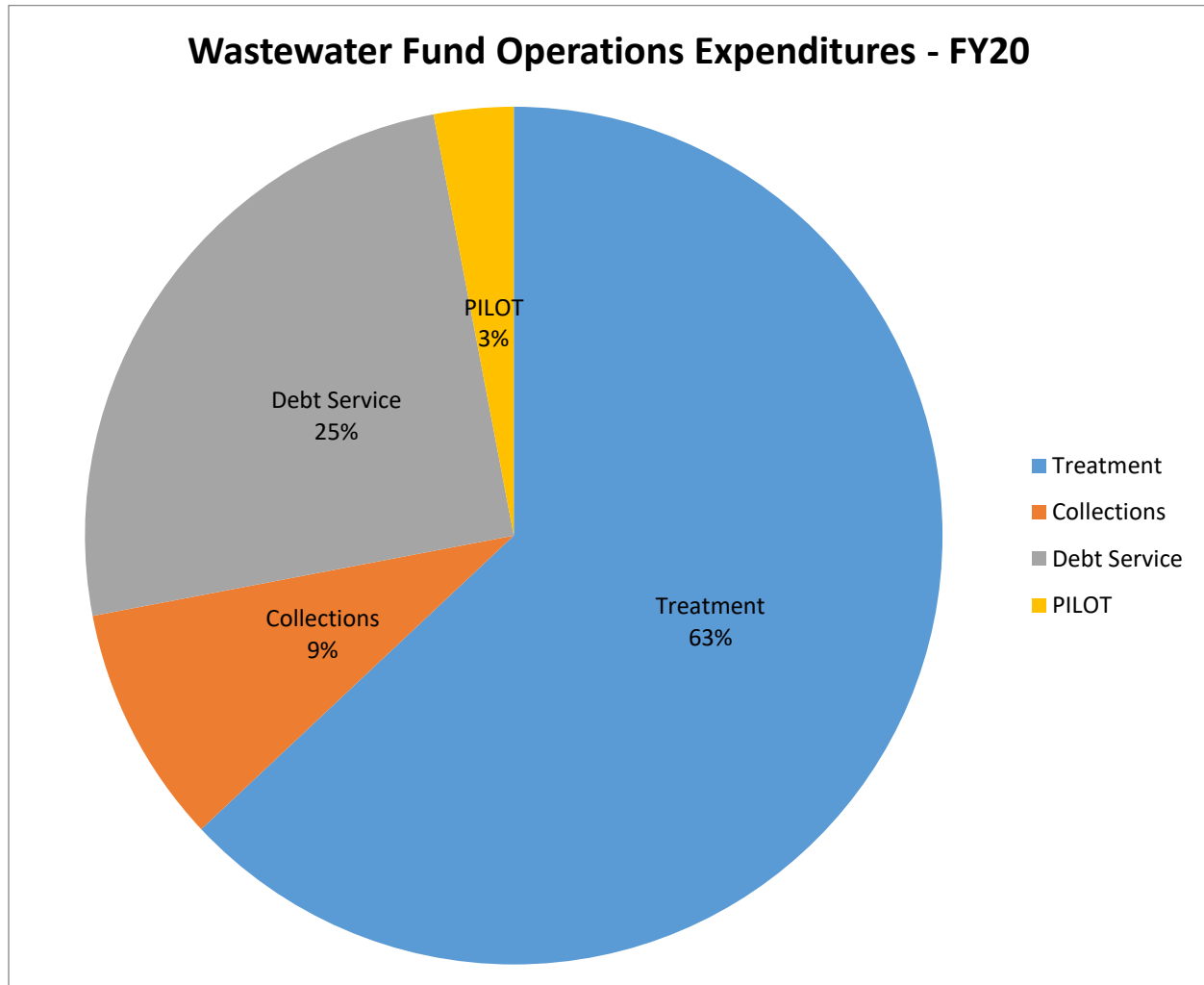
The Water Enterprise Fund consists of the Water Distribution Division and the Water Treatment Division. Based on the June 30, 2020 Preliminary Budget Report, the Water Fund operations expenses were below total revenue resulting in a positive operating margin of \$283,988. For accounting purposes, the Water Enterprise Fund operations expenditures were divided into four major cost groups. The Water Treatment Division expenditures were the largest of the four cost groupings accounting for 58% of the total Water Enterprise Fund operating expenditures (refer to Water Fund Operations Expenditures – FY20 graph for allocation of fund expenses).



The Water Enterprise Fund financial performance was successful for the year with combined operating fund expenditures being approximately 5% 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, 2020 Preliminary Budget Report, the Wastewater Fund operations expenses were below total revenue resulting in a positive operating margin of \$1,064,054. For accounting purposes, the Wastewater Enterprise Fund operations expenditures were divided into four major cost groupings. The Wastewater Treatment Division expenditures continued to be the largest of the four cost groupings accounting for 63% of the total Wastewater Enterprise Fund expenditures (refer to Wastewater Fund Operations Expenditures – FY20 graph for allocation of fund expenses).

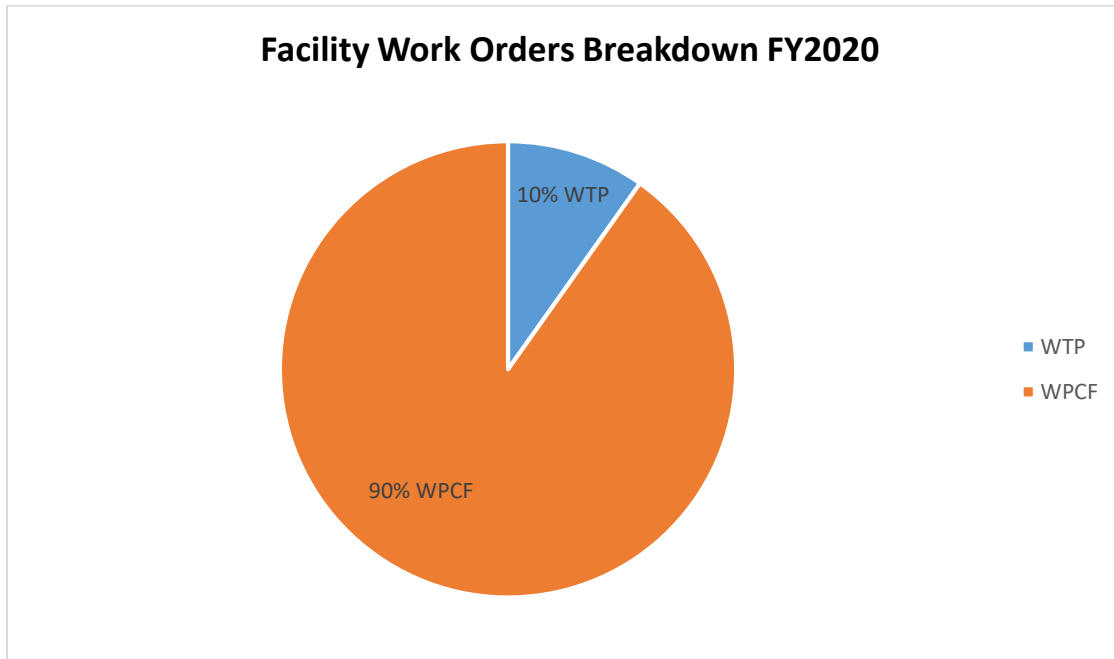


The Wastewater Enterprise Fund financial performance was successful for the year with combined fund operating expenditures being approximately 12% under budgeted expense level.

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. The Division continues to work on converting 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 2,142 work orders were received in addition to numerous verbal work requests.

Facilities Development

Water Source & Treatment Facilities

The maintenance staff replaced the 1,825 kW AWT generator with a new 600 kW generator and an automatic transfer switch. They also replaced the automatic transfer switch and installed a disconnect switch at the influent #1 pump station. Work will continue on the installation of a 200 Kw generator and transfer switch at the UV Building.

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.

Hazen and Sawyer Independent Water System Study

Following the submission of a 2018 water customer petition, 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 concluded in February 2020, with results, recommendations and near term corrective actions reported to Council and the general public. The completed study with data and public presentations is provided to the public via the Town web site.

SECTION V PERSONNEL UTILIZATION, DEVELOPMENT & PERFORMANCE

The total employee count of 24 dropped to 23 in FY20 due to a reduction in force. WTP operations required the staffing of two shifts while the WPCF changed from three 10-hour to two 12-hour shifts, operating on a 24-hour basis.

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

DEPARTMENT OF ENVIROMENTAL SERVICES PERSONNEL PROFESSIONAL LICENSURE

<u>EMPLOYEE</u>	<u>LICENSES</u>
Jim Hoy	Professional Engineer / Class III Water / Class II Wastewater
Joey Blankenship	Class II Water / Class I Wastewater / DPOR Master Plumber
Robert Hester	Class I Water / Class II Wastewater / Aquatic Pesticide Applicator License
Anne Payne Brooks	Class II Wastewater
Danny Jeffries	Class II Water
Chris Washburn	Class I Water
Neil Moore	Class I Wastewater
Hawar Hawarry	Class I Wastewater
Koby Smith	Class IV Wastewater
Larry Olsen	Class III Water
Kevin Tucker	Class I Water / Class I Wastewater

NEW EMPLOYEES

Kacie-Jo Bradford	Laboratory Analyst
Chris Washburn	Water Operator
Matthew Hinton	Water Operator Trainee
Nicole Barr	Water Operator Trainee
Marcellus Greene	Wastewater Operator Trainee

Virginia Swaney
Travis Bailey
George Broy
Gage Berryman
Brent Hankins

Wastewater Operator Trainee
Senior Plant Mechanic
Plant Mechanic
Plant Mechanic
Plant Mechanic

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 over the last five fiscal years.

	FY20	FY19	FY18	FY17	FY16
Positions Recruited for	31	42	42	27	21
New Hires	24	33	36	27	38
Terminations	25	16	24	15	11
Voluntary	16	15	16	15	9
Involuntary	9*	1	8	0	2
Retirees	1	3	5	4	4

Promotions	18	12	15	14	11
Demotions	1	2	1	1	0
Transfers	1	2	0	2	2
Turnover Rate	10.16%	8.29%	12.90%	8.15%	6.20%

**Includes 6 positions impacted by Reduction In Force*

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 only a 2% increase over the current rates. Based on a recommendation from the recent Classification, Compensation, and Benefit Study, changes were made to the premium structure for employee plus one and family level plans beginning in FY21. 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.

Families First Coronavirus Response Act Leave

In response to the COVID-19 pandemic, the Families First Coronavirus Response Act (FFCRA) provides leave to employees who are unable to work for various COVID-19 related reasons. Since the FFCRA went into effect on April 1, 2020, there were five employees who requested leave under the act. The Human Resources department assisted these employees with their request, determined their eligibility, and tracked their leave usage.

CLASSIFICATION & COMPENSATION

The Human Resources Department conducted an in-house classification and compensation study during FY20, for implementation in FY21.

The results of the study indicated that the Town had several classifications which were low in the market. Some of these reclassifications also included significant job description changes. A total of 44 positions were impacted by this study.

The next classification and compensation study will be conducted during FY22, for implementation in FY23.

POLICY DEVELOPMENT & ADMINISTRATION

The Human Resources Department recommended and implemented changes to the following policies within the Town of Culpeper Personnel Policies and Employee Handbook throughout FY20: 8.14, Sick Leave Reimbursement; 8.28, Health Insurance; 8.33 Retiree Health Insurance Credit; 9.2 Reimbursement to Town Employees for Education; and 10.4, Reduction in Force. The department also developed and implemented several policies in response to the COVID-19 pandemic, including AP-2020-01, Communicable Disease Outbreak Response Plan; COVID-19 Pandemic – Employee Procedures and Responsibilities; AP-2020-03, Families First Coronavirus Response Act Policy; and AP-2020-04, Temporary COVID-19 Emergency Hazard Pay.

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 FY20:

- Bloodborne Pathogens
- Chemical Hygiene
- Collaborative Customer Service
- Defensive Driving
- Fire Safety & Fire Extinguisher
- Harassment, Diversity, and Sensitivity Training
- Hazard Communication (HAZCOM)
- Heartsaver First Aid CPR AED
- Management and Supervisory Leadership Program
- Managing and Motivating Challenging Employees
- Office Hazards
- Password and Security Basics
- Personal Protective Equipment
- Performance Evaluation
- Retirement Planning
- Slips, Trips, & Falls

In FY20, the Human Resources Department implemented Tool Box Trainings for Environmental Services, Light & Power, and Public Works departments. Through this program monthly safety topics and training resources were sent to supervisors within those departments. Throughout FY20, the following topics were covered:

- Box Cutter Safety
- Cold and Flue Prevention
- Cold Weather Safety
- Distracted Driving
- Electrical Safety
- Fall Prevention
- Fire Safety
- Managing Workplace Stress

Near Miss
Summer Safety
Workplace Housekeeping

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 three employees working on the Leadership Development Certificate program this 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 FY20, the newly revised Safety and Health Management Program was implemented.

Claims Data

The following is a history of claims processed and paid and premiums collected for FY20 and the previous four fiscal years:

	FY20	FY19	FY18	FY17	FY16
On-the-job Injuries	16	20	18	20	19
OSHA Reportable Injuries	16	20	18	20	21
Employee Auto Accidents	14	10	12	15	17
Preventable Auto Accidents	7	4	9	10	6
Property Damage Claims	2	5	3	4	4
Liability Claims	11	9	7	9	7
Total Claims Paid	\$136,241	\$219,754	\$74,604	\$62,247	\$87,016
Total Premiums	\$303,127	\$306,042	\$408,224	\$405,046	\$407,579

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 varied customers within the town limits of the Town of Culpeper. The department negotiates with Dominion Virginia Power as well as the Southeastern Power Administration to purchase wholesale electricity through its purchased power group VMEA (Virginia Municipal Electric Association). 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 as well as sharing supervision for the Utility Services Department with Public Works.

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 170.86 (138.67 Underground / 32.19 Overhead) 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 by the Town Manager. Assistance is also provided to the Town with Holiday decorations and banner installations.

Generation

The generation facility operated at the request of Virginia Power a total of 63 hours for the year reducing the Town's purchased power bill by approximately \$219,936. This amount is anticipated to increase as the Town's electric system load increases and generation value goes up over the upcoming years which will result in further savings.

Distribution

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

Accomplishments

- 1) Completed infrastructure for Cannon Properties at Jaynes Lane.
- 2) Installed power infrastructure to areas of development for new homes in Highpoint and Redwood Lakes.

- 3) Completed infrastructure Ann Wingfield Apartment (Spencer/Commerce St.)
- 4) Installed infrastructure to UVA Imaging located on 509 S. Main St.
- 5) Extensive Right of Way maintenance conducted around town.
- 6) Installed new transformer and service to Planet Fitness Gym.
- 7) Installed Overhead and Underground Fault indicators around town to help with locating outages.
- 8) Added and installed wildlife protection equipment around town.

The department has continued updating the coordination of timing with other lights to accommodate traffic volumes. Repair and maintenance of traffic signal controllers, lights, pedestrian crossing signals and poles were also accomplished.

Employees attended monthly in-house safety meetings. At present time, Light and Power has five State Certified journeyman linemen. We have six apprentices now in the program and two first class in the substation program.

FY20 Goals

- 1) Light and Power Department continues to develop in house training with videos and power point for all line personal, so to have the best line technicians available to meet the needs of the town.
- 2) Continue the upgrade of 4 KV facilities to 12 KV to improve our system power factor.
- 3) Continue the electric system mapping to allow for better planning and outage management.
- 4) Continue to provide the most reliable, efficient, and cost effective to the town citizens, our customers.
- 5) Light & Power is working to redesign deliver point #5 at Highpoint Subdivision for future development.
- 6) Light & Power continue to look into providing solar power hook up for town power customer.
- 7) Lighting for Route 522 lighting project.
- 8) Continue tree trimming in Right of Ways within Town limits.

Customers

The Town began the year with 5,606 customers and finished the fiscal year with 5,695 customers for an approximate 1.58% increase.

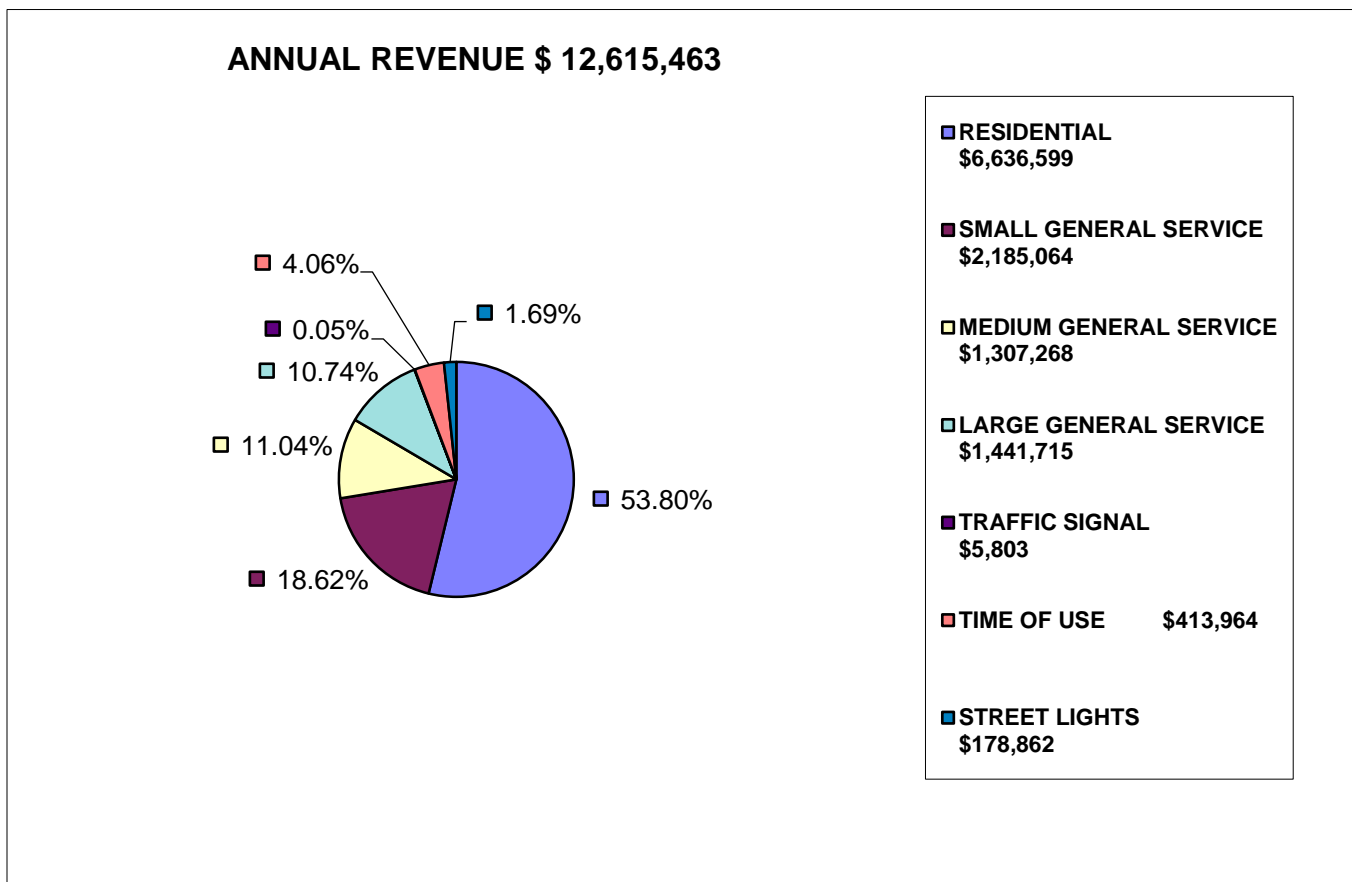
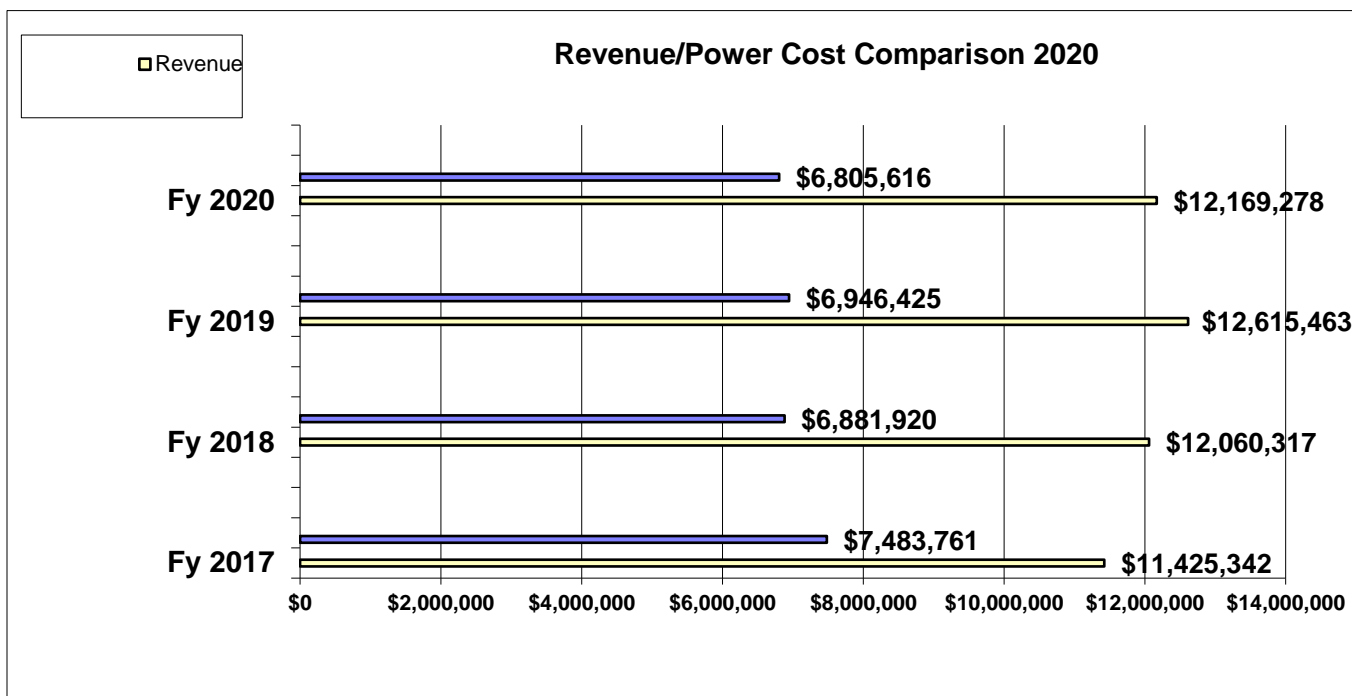
Rates

The Town has very comparable rates for all customers it serves. As part of budget preparation Light and Power does a rate study during the year to compare with Dominion Virginia Power & Rappahannock Electric as well as ensuring appropriate electric fund balances are maintained. Due to the increase in the wholesale power cost paid by the Town, a retail rate increase was required in FY20 to account for this additional cost.

Revenues

The Town purchased \$6,805,616 of wholesale power from Dominion Virginia Power and Southeastern Power Administration. Total revenues for the year were \$12,169,278 for the sale of power.

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



PLANNING & COMMUNITY DEVELOPMENT

Introduction

The Planning & Community Development Department encompasses planning, zoning services, and Geographic Information Systems (GIS). 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 re-zonings, 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 currently consists of five staff positions: Interim Director of Planning & Community Development – Salem Bush; Town Planner – Ben Holt; Zoning Inspector and Code Compliance – Gary Cole, Principal Planner – vacant; and Planning & Zoning Assistant – vacant.

AUTHORITIES, BOARDS and COMMISSIONS

Planning Commission

Conditional Use & Rezoning Cases:

N/A

Site Plan Reviews:

Case SS-1383-2019: The Commission reviewed a request by West Side 600, LLC to construct a seventeen (17) space satellite parking lot for the West Side Village shopping area. The proposed project includes upgrades to lighting, landscaping and curb and gutter to the site. The property is identified as tax map parcel 40A-5-29, West Fairfax Magisterial District. The Commission approved the site plan as presented, providing all TRC comments have been satisfied.

Case SS-1071-2019: The Commission reviewed a request by Leroy A. Pressley to demolish an existing two-family house and construct a five (5) unit apartment complex at 402 East Spencer Street. The applicant is providing a fifteen (15) space parking lot as part of the development. The property is identified as tax map parcel 41A2-1X1-1, East Fairfax Magisterial District. The Commission approved the site plan as presented contingent on the applicant addressing the remaining TRC comments.

Case SS-947-2018: The Commission reviewed a request by Aylor LLC to construct a 10,000 sq. ft. medical office building at the corner of Orange Road and North Street. The applicants requested to subdivide the property to create the lot for the proposed office building. Additionally, the site plan calls for fifty (50) parking spaces, landscaping, stormwater management, and site lighting. The property is identified as tax map parcels 41A33A-2A in the

East Fairfax Magisterial District. The Commission approved the site plan provided that TRC comments are satisfied and that the Virginia Department of Environmental Quality approves.

Case SS-1464-2019: The Commission reviewed a request by Laurel 1, LLC to subdivide ten (10) existing lots to create twenty-one (21) new lots for the purposes of constructing single family dwellings. The property is identified as tax map parcels 50F-2, lots B1-B10, East Fairfax Magisterial District. The Commission approved of the subdivision as presented contingent upon the TRC's remaining comments being addressed.

Ordinance Amendments:

N/A

Other Review:

N/A

Board Member Updates:

Mr. Cabbage was elected as Chairman, Mr. Fitzsimmons was elected as Vice Chairman, and Mr. Fitzsimmons remained as Parliamentarian, and staff remained as Secretary.

Joint Board of Zoning Appeals

The Board did not meet during FY20. The slate of officers remains with Mr. Jim Cabbage 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 is Vice Chairman; staff will remain as Secretary and Treasurer.

Downtown Parking Survey: Results of the parking survey were reviewed at the Parking Authority regular meeting on August 14, 2019. Staff received feedback from 31 respondents on questions regarding member interest in the Parking Authority, use of permits/passes and parking challenges.

Downtown Parking Lot Usage: Planning staff conducted counts for public lot use on Saturdays during the months of September, October and November of 2019. Results were presented at the Parking Authority meeting on January 15, 2020.

Parking Signage: Planning staff presented revised sign designs for both public parking lots and hourly parking spaces at the January 2020 meeting.

Suspension of Parking Enforcement: the Chair issued a statement on April 13, 2020 granting authority to suspend parking enforcement until June 30, 2020. The suspension of parking enforcement was issued as a relief measure to local businesses as they dealt with closures and/or reduction in patronage due to the COVID-19 pandemic. Public parking saw a drastic reduction in use during the spring months of 2020.

Review of Specific Requests:

- Culpeper Farmers Market: Approved a request to hold the Farmers Market in the E. Davis Street Parking Lot, on Saturdays from May 5, 2019 to October 30, 2020 from 6 am to noon. The Farmers Market was later moved to the Culpeper Baptist Church parking lot in May due to the COVID-19 pandemic.
- Gnarly Hops & Barley Fest: Approved a request to hold the event in the E. Davis Street Parking Lot, on Saturday, April 25, 2020. The event was later cancelled due to the COVID-19 pandemic.
- Culpeper Block Party/Hop N Hog: Approved a request to hold the event in the E. Davis Street Parking Lot, on Sunday, September 27, 2020.
- St. Stephen's Episcopal Church/ Culpeper Food Closet: Approved a request to use the E. Davis Street Parking Lot on Saturday, November 21, 2020 for Thanksgiving meal distribution from 6 am to 2 pm.

Parks & Recreation Commission

Little Box Libraries: The Commission supports a proposal by Andrew Flack of Boy Scout Troup 196 to create library lending boxes at three of the Town parks.

Parks & Greenways Master Plan: The Commission reviewed the Planning Staff drafted master plan for all Town parks and greenways. The master plan includes an inventory of existing facilities/amenities assessment. The plan also includes a listing of existing facilities in relation to proposed future facilities and costs. The Commission approved the draft master plan in January 2020; the master plan is later adopted by Town Council in March 2020.

Parks & Recreation Public Survey – Planning Staff conducted a public outreach survey online in September 2019 to gather feedback related to parks and recreation facilities in the Town. The survey received over 100 responses and results are incorporated into the Parks & Greenways Master Plan.

Member Updates:

Mr. Duey remained as Chairman and the Commission appointed Mrs. Care-Gravatte as Vice-Chair. Other positions remain the same. Planning Staff received notice on June 24, 2020 of Mrs. Care-Gravatte's withdrawal from the Commission; replacement position pending.

Sons of the American Revolution (SAR) and Charters of Freedom Monument – The Commission recommended a revised location for the proposed monument at Yowell Meadow Park. The Town Council subsequently voted to keep the originally approved location for the proposed monument, adjacent to the Gardner Street parking lot.

Architectural Review Board

Case COF-1470-2019: Approved request by Lerner Building, LLC to remove a sheet metal roof above the alley-way and install a steel gate. The property is located at 129/133 East Davis Street.

Case COF-1472-2019: Approved request by owner Chris Hamilton to replace wood clapboard with engineered wood siding at 306 South East Street.

Case COF-1481-2019: The Board received a request from property owner Peter Stogbuchner to install an awning above the building entrance at 195 East Davis Street. The application was approved with a condition that Planning Staff must approve method for anchoring the awning once that is determined.

Case COF-1583-2019: Approved request by Lerner Building, LLC to install a wood lattice with suspended lights above the alley-way located at 129/133 East Davis Street.

Case COF-1608-2019: Approved request by County Sheriff Office to install a radio antenna to the front of the building at 132 West Davis Street.

Case COF-1649-2019: Request by property owner Randy Jones for approval of four windows on the rear of the building facing the alley at 127-129 West Davis Street. The windows were installed in the 1980s. The Board motioned to send the case to Planning & Zoning Staff to determine appropriateness of the request, as related to Town Code.

Case COF-1740-2020: Request by tenant Dos Allen of State Climb, LLC to install an internally lit marquee sign to the rear of the State Theatre building. The Board motioned to postpone decision and requested additional information, including a light reading for the sign and to grant the applicant an opportunity to address the Board.

Case COF-1765-2020: Request by Culpeper Renaissance Inc. (CRI) to install four mural panels to the rear of the building at 109 South East Street. The Board motioned to postpone decision, requesting more information from the contractor about panel installation. The Board also requested the applicant provide information about an alternative measure to paint the mural directly onto the side of the building.

Election of Officers: Board elections for 2020 have not yet been conducted as of June 2020.

Public Transportation Board

Route Change: The Board approved a request to expand the County Trolley route. The route now includes a stop at Merchants Grocery after the County DHS stop.

New Committee: The Board approved a motion to establish a new committee to review ongoing Town and County public transportation needs. Mr. Anstine and Mrs. Clements volunteered for the committee.

Policy update: The Board approved a motion to cease flag-down stops by public transportation. The change was enacted January 1, 2020.

Plaque for Lanny Horton: The Board dedicated a plaque in honor of Lanny Horton on December 5, 2019. Mr. Horton was a long time Board member and community advocate.

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 grant funding through the Highway Safety Improvements Program (HSIP). A Morton Thomas Associates was selected as the Town's engineering consultant through an 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 was held on January 7, 2019 to present the 90% completed design plans and to gather comments from the public. As of July 2020, the project is near completion of the right-of-way phase and planned for construction starting in the late summer of 2020.

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. Public hearings for the projects to present the 90% completed design were conducted in July 2019. The projects completed the right-of-way phase in July 2020. Construction bid advertisements were posted in July 2020 and the projects are planned for construction in late summer 2020.

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. The VHDA application has been approved for grant funding to conduct a regional housing study that will include the RRRC localities. The primary components of the study will include:

- Formation of Ad-Hoc Committee - Invitations to local jurisdictions and other housing stakeholders to provide feedback and guidance through the study process;
- Housing Data Assessment - Regional & Local Assessments, to the extent possible with existing data and to include stakeholder interviews and/or focus groups;
- Housing Barrier/Gap Analysis - Using current and project demographic data, gaps between need and supply will be identified, with specific attention to aging populations, workforce, veterans, and other housing-vulnerable populations;
- Code/Ordinance Audits - Desktop audits of local code and ordinances related to housing will be completed to help inform local reports and strategies for incorporating best practices into housing policies;
- and Housing Policy & Strategy Reports - Regional & Local reports

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. The study kicked-off last spring with data collection and input from various stakeholders. The Rappahannock-Rapidan Regional

Commission along with Camoin Associates consulting group are leading the effort to conduct the study. Town staff has participated in several meetings to gather data and hold conversations with the consultants.

Son's of the American Revolution and Charters of Freedom Monument at YMP

The monument is on schedule and is expected to be constructed in the fall of 2020. Flagpoles, benches, and the granite caps for the Charters of Freedom section have been delivered and are stored at the Public Works building. The monument stone has been selected, cut and is being polished. The interpretive panels are being finalized. A site grading and stake out plan is being finalized and site work is tentatively schedule to being at the end of July 2020.

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. In June 2020, Town Council approved a charging station at the East Spencer Street parking lot. Eight parking spaces have been designated for charging stations in the East Spencer Street parking lot. EVgo will notify staff when the potential award is granted.

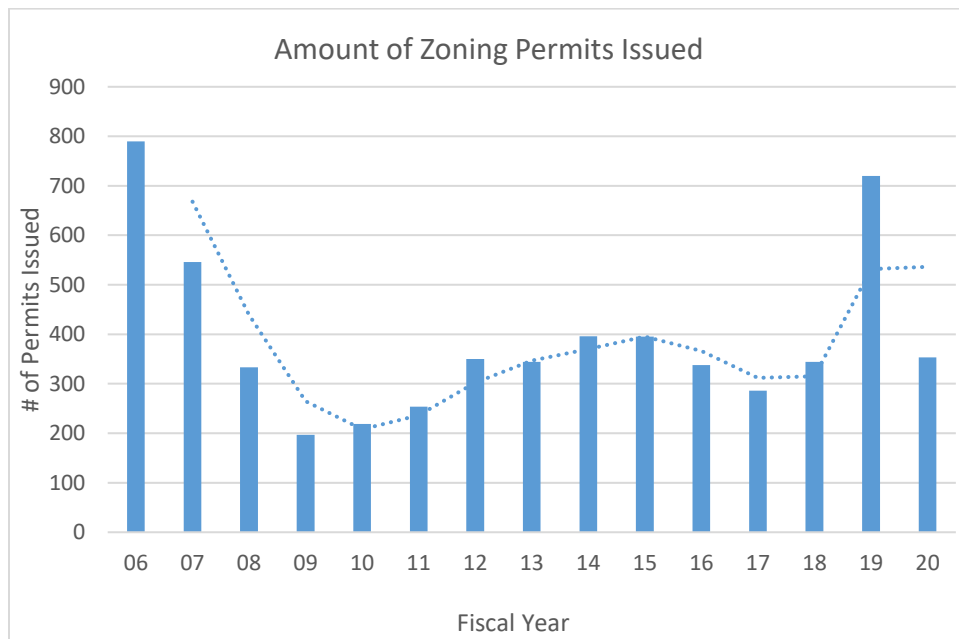
Zoning and Subdivision Ordinance Overhaul

Staff is working with Duncan Associates and Codametrics on an overhaul to the Zoning and Subdivision Ordinance. The project kicked-off in February with listener group sessions led by the consultant team and staff. These listener groups consisted of various agencies and stakeholders from the environmental sector, real estate agents, developers, engineers, architects, and housing experts. An Advisory Committee was selected by Town Council to lead the overhaul effort and provide guidance to Town staff and the consultant team. The Advisory Committee has representatives from Town Council, Planning Commission, Architecture Review Board, and private citizens that have experience with real estate, commercial/ residential development, and civil engineering. The Advisory Committee will meet over the course of the next year to finalize the plan. Additionally, public input and public hearings will be scheduled to garner feedback from Town residents. Ultimately the revised ordinance will be presented to the Planning Commission for review and a recommendation to Town Council for final approval with completion of the ordinance tentatively scheduled in Spring/Summer 2021.

Permitting

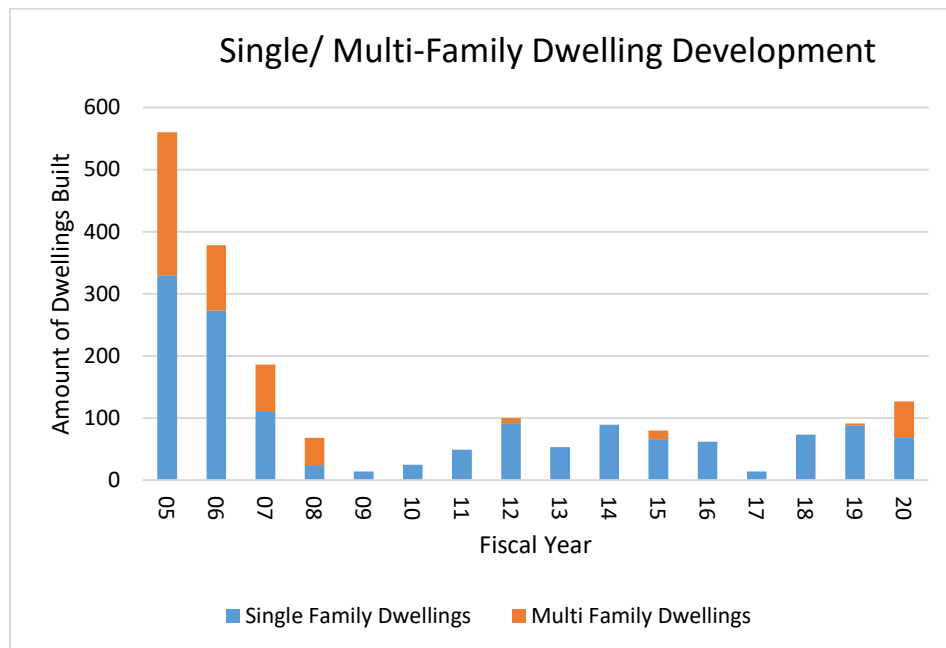
Zoning Permits

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. A total of 353 zoning permits were issued in FY20.



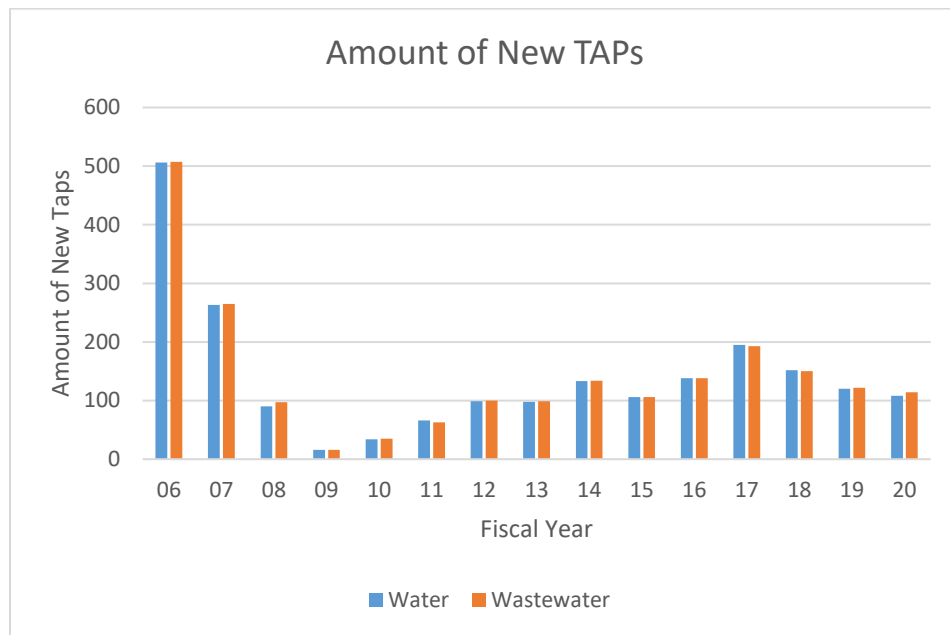
Single and Multi-Family Dwelling Development

68 new single-family developments were reviewed and processed by the department and 4 new multi-family developments (for a total of 59 dwelling units) were processed by the Town. FY20.



TAP Privilege Fee Assessment Policy

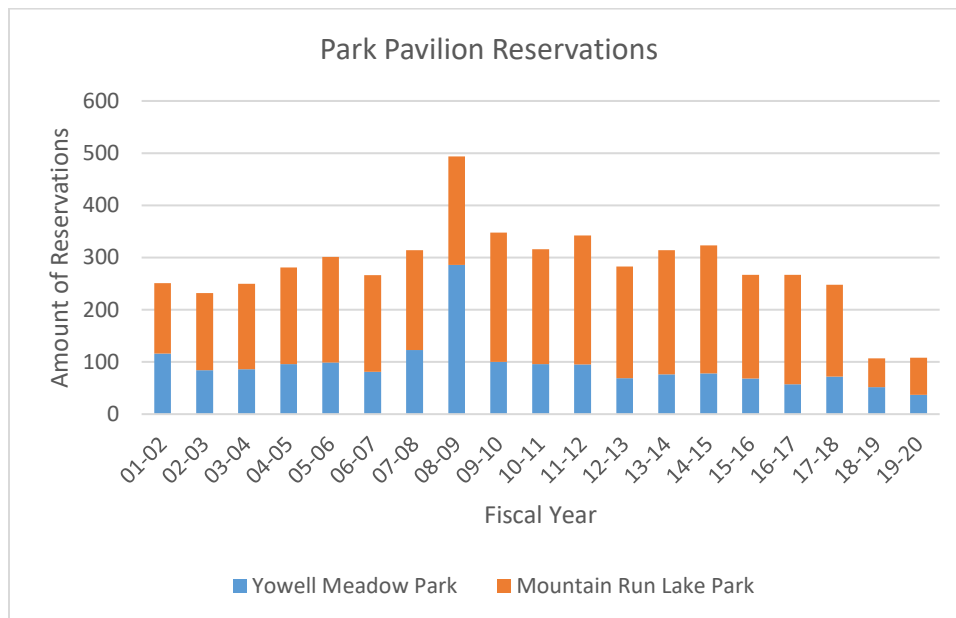
The amount of taps purchased decreased in FY20 by 8%. Total number of taps issued in FY20 was 108 water and 114 wastewater.



Park Pavilion Reservations

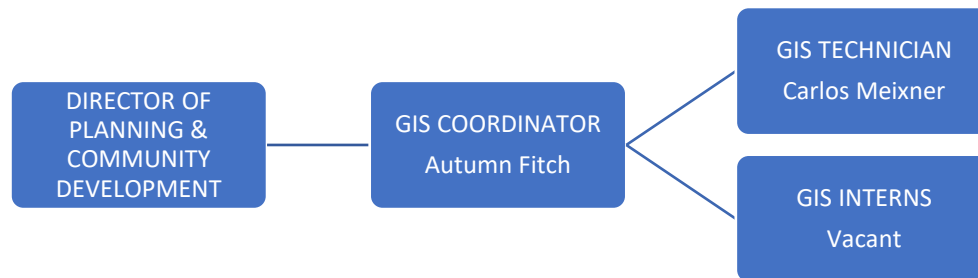
The department issues 108 park reservation permits, 71 pavilion reservations for Mountain Run Lake Park and 37 for Yowell Meadow Park during FY20. A decrease in usage (including 30 pavilion cancellations) occurred in the spring of 2020 due to the COVID-19 pandemic and the closure of park pavilions.

The continued use of ReCPro software has made pavilion reservations easier for both public users and for Town staff.



Geographic Information Systems (GIS)

The GIS team was structurally re-positioned from Information Technology (IT) to Planning & Community Development (PCD) as of July 1, 2019. The team currently consists of two staff positions: GIS Coordinator (Supervisor) and GIS Technician – there were no GIS Interns this year. The GIS office provides Town geographic location and mapping services for all internal departments, as well as County and other outside agencies, as needed, giving priority to 911-addressing & emergency services, parcel development & assessment, and utility datasets.



GIS supports seven ArcGIS desktop software users, 22 secure ArcGIS Online (AGOL) internal users, and unlimited viewers under our ESRI Small Government Enterprise License Agreement. GIS also manages the Autodesk annual software subscriptions for five shared users of AutoCAD Map 3D, as well as two shared users of Trimble GPS desktop software and handheld hardware units.

GIS serves the public by providing location information for 911 services; MUNIS GIS property records which provide the basis for permit applications, business licenses, and utility billing; and property information available for public access through the Town OnlineGIS mapping portal and ArcGIS Online additional map resources (including new web applications).

GIS Project Highlights and Updates

- Completed all quarterly updates for E-911, Assessor and OnlineGIS systems on schedule – added/edited over 200 addresses and/or parcels in the Town GIS and MUNIS systems.
- Updated Town roads database with current address ranges and sent to Verizon to sync with Master Street Addressing Guide (MSAG) and Address Locator Index (ALI) for e-911 call routing.
- Proposed and received an Emergency Communications funded consultant to convert Culpeper GIS data to Next Generation 9-1-1 format. Town GIS worked with County and Consultant to build emergency service geometry layers clipped for the Town, attribute the newly created NG9-1-1 geodatabase layers to required standards, and upload all into the State ESInet system (Culpeper's data was used in the State NG9-1-1 Training session by VGIN/VDEM).
- Acquired licensing keys and software solutions documentation for IT to setup GIS Enterprise Server for internal users – configuration and publishing of datasets will continue into FY21.
- Mapped Yowell Meadow & Rockwater Parks for trail markers, created Davis Street Parklet maps for Tourism program, provided shapefiles for Zoning & Ordinance update

to Town Contractor, and created *Proposed Rezoning*s and *Annexation* maps at the request of the Planning Director.

- Delivered requested GIS information to Environmental Services for filling out the EAP Dam Certificate for Lake Pelham Inundation Zone in DCR's new software system and added Bacteriological Sample Test Site Locations to the Town GIS Water Map.
- Trash Collection Day boundaries were updated and a Draft Public Services Web Map created including electric service territories and other utility services within the Town. Once approved for use by department heads, this application can be used by the Treasurer's office and the public to find Town services available at a specified address – it will replace the basic Trash Map in ArcGIS Online.
- GPS data collection provided updated water lines and water valves location files with Lat/Lon coordinates for UniDirectional Flushing (UDF) and Zonescan programs – completed Public Works training by Aclara/Gutermann to read the cloud-software site for potential water leaks.
- Assisted IT with the setup, troubleshooting, and activation of the GIS support queue within KACE (DoIT) service helpdesk – currently adding tickets to track & document project requests.
- GIS worked with the Treasurer's office to share and sync our meter files for consistency and interoperability with new utility billing software setup in MUNIS.
- *U.S. Census2020* New Construction Project (NCP) completed – submitted new Town addresses.
- Police department requests: Updated Street Wall Maps & Police Sector maps for Cadet training.
- Completed annual Town Tax Maps update and provided to Culpeper Clerk of Circuit Court, County Assessor, Town Planning, and to the public via ArcGIS Online shared web content.
- GIS Team participated in 3 months of Saturday Parking Lot count collections for the Planning Department - the compiled data was provided to the Parking Authority.
- Assisted Va. Regional Transit (VRT) with mapping proposed updates to Culpeper Trolley map.

GIS GOALS AND OBJECTIVES

- Complete Culpeper's NG9-1-1 deployment (now scheduled for Fall 2020)– have all required Town GIS layers accepted into new ESInet call routing system and transition to editing in NG9-1-1 GDB.
- Continue GIS Server/Enterprise Portal setup and configuration of internal users - upgrade the GIS enterprise information services with more access to mapping resources for Town employees.
- Work with EMS-provided contractor to create versioned geodatabases (GDBs) on the Town enterprise GIS Server to enable multiple editors to work in the GIS software at the same time.

- Build & activate ArcGIS Online HUB site – publish Fairview Cemetery Grave Search, Rockwater Park Story Map, Utility Services Lookup, and other Town web applications for public access here.
- Incorporate Floodplain mapping changes into the Town GIS once received by FEMA (end of 2020).
- Continue to field-locate and update utility features for Light & Power and Public Works maps.
- Participate in Rezoning and Ordinance update processes with the Planning (PCD) department.
- GIS Team will take advantage of free virtual training provided by our software vendors, including customized ESRI online Learning Plans.
- GIS Coordinator will fulfill the Culpeper LEAD class obligations that were postponed until 2021.

POLICE

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 thirty (30) Neighborhood Watch groups to include Business Watch groups. We continue to have our bi-monthly Combined Neighborhood Watch Meetings recognizing an "Amazing Citizen" and have guest speakers attend and give presentations. This program has continued to support Annual "National Night Out" campaigns in August of each year. Some of these events have been cancelled or have been held virtually due to the coronavirus pandemic.

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. This past fiscal year, we applied and were approved for a grant to support the in-car camera program.

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 seven (7) new police vehicles in FY20. This purchase has enabled us to complete our assigned car program, which serves as a good morale tool and a positive outlook on our recruitment and retention of sworn personnel. This year has been challenging due to the coronavirus pandemic, but the department remained proactive ensuring that all safety precautions to protect our citizens and employees were top priority. While there is always room for improvement and growth, it has been a successful and productive year for our department.

Review of FY20 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: The agency completed all time-sensitive reports, audits, and analysis during FY20.
 - To ensure that agency has a positive annual review of its files during an off-site review to be held in the spring of 2020.
Accomplished: CALEA conducted its annual review of the Culpeper Police Department in May of 2020. During this review, the agency completed all tasks and was held to following best practices during the review.
- The Culpeper Police Department has an authorized strength of 45 officers and as of July 1, 2019 the agency has 44 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: The agency has 45 sworn police officers as of July 1, 2020, with a conditional offer signed for the 46th officer. The agency has been able to recruit and hire highly qualified certified officers during FY20. The agency hopes to continue this under the current climate. We will continue to look at recruitment and retention strategies.
- 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 Culpeper Police Department has 30 current, active neighborhood watch programs. We have officers who serve as liaisons who have weekly contact with the 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 continues to support the School Watch program and maintains regular contacts with Culpeper County SRO's and school administrators.

Accomplished: Currently we have five officers who are assigned to seven public and private schools that are within the town. Officers regularly check in with their respective schools at least once a week during school hours.

- The Culpeper Police Department has been authorized to purchase seven new police vehicles to complete the two-year Assigned Vehicle Program.
 - The agency will purchase seven new police vehicles in FY20. The agency will purchase 4 marked units and 3 unmarked units.

Accomplished: The agency has ordered these police vehicles but due to COVID-19, no cars in this order have been delivered. We expect delivery of these seven vehicles by September 2020.
 - 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.

Partially Accomplished: Due to COVID-19 all vehicles ordered have not been delivered, thus the AVP has not been fully implemented. At the time of this report, 75% of our sworn employees have an assigned vehicle.
- The Culpeper Police Department's Wellness Program has been in operation for several years. The program has become victim to complacency in recent years. The agency will be re-evaluating this program through policy, practice, and implementation.
 - 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.

Partially Accomplished: The agency along with the Human Resource Department has held incentive based wellness activities during FY20. However, the agency can improve on this initiative going forward in FY21.
 - Creation of a peer support team within the agency to assist with emotional wellness of officers following a critical or traumatic incident.

Accomplished: The agency formed a six person Peer Support Team in January of 2020. This team has received numerous specialized trainings before and after the formation due to a grant from the Culpeper Wellness Foundation. The team has had positive feedback from agency personnel.
 - In FY19 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 FY20.

Accomplished: The department's clearance rate for CY2019 was 66% for Part I crimes, well above the national clearance rate, which was 39% for jurisdictions of equivalent size.
- 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 by:

- To continue selective enforcement by the number of created incidents in areas dictated by citizen complaints, traffic data, and/or traffic accident trends.
Accomplished: The Culpeper Police Department Community Policing Division creates directed selective enforcement locations based upon complaints by citizens, traffic data/analysis, and/or traffic accidents. There is a correlation with the number of hours worked and summonses issued in an area.
- To continue 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 campaigns as well as the mini-campaign during the fall months. During both campaigns, the agency issue press releases regarding the campaigns, share information on our social media platforms, along with having signs posted all over Town advising drivers of the increased target enforcement and place Click It or Ticket magnets on marked police vehicles to encourage seatbelt usage. As a result, our FY20 numbers for seatbelt tickets have decreased, with 46 summonses issued, compared to 70 summonses issued in FY19.
- To continue the enforcement of driving under the influence by enforcement, education, and prevention.
Accomplished: The department constantly enforces driving under the influence laws. In FY20 the agency had 66 DUI arrests, compared to 67 arrests in FY19. The department strives 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 grants and campaigns, including DUI checkpoints and saturation patrol enforcement.
- 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 do fundraising events for S.A.F.E, The Domestic Violence Taskforce, and Virginia Special Olympics. The department also assist with other organization 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, Foothills Housing Network, Law Explorers Program, LEO Program at the high schools, Culpeper Livable Aging Community, Red and Blue Santa project, Pack the Patrol Car, 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 and non-profit organizational community events.
- The Culpeper Police Department strives to provide the most up to date grant opportunities. Secure opportunities in available 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 six grants during FY20. The agency received two Byrne JAG grants, one to purchase Axon in-car cameras and support the first year annual maintenance and support, the other to purchase video enhancement surveillance technology, 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 department also received a grant from the Culpeper Wellness Foundation in support of its Peer Support Team. The department has applied for other grants including civil unrest reimbursement jointly with Culpeper County and FEMA grant to request reimbursement for PPE and overtime expenses related to the coronavirus pandemic.

- 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 on March 2018 and received 100% compliance on all records that were audited and requirements as set forth by the Virginia State Police. They will not go through another audit until 2021; but strive every day to meet the standards set forth by the Virginia State Police and conduct second party checks on all entries and complete monthly validation on entries.

- 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 continue to offer comprehensive training opportunities for supervisors dealing with leadership development.

Accomplished: Two supervisors completed the Trilogy program through FBI-LEEDA. Two other supervisors completed 2 of the 3 parts. The Trilogy's 3rd part was canceled due to low class count.

- 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: Officers of the PEER Support team went to the IACP Conference which hosted the PEER Support training. Continued training is scheduled for the upcoming year.

- For the Department's Accident Reconstruction Team to train at least quarterly.

Partially Accomplished: The ART conducted training in December and January. No other training has been conducted due to COVID-19.

- Conduct two open firearms range training dates for the agency in FY20 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.

Partially Accomplished: Range was open for officers prior to the November Qualifications. The range has not been used since that date due to COVID-19.

- 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 continue to provide a paperless environment in the Culpeper Police Department and to continue to scan older documents into our RMS system.

Accomplished: The Records Division continues to scan all documents into the Records Management System (RMS). The scanned copy is the original case file and paper documents have been destroyed in compliance with the paperless policy. Historic pertinent case files are scanned in and attached in RMS therefore limiting the risk of vital records being destroyed due to disasters or aging documents. We have also been able to free up necessary space needed for other records by utilizing this technology.

- The Culpeper Police Department has been approved in the FY20 budget to implement an Unmanned Aerial Vehicle (UAV), or Drone program.

- To procure a series of aircraft and associated software that fits the best for the Town of Culpeper and its projected missions.

Accomplished: The agency has procured five (5) aircraft along with all support, hardware and batteries.

- To identify multiple UAV pilots within the agency and to provide them appropriate training and having all pilots achieve all required certifications through the FAA, and any other agency that is applicable.

Accomplished: The agency issued a memo in November of 2019 for those interested in becoming a UAV Pilot. Ten agency personnel put in for the collateral position and all ten were selected. All ten pilots are in the process of obtaining their FAA 107 certification.

- To develop a policy that is applicable to all federal, state, and local laws, while providing the most current best practices.

Accomplished: The agency researched several other agencies UAV policies along with the International Association of Chiefs of Police model policy. The agency formulated its policy based upon this research and modeling of other best practices policies.

- To provide implementation and deployment procedures when a UAV is needed.

Accomplished: The agency as part of its policy development has outlined the deployment procedures and when the aircraft are to be used. Virginia State Code dictates most UAV deployments.



Departmental Accomplishments

Culpeper 7-Eleven robbed, police seeking suspect

CULPEPER STAR-EXPONENT STAFF REPORT Apr 1, 2020

Culpeper police seek local man in Walmart shooting

STAR-EXPONENT STAFF REPORT Dec 6, 2019

Culpeper police bring drug class for parents to Orange

By HILARY HOLLADAY ORANGE COUNTY REVIEW Oct 5, 2019

Smash and grab: Culpeper PD reports trio of vehicle thefts

CULPEPER STAR-EXPONENT STAFF REPORT Jul 22, 2020

Mrs. Effie Foster wins inaugural Amazing Citizen Award

CULPEPER STAR-EXPONENT STAFF REPORT Aug 21, 2020

HOMETOWN PROFILE: Good relations between lawmen, protesters breed peace in Culpeper

BY ALLISON BROPHY CHAMPION CULPEPER STAR-EXPONENT Jul 21, 2020

CULPEPER STAR-EXPONENT
Your Hometown Newspaper

Culpeper convenience store robbed early Monday, police asking public to ID suspects

CULPEPER STAR-EXPONENT STAFF REPORT Feb 11, 2020

Police charge Culpeper man with vehicle theft

STAR-EXPONENT STAFF REPORT Apr 9, 2020

Culpeper PD expanding body cam program in 2020 with addition of in-car cameras

By ALLISON BROPHY CHAMPION CULPEPER STAR-EXPONENT Nov 28, 2019

Culpeper teen charged with shooting another teen in local hotel room

CULPEPER STAR-EXPONENT STAFF REPORT June 20, 2020

Loving those on the front lines in Culpeper

JEFF SAY: Culpeper is unified in love

Apr 20, 2020

Apr 20, 2020

'Enough is enough' – Culpeper joins protests for racial justice

BY ALLISON BROPHY CHAMPION CULPEPER STAR-EXPONENT Jul 2, 2020

Parade surprises Culpeper teacher for her 60th birthday

NEWS REPORTER May 29, 2020

LATEST NEWS

Culpeper man charged in convenience-store robbery

CULPEPER STAR-EXPONENT STAFF REPORT Feb 21, 2020

Saturday is Culpeper Police Appreciation Day

BY ALLISON BROPHY CHAMPION CULPEPER STAR-EXPONENT Jul 11, 2020

- The department has utilized creative and alternative methods during the on-going COVID-19 pandemic to keep personnel safe without minimizing response or quality of service in response to calls for service. This pandemic began surfacing in the 3rd Quarter of FY20 and continues to this date. Many events have been cancelled or postponed due to the coronavirus pandemic.

- The department has strived to maintain a positive role within the community, especially with our Neighborhood Watch Program, and we are committed to Community Policing through this program. In 2011, the 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 30 established Neighborhood and Business Watch Programs in the Town of Culpeper, which was increased by one from last 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 the Town of Culpeper.
- The agency desires to continue to provide support and education to our established 30 Neighborhood Watch programs and to each Neighborhood, Business, and School Watch groups. We have officers who serve as liaisons who have weekly contact with schools, neighborhood and business leaders. The department holds a combined neighborhood watch meeting every other month with different guest speakers. In addition to the Combined Neighborhood Watch meeting, the department also recognizes a special person for the Amazing Citizen award. The department participates annually with National Night Out.
- The department continues to partner with civic groups regarding 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, LEO Program at the high schools, Culpeper Livable Aging Community and Neighborhood Watch just to name a few. There are other community events that the department participates and assists with, such as the National Day of Prayer, Walk for the Cross, the MS Walk, free car seat installation/safety checks and numerous church and non-profit organizational community events.
- The department currently has three (3) officers who are certified child safety seat technicians, who assist the public with installing car seats for their infants. The department also has one (1) Community Service officer, 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 August 2016, the department launched its social media campaign with the creation of its department Facebook page. Since this time, the department has also created a Twitter page and has been able to engage with community members using this resource. 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 17,000 followers on its Facebook page, which is a substantial increase from last fiscal year of over 11,000 followers.
- In the addition to the social media aspect, the department has just launched a new program called Crimewatch. The Culpeper Police Department is the first Virginia based police department to go live on the Crimewatch Network; a communications platform developed

specifically for law enforcement agencies that allows for geographically targeted information sharing.

- The department continues to help raise funds and awareness for Special Olympics Virginia. In FY20 the department participated in Cover the Cruiser event at Target for the Virginia Special Olympics. The department also helped collect school supplies for the Department of Social Services in the Pack the Patrol Car event at Wal-Mart, Target, Dollar Tree and Big Lots.
- In FY20, the department held its 5th 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 135 underprivileged children.
- During FY20, 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.
- 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 provide Kid IDs. In addition, officers have worked special events for the Mexican Consulate on Wheels.
- The department provided tours of the Culpeper Police Department building and provided groups with information about the police department and police operations. The department also participated in many community events such as Wreaths Across America, 4th of July events, Camp Fantastic, December's Holiday parade, along with 5Ks and walks.
- Since 2017, the Hidden in Plain Sight (HIPS) program has been very successful in educating parents or other adults about possible warning signs through an exhibit, which is setup as a teenager's bedroom, to help identify items that are in plain sight. The program also steers those in attendance towards various counseling or community resources that may be available to address issues that could arise with teenagers. 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 42 different groups around the state. The program has traveled to Fredrick County in the north, Halifax County in the south, and the City of Hampton in the east. In FY21, the program plans to extend to even more jurisdictions.
- During FY20, 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, crime prevention, and active shooter preparedness.
- The department's Criminal Investigation Section has investigated an array of criminal violations during 2019 – 2020. The cases range from Robbery, Aggravated Malicious Wounding, Arson, Fraud and Larceny from vehicles. Listed below are some examples of the cases the section was tasked with investigating.
- In February 2020, the department responded to the 500 Block of James Madison Highway for a robbery of a convenience store. The investigation revealed that two males had entered the business with their faces partially concealed. The employee did not recognize either male suspects. The pair robbed the business of an undisclosed amount of money, taken from the business's register, then left the area. The employee was not injured during the robbery. As a

result of this investigation, the department has charged Albert Davis Williams, 60, of Culpeper, Virginia with one count of felony robbery. Williams was located at the Northwestern Regional Adult Detention Center in Winchester, Virginia where he was being held on unrelated charges. The second subject involved in this crimes has yet to be identified. This case has yet to be adjudicated.

- In March 2020, the department responded to the 500 Black James Madison highway for a robbery of a convenience store. The investigation revealed a male subject entering the business wearing dark clothing which covered his face just below his eyes and hands. The subject approached the cashier and demanded she open the register. An undisclosed amount of money was taken and the subject fled the scene. The Criminal Investigation Section has developed a person of interest. This is an active and ongoing investigation.
- In March 2020, the department responded to the 1100 Block of Farley Street for a robbery of a pizza delivery person. The investigation revealed that two males wearing all dark clothing lured that delivery person to this location by placing a fictitious order. The subjects approached the victim and told him to get on the ground. An undisclosed amount of money and personal property was taken from the victim. The suspects fled the area. The Criminal Investigation Section has developed a person of interest. This is an active and ongoing investigation.
- In July 2019, the department responded to the 800 Block of Willis Lane for a shooting in a hotel. Upon arrival officers made contact with an injured adult male who had sustained a gunshot. The victim was transported to Novant Health UVA Culpeper Medical Center with non-life threatening injuries and then transported to University of Virginia Health System University Hospital in Charlottesville. The suspect fled the scene after the shooting, but was located by officers in the immediate area. It was determined that the suspect and the victim were in a hotel room together. The suspect and the victim got into a confrontation that escalated into a shooting. As a result of this investigation, the department charged Mason Repass, 18, of Culpeper, Virginia with one count of felony aggravated malicious wounding, one count of felony shooting in the commission of a felony, one count felony shooting in an occupied dwelling, and one count of misdemeanor reckless handling of a firearm. This case has been adjudicated.
- In December 2019, the department responded to the 800 Block of James Madison Highway for a shooting in a parking lot. Prior to law enforcement's arrival, the suspect fled the scene in a vehicle. The victim was transported to the hospital in a personal vehicle. The victim was transported to Novant Health UVA Culpeper Medical Center for several gunshot wounds and then to University of Virginia Health System Hospital. The offender was identified during the course of the investigation as 30-year-old Michael Beach of Culpeper, Virginia. Arrest warrants were obtained and served for one count of felony aggravated malicious wounding, one count of felony possession of a firearm after being a convicted felon, three counts of felony shooting a missile at a car, and one count of felony shooting with intent to maim. This case has yet to be adjudicated.
- In June 2020, the department responded to the 500 Block of Sperryville Pike for a suspicious circumstances complaint. Three suspects entered the business where the owner observed overt actions which he interpreted as he was about to be robbed. He confronted one of the subjects about what was going to occur and the subject fled the scene. Through the course of the

investigation the adult subject admitted to conspiring with two juveniles to commit a robbery. The adult, Isaiah Lambert, 18, was charged and arrested with conspiracy to commit robbery. Juvenile petitions were obtained for the other two subjects. One juvenile has been arrested and the other remains at large. This case has yet to be adjudicated.

- In March 2020, the department responded to the 800 Block of Willis Lane for a shooting into a dwelling. The victim's residence was shot into several times. The offender(s) fled the scene prior to law enforcement's arrival. The Criminal Investigation Section has developed several theories or motives of why the crime was committed. The Criminal Investigation Section has developed a person of interest. This is an active and ongoing investigation.
- In July 2019, the department responded to a past breaking and entering within the 200 Block of North Main Street. Property within the business was damaged and an undisclosed amount of money was taken. During the course of the investigation a former manager was developed as a person of interest in the crime. As a result of the investigation Andre Frye 41, was charged with destruction of property and conspiracy to commit a breaking and entering. A co-defendant and Kolby Morris 25, was charged with conspiracy to commit breaking and entering to commit larceny, conspiracy and petit larceny. Morris was also the manager of same type of business in the Town of Orange where a similar crime occurred, which is still under investigation. This case has yet to be adjudicated.
- In February 2020, the department received multiple reports of larcenies from and tampering of unlocked vehicles throughout the Highpoint Subdivision. During the course of the investigation, it was determined that a single person had canvassed the subdivision. While on foot, this person checked whether individual vehicles were locked or unsecured. Only unsecured vehicles were entered by this person. Department detectives were able to positively identify the suspects and warrants were obtained. As a result of this incident the department has charged Daiquan Thompson, 21, of Culpeper, Virginia with one count of felony grand larceny, three counts of misdemeanor petite larceny, and eight counts of vehicle tampering. This case has yet to be adjudicated.
 - Also during this time another subject identified as Ethan Barnes, 25, was charged with two counts each of larceny and tampering with vehicles. Barnes was a homeless subject as the time committing these offenses. Barnes offenses occurred in another part of the town.
 - During the months of February and March 2020 there were an enormous amount (over 40) of vehicle tampering or thefts from motor vehicle reports taken.
- In May 2020, the department responded to the 600 Block of Highview Court in reference to an Arson complaint. During the investigation it was learned a fire was set on the front porch of the victim's townhouse and an accelerant was poured on the victim's car causing an ignition. Prior to officer's arrival, the offenders fled the scene. The responding officers were able to extinguish the fire prior to any additional spread to other townhouses in the area. A person of interest has been developed in the case. This is an active and ongoing investigation.
- In October 2019, as a result of a long and intense multi-jurisdictional investigation Lofton Lambert, 33 was arrested for narcotics trafficking. The investigation was conducted jointly by the Culpeper Police Department and the Blue Ridge Narcotics and Gang Task Force. Lambert was stopped for a traffic offense by Fauquier County deputies, which lead to a search of the vehicle. Over 500 grams (1/2 Kilogram) of suspected cocaine and twenty-six thousand dollars

in U.S. currency was located and seized. This investigation has yet to be adjudicated in Federal Court.

- In July 2019, the Street Crimes Unit received information in reference to a family cultivating suspected illicit mushrooms and having a marijuana grow operation. As a result of the investigation, a search warrant was executed on a residence within the 1200 Block of South Blue Ridge Avenue. A marijuana grow operation, packaged marijuana, six firearms and marijuana grow equipment were all seized. Erin Kilby, offender, was immediately charged with manufacturing marijuana, conspiracy to manufacture marijuana and contributing to the delinquency of a minor. This case is pending adjudication.
- In November 2019, the Street Crimes Unit conducted surveillance on a residence in the 100 Block of Wayland Road. A traffic stop was initiated and the operator of the vehicle was identified as Lester Davis Jr. While speaking with Davis he consented to having his person searched. A stolen firearm and marijuana were located. An interview with Davis was conducted, resulting in a confession of the property located on his person. Davis was charged with possession of a stolen firearm, violent felon in possession of a firearm, possession with the intent to distribute marijuana, concealed weapon violation, suspended operator's license and illegal stopping on the highway. Davis pled guilty and was sentenced to five years in prison with three years suspended. He was also sentenced to a total of forty days in jail on the lesser offenses.
- The Street Crimes Unit continues to conduct undercover narcotics buys using confidential and reliable sources to stem the flow of illicit drugs being used, sold or distributed in the Town of Culpeper.
- Detectives have worked on numerous credit card fraud, computer fraud, wire fraud and other scams. Several cases of credit card fraud have amounted 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. Detectives attempt to make every effort to assist these victims in getting their funds back by serving numerous search warrants on the companies. Often times these attempts have not proved to be very successful given the 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 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.

Personnel:

- On December 30, 2019, Officer Scott Yeiser started employment with the police department as an Officer. He came to us as a certified officer and has completed FTO Training.
- On February 24, 2020, Michelle Walczyk started employment with the police department as a Civilian Analyst.
- On March 11, 2020, MPO Nick White started employment with the police department as a Master Police Officer. He came to us as a certified officer and has completed FTO Training.
- On April 14, 2020, Catherine Butler started employment with the police department as a Records Specialist.
- On April 16, 2020, Richard Brooking started employment with the police department as a part-time Detective.

Awards

- On September 5, 2019, Nolan Overby was presented the MADD Award during a luncheon in Harrisonburg, VA.
- Due to COVID-19 many organizations cancelled their award submissions and presentations.

Departmental Statistics

Traffic

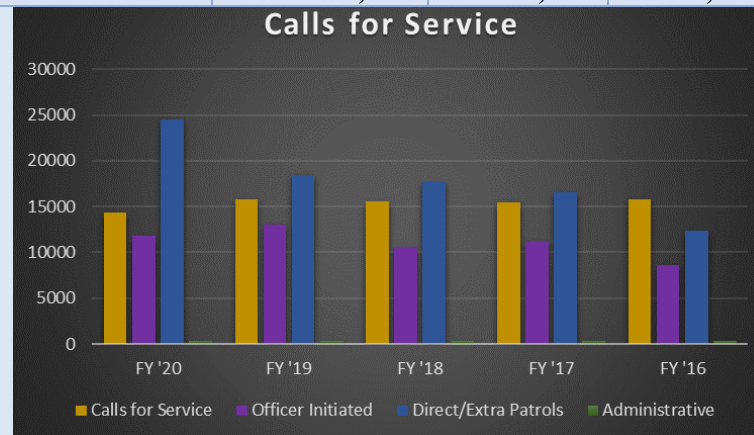
The department investigated 281 reportable crashes, placing 222 charges in FY20. Total damage cost of vehicles involved in crashes was *estimated* as \$1,200,745 and total property damage from crashes was *estimated* at \$40,633. There were 79 persons reported injured, 0 fatalities and 2 crashes involving pedestrians.

<i>Traffic Summary</i>					
	FY20	FY19	FY18	FY17	FY16
Traffic Accidents	281	292	280	255	245
Accidents w/Pedestrians	2	7	12	8	11
Accident related Traffic Summons Issued	222	231	227	204	198
Hit and Run	107	142	135	137	112
Personal Injuries	79	93	113	103	93
Fatalities	0	3	1	1	1
<i>Parking Enforcement Tickets Issued</i>					
Parking Authority Lots	312	735	543	485	644
On Street Parking	651	1,527	1,093	1,011	1,194
TOTALS	963	2,262	1,636	1,496	1,838
<i>UTS & Warnings</i>					

Summons	1,716	2,765	2,489	3,112	2,016
Warnings	531	524	274	315	167
TOTALS	2,247	3,289	2,763	3,427	2,183

Calls for Service

	FY20	FY19	FY18	FY17	FY16
Calls for Service	14,343	15,795	15,580	15,494	15,847
Officer Initiated	11,827	13,083	10,600	11,154	8,643
Direct/Extra Patrols	24,492	18,473	17,820	16,589	12,358
Administrative	309	383	334	351	374
TOTALS	50,971	47,734	44,334	43,588	37,222



Part I Crimes

	FY20	FY19	FY18	FY17	FY16
Aggravated Assaults	17	8	29	25	19
Arson	1	0	0	4	1
B & E /Burglaries	7	11	30	17	20
Domestic Violence*	319*	328*	363*	326*	332*
Forcible Rape	5	4	4	3	2
Homicides	0	0	0	1	0
Larcenies	298	301	288	288	344
Motor Vehicle Thefts	11	11	20	14	15
Robbery	12	12	12	10	11
TOTALS	351	347	383	389	412
Est. Value of Prop. Stolen	\$271,168.73	\$414,377.52	\$532,141.96	\$669,853.94	\$404,742.70
Est. Value of Prop. Recovered	\$69,355.95	\$56,091.59	\$76,481.00	\$80,318.27	\$100,372.67

**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
FY20	1,084	1,505	415	1,090	195	260
FY19	1,112	1,531	449	1,082	180	266
FY18	1,205	1,708	526	1,182	175	143
FY17	1,118	1,433	453	980	208	264
FY16	1,217	1,448	395	1,053	221	173

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

	Total Arrests	Total CPD Charges	Felony	Misdemeanor	Alcohol-ALL	Drug-ALL
FY20	22	37	9	28	0	5
FY19	38	56	16	40	1	14
FY18	69	93	26	67	5	23
FY17	47	80	30	50	3	10
FY16	49	67	9	58	1	5

All statistics are current as of July 30, 2020

PUBLIC WORKS

The Public Works Department has forty-five full-time employees 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.

Two employees received certification in VDOT Asphalt Field Level 1 and Level 2.

One employee received his state vehicle inspection license.

Four employees received their pesticide applicators recertification.

Employees completed an on-line medical clearance for voluntary respirator use.

Employees attended training and workshops to include: Heart Saver First Aid/CPR/AED; VDOT Local Programs; UVA-TTA Bridge Preservation for Locally Maintained Bridges, Pavement Preservation: Construction of Quality Treatments for Preventative Maintenance, Locally Administered Projects Qualification Program; VDOT sponsored State of Greater Repair, Slurry Surfacing, Surface Treatment, Bridge Maintenance for Localities; VACORP sponsored Defensive Driver, Trenching/Confined Space/Safe Rigging; in-house Management and Supervisory Leadership Program; Safe Personnel on-line training on Fire Extinguisher Safety, Slips, Trips & Falls, Storm Water Management, Password Security Basics, Office Hazards, Fall Protection, Protective Personal Equipment.

Streets

Superior Paving Corporation milled and repaved Locust Street, Culpeper Street, Spencer Street, Chandler Street, Scanlon Street, Cameron Street, Edmondson Street, Piedmont Street, West Street, Spring Street, Main Street, Orange Road, Germanna Highway and Bickers Street.



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

Paveway Systems installed synthetic brick crosswalks on Main Street from Edmondson Street to Mason Street.

Espina Paving performed concrete replacements throughout Town as needed.

Drop inlet storm water structures were repaired in Redwood Lakes to correct storm erosion.

The Blue Ridge Avenue culvert and sidewalk improvement project was completed.



Engineering

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

The FY21 asphalt schedule and map layouts were prepared.

Assistance was provided to Tourism in calculating street parking space data for Davis Street.

Traffic plan and inspection support were provided during the installation of new synthetic crosswalks on Main Street.

Snow & Ice

Public Works personnel responded to three snow and ice events wherein 145.5 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 103 interments and two disinterments.

The contact information was updated on signs throughout 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 the necessary service and repair work on all vehicles and pieces of equipment within the Town fleet.

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

Overload permits from DMV were renewed for the garbage trucks.

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 Belle Avenue, Cotton Tail Drive, Blossom Tree Road, Autumn Ridge Road, Holly Crest Drive, Virginia Avenue and Longview Lane.

“No Thru Street” signs were replaced with “No Outlet” signs throughout Town.

“Government Property” signs were installed at the Mountain Brook Estates well houses.



Sanitation

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

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



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 with the cleaning of the cedar shake roof at the Burgandine House.

Supplies were purchased and distributed to Town departments due to COVID-19. Preventive countermeasures were installed to protect employees and the public from potential coronavirus contact.

Renovations were performed at Culpeper Media, Town Hall, Depot and Police Department.

Parks & Recreation

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

The obstacle course was paved, the entrance was widened, and Frisbee Golf stations were constructed at Rockwater Park. The dedication ceremony was held on August 27th.



A new pedestrian bridge was installed, the trail was completed from Sunset Lane, and trees were removed from S. Blue Ridge Ave. Ext. to create an additional parking area for Rockwater Park.

A new pedestrian bridge and trailhead to the Lake Pelham Connector Trail was constructed at the former Spring Street utility complex.

The final segment of the connector trail was completed from Yowell Meadow Park to Lake Pelham Drive.

The playground equipment at all parks was closed temporarily due to COVID-19 and have since reopened.



Miscellaneous

Signs and barricades were supplied for road closures, stage was erected, and clean up was provided for the following events: Third Thursday Concerts, Culpeper Fiesta, July 4th Celebration, Hop-N-Hog, Ignite the City, Lake Pelham and Mountain Run Lake dam dedications.

Traffic control materials were provided for the following events: Turkey Trot at PWC, Downtown Merchant Trick-or-Treat.

Traffic control and trash carts were provided for the following events: County of Culpeper's Cycling Century, Culpeper Christmas Parade, Soap Box Derby.

Trash carts were provided for the following events: Biathlon at Mountain Run Lake Park, Second Amendment Rally at Yowell Meadow Park.

The mobile stage was provided for the following events: Culpeper Fest, One Village Prayer and Worship Night, Community Wide Prayer Vigil.

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

The sidewalk was removed and replaced, the LOVE sculpture was refurbished and reinstalled, and the area was graded, mulched and bushes planted as part of the E. Davis Streetscape project.

Boxes were moved from storage to the BSVFD 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, Town Code and policies. Responsibilities include the administration of Town revenues and expenses in an efficient and equitable manner, accurate financial reporting, and promoting confidence and integrity in all interactions with the public.

PROJECTS, OPERATIONS AND BUDGET

The annual financial audit and preparation of the Town's FY19 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 FY19 audit.

As of the writing of this report, notification of award has not been made due to delays because of the pandemic. If awarded, it would be the sixteenth consecutive year the Town was awarded the Government Finance Officers Association Award for Excellence in Financial Reporting for transparency, full disclosure, and clear financial analysis, for the CAFR for the fiscal year ended June 30, 2019.

The Town issued an RFP for audit services and awarded a contract to PBMares, LLP for a period of up to six years, including extensions.

The Town had a successful debt refunding during FY20, working with our financial advisors to refinance \$14.3 million of prior debt with a new loan with JPMorgan Chase Bank. The Town will see a reduction in debt service payments over the next 15 years totaling \$1,044,000.

The Treasurer's Office continues to work with other Town departments on a multi-year project to implement 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 was completed in June 2020, and the Utility Billing module is scheduled to be in service by December 2020.

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 collections since implementation have been approximately \$202,000, including \$100,000 during FY20.

The Town Investment Policy adopted during FY18 established a standard for investment of Town funds in a manner which prioritizes security of funds while providing market rate returns. Investment returns in FY19 were nearly double the prior year, however there was no increase in

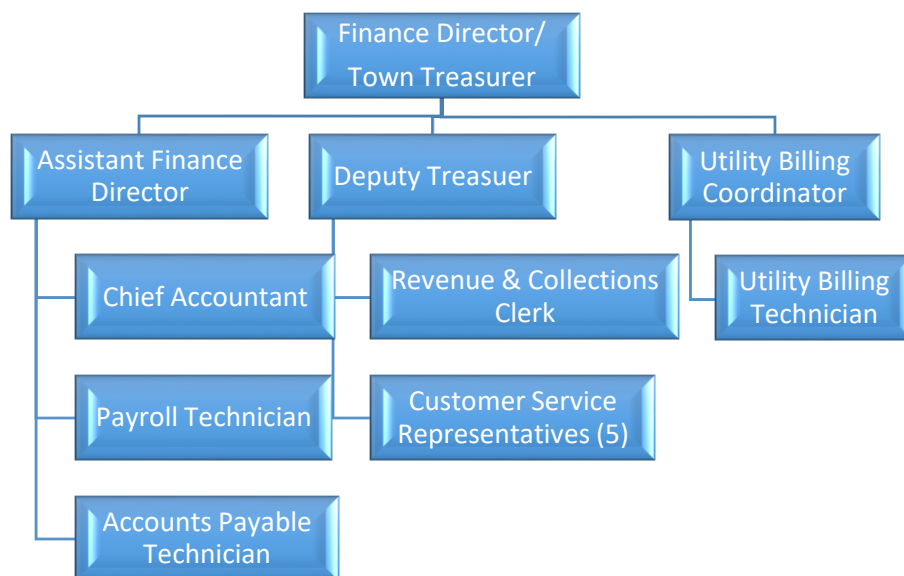
FY20, with strong early year performance offset by declining rates due to the impact of the pandemic on the economy. Investment income from all funds in FY20 was approx. \$737,000. The Town cash and investment portfolio increased from \$39.2 million at June 30, 2019 to \$41.3 million (not including CARES Relief Funds) at June 30, 2020.

In FY20, the Town Treasurer's Office had an operating budget of \$1,435,145 and total spending of approx. \$1.4 million (pending final audit accruals). Bank fees increased due to the pandemic, as the Town absorbed customer convenience fees for online payments in an effort to reduce the barrier to collection for utility bills payments since Town Hall was closed for several months to walk-in customers who routinely pay in cash or by credit card.

STAFFING

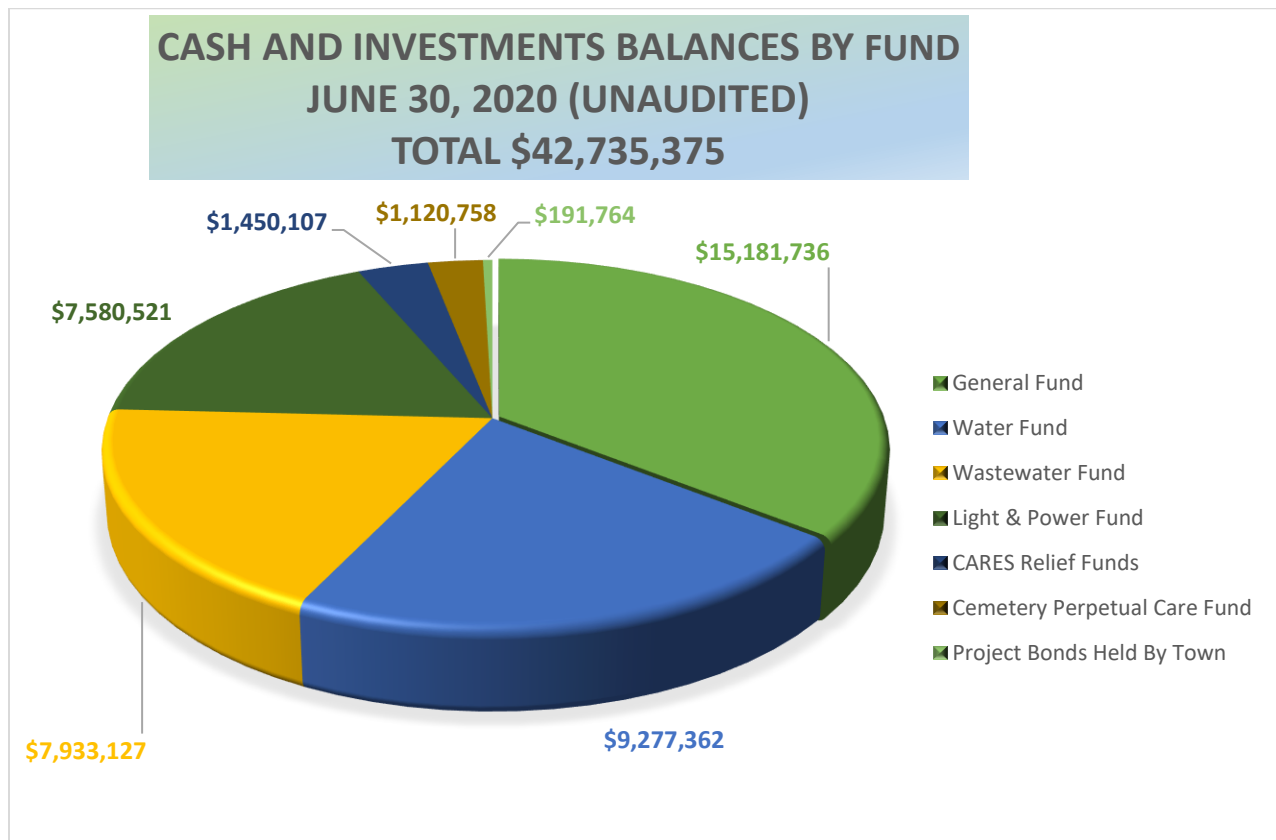
The department experienced no turnover during FY20. Staff training and development continued to be emphasized for all staff, with 10 staff members attending more than 20 different external training events during the year prior to the pandemic shutdown. Currently, multiple staff members are working towards 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.

Having completed their required coursework during the year, the Treasurer/Director of Finance earned the Master Governmental Treasurer designation, and the Deputy Treasurer earned the Master Governmental Deputy Treasurer designation from the TAV.

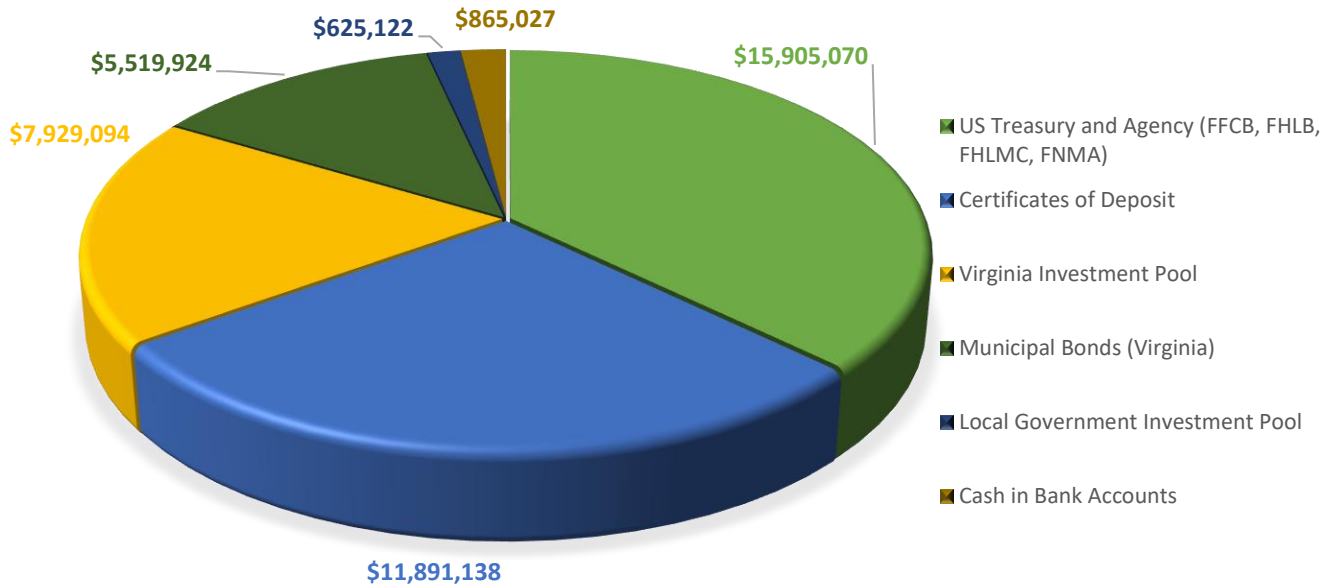


**FY20 TREASURER'S OFFICE OPERATING METRICS
AND SELECTED TOWN FINANCIAL DATA**

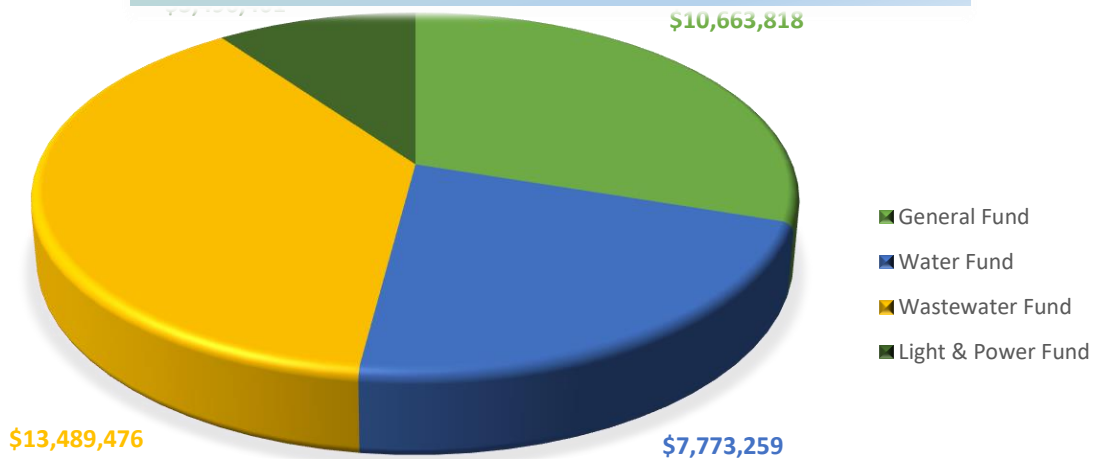
DESCRIPTION	NUMBER	VALUE
TREASURER'S OFFICE PAYMENT TRANSACTIONS RECEIVED AND PROCESSED	120,148	\$ 60,344,468
VENDOR DISBURSEMENTS PROCESSED	4,605	\$ 38,885,962
PAYROLL PAYMENTS PROCESSED	5,117	\$ 10,406,733
UTILITY BILLS PROCESSED:		
WATER	89,670	\$ 3,527,760
SEWER	86,002	\$ 4,741,570
ELECTRIC	81,063	\$ 12,068,188
TOTAL MONTHLY BILLS PRODUCED	104,368	\$ 20,337,518
UTILITY ACCOUNT SERVICE ORDERS	7,464	N/A
NEW UTILITY ACCOUNT APPLICATIONS	1,157	\$ 28,925
BOATING PERMITS ISSUED	661	\$ 8,215
FISHING PERMITS ISSUED	1,132	\$ 13,495



**CASH AND INVESTMENTS BALANCES BY TYPE
JUNE 30, 2020 (UNAUDITED)
TOTAL \$42,735,375**



**OUTSTANDING DEBT SERVICE BALANCES BY FUND
JUNE 30, 2020 (UNAUDITED)
TOTAL \$35,423,014**



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

Tax Revenues					
	Fiscal Year				
	2016	2017	2018	2019	2020***
PERS PROPERTY AND REAL ESTATE TAXES	\$ 3,062,450	\$ 3,334,858	\$ 3,814,435	\$ 3,726,136	\$ 3,770,233
Admissions Tax	\$ 45,367	\$ 45,244	\$ 48,154	\$ 43,569	\$ 35,247
Bank Stock Tax	\$ 338,243	\$ 390,832	\$ 431,595	\$ 483,997	\$ 402,494
BPOL - Contracting	\$ 35,216	\$ 56,289	\$ 46,149	\$ 45,925	\$ 44,262
BPOL - Professional (*)	\$ 225,928	\$ 254,225	\$ 244,004	\$ 177,252	\$ 185,264
BPOL - Repair & Pers Business Services (*)	\$ 163,016	\$ 170,235	\$ 174,413	\$ 120,656	\$ 174,659
BPOL - Retail	\$ 490,553	\$ 464,710	\$ 512,509	\$ 528,216	\$ 537,238
BPOL - Utilities	\$ 27,875	\$ 20,646	\$ 20,953	\$ 22,742	\$ 26,074
BPOL - Wholesale	\$ 42,568	\$ 44,708	\$ 43,764	\$ 46,206	\$ 49,788
BPOL - Miscellaneous / Other	\$ 12,747	\$ 16,940	\$ 16,106	\$ 17,792	\$ 6,255
Cigarette Tax (**)	\$ 167,265	\$ 156,238	\$ 165,818	\$ 247,326	\$ 225,899
Consumption Tax - Electric	\$ 61,254	\$ 62,701	\$ 62,127	\$ 65,116	\$ 62,599
Hotel & Motel Room Tax (Lodging Tax)	\$ 342,965	\$ 449,636	\$ 498,669	\$ 448,369	\$ 372,283
Local Sales and Use Tax	\$ 1,363,040	\$ 1,555,660	\$ 1,641,902	\$ 1,585,041	\$ 1,619,790
Meals Tax	\$ 3,941,061	\$ 4,115,524	\$ 4,257,578	\$ 4,332,531	\$ 4,179,288
Telecommunications Sales and Use Tax	\$ 119,031	\$ 116,110	\$ 112,655	\$ 105,589	\$ 101,728
LOCAL TAXES - SUBTOTAL	\$ 7,376,129	\$ 7,919,698	\$ 8,276,395	\$ 8,270,326	\$ 8,022,868
Grand Total	\$10,438,579	\$11,254,556	\$ 12,090,830	\$11,996,462	\$ 11,793,101
*Council reduced tax rate in FY 2019	**Council increased tax rate in FY 2019			*** FY 2020 is unaudited	

Department FY21 Goals & Objectives

- Complete the implementation of MUNIS ERP modules currently in progress (Utility Billing).
- Implement new electronic payment platform for credit cards and eCheck with lower convenience fee charges to customers.
- 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 **4.3 percent** to **\$44.5 million in 2018**, while tourism employment grew by **.9 percent, supplying 420 jobs**. Travel expenditures generated **\$997,215 in Local Tax Receipts** in 2018, feeding **\$1,852,815 to State Tax Receipts**. Tourism payroll increased **3.5 percent** in 2018, representing **\$8,773,653**.

CULPEPER TOURISM INDUSTRY by the Numbers

Generates
\$44.5 MILLION
IN DOMESTIC
VISITOR SPENDING



Supports
420 Jobs



Provides \$2,850,030 in State & Local Taxes

Additional Highlights from the 2018 Data



SPENDING BY
DOMESTIC TRAVELERS
\$121,954
PER DAY

↑ **4.3%** FROM 2017



STATE & LOCAL
TAX REVENUES

↑ **2.5%** FROM 2017

DOMESTIC TRAVEL
SUPPORTED
\$8.77 MILLION
IN PAYROLL

↑ **3.5%** FROM 2017

THE TRAVEL INDUSTRY
IS THE
5TH
LARGEST PRIVATE
EMPLOYER IN VIRGINIA



VIRGINIA RANKS
8TH
IN DOMESTIC TRAVELER
SPENDING AMONG
50 STATES &
WASHINGTON D.C.



**CULPEPER
VIRGINIA**
RICH HISTORY
**MODERN
CHARM**

Domestic Traveler Spending in Culpeper Up 4.3% from 2017,
which is on par with the VA State Average Increase of 4.4%

In FY20, visitors reported the primary purpose of their trip as ‘Visiting friends and family’ at 34 percent; ‘Downtown Dining/Shopping’ at 27 percent; ‘History/Heritage/Genealogy’ at 19 percent; ‘Nature and Outdoor Recreation’ at 8 percent; ‘Wedding’ at 7 percent; ‘Winery/Brewery/Distillery’ at 4 percent; and ‘Arts/Music/Film’ at 1 percent.

The Culpeper Visitor Center closed due to the coronavirus pandemic on Friday, March 13, 2020. The center remained closed through the end of FY20, resulting in a loss of 109 operating days for the fiscal year. Prior to closing, the Visitor Center hosted 25,349 visitors. July represented the largest total of guests, followed by August, November, October, December, February, September, January, and lastly March.

Travel party by Origin by State reports 67 percent visited from in-state, Virginia, 5 percent from Maryland, 5 percent from North Carolina, 5 percent from Florida, 4 percent from Pennsylvania, 4 percent from New Jersey, 4 percent from Ohio, 2 percent from New York, 2 percent from Texas, and 2 percent from Kentucky.

Culpeper’s Tourism Strategy is to promote our community as an attractive travel destination, while 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.

FY20 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 Tour programs

- **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

FY20 Foundational Message:

Tucked away in the heart of Virginia’s Piedmont, you can find a quintessential southern town filled with award-winning wine and craft beer, upscale boutiques and rare antiques, excellent cuisine, outdoor adventure, and locals who love their home.

Come discover joy in Culpeper, where life moves a bit slower.

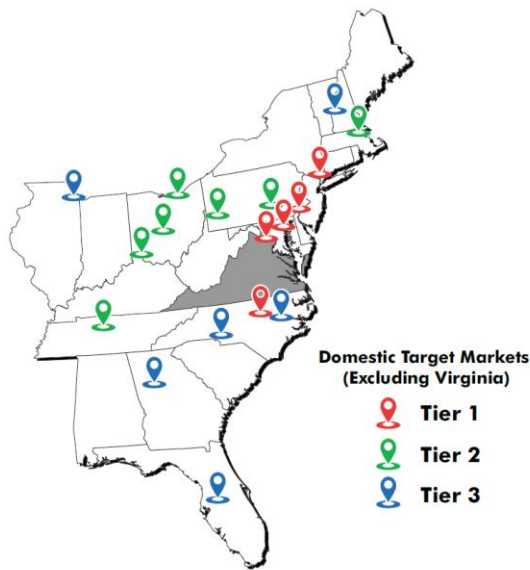
Where the noise and chaos of crowded streets fade away, and you can reconnect with what truly matters. In Culpeper, you are free to give your life the attention it deserves.

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 Pittsburgh.

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 – FY20 marked the second year of the Purely Piedmont brand. With over 40 participating producers, the Purely Piedmont brand continues to connect locally-grown food and beverages with consumers and travelers to the region.
- 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. FY20 launched a new annual cycle ride for Culpeper – Dirty Kitten Gravel Race to be hosted each July. 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 secured a Virginia Commission for the Arts Creative Communities Partnership Grant to support the Culpeper Downtown 3rd Thursday Concert Series, valued at \$10,000. 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. Culpeper Greenways offers 125 acres of dedicated park and trail presence for our citizens to connect with nature and the great outdoors.
- **Spirit Lovers**
 - Culpeper has two distilleries. Belmont Farms is recorded as the first craft distiller in America, registering their brand in the late 1980s. FY20 was set to be the second year Culpeper partnered with the Virginia Craft Distillers Association, for an annual consumer road show event. This was disrupted by COVID-19. 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 wedding venues opened in FY20. Self-reporting numbers show that 7 percent of FY20 visitors came Culpeper to attend a wedding. The Culpeper Tourism department promotes this niche product category through owned, earned, and paid media.

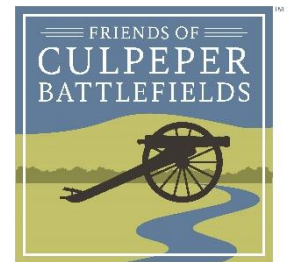
Major Department Projects

- **FY20 Media Strategy** – Department worked off an owned and earned media strategy in FY20, as budget was earmarked for content creation. Department generated over \$350,000 in earned media during FY20. There were over 200 stories, mentions,

photographs and videos shared on behalf of the Culpeper Tourism industry. Top highlights included:

- Inside NOVA – **Cedar Mountain Battlefield celebrates 157th Anniversary** – July 26, 2019
- Blue Ridge Country – **Top Trending Virginia Destinations 2019** – August 8, 2019 | Culpeper County was ranked 5th
- Amtrak International – **The Weekender: A Guide to the Virginia Foothills** – August 12, 2019
- Virginia Travel Blog - **Road Trip Pit Stops: From D.C. to Lockn'** – August 13, 2019 | Shawn's Smokehouse BBQ AND Natraj Indian Cuisine were featured
- DC Weekends Getaways – **Weekends from DC** – September 16, 2019
- Virginia Travel Blog - **Fall Festivals & Harvest Events Happening at Virginia Wineries** – September 30, 2019 | Mountain Run Winery Annual Fall Festival
- Men's Journal – **Off the Beaten Path: The Most Epic Views Every Hiker Should See** – October 9, 2019
- Distinction VA – **Tiny town. Big Taste.** – November 8, 2019
- Blue Ridge Outdoors – **Go Outside and Play Guide: Culpeper, VA** – November 13, 2019
- Virginia Tourism Corporation
- Culpeper Times – **Faces of Culpeper** – December 15, 2019 | Tourism Director, Paige Read featured
- Culpeper Star Exponent – **President Roosevelt visits Cedar Mountain, again** – February 11, 2020
- Virginia Travel Blog - **The Complete List of Virginia's Craft Breweries Currently Offering Pickup & Delivery** – March 31, 2020 | Beer Hound Brewery, Old House Brewing Company, Old Trade Brewery
- Virginia Tourism Corporation – **Tourism: Revenue Generator** video – Tourism Director, Paige Read featured – May 2020
- Virginia Tourism Corporation – **What Does Tourism Mean to You?** video – Tourism Director, Paige Read featured – May 2020
- Virginia Tourism Corporation – **Tourism: Road to Recovery** video – Tourism Director, Paige Read featured – May 2020
- Virginia Travel Blog - **The Complete Lists of Virginia's Cideries & Distilleries Open for Pickup & Delivery** – April 3, 2020 | Mountain Run Winery, Belmont Farm Distillery, Old House Vineyards
- Travel Awaits - **Road Trip: Washington, DC to Culpeper, VA** – May 13, 2020
- Virginia Travel Blog - **Stand for LOVE: Supporting Virginia's Black-Owned Restaurants** – June 9, 2020 | Love's Kitchen was featured
- Virginia Travel Blog – **20+ Fourth of July Events in Virginia That Follow Social Distancing Guidelines** – June 29, 2020 | Fourth of July Fireworks & Patriotic Presentation , Culpeper

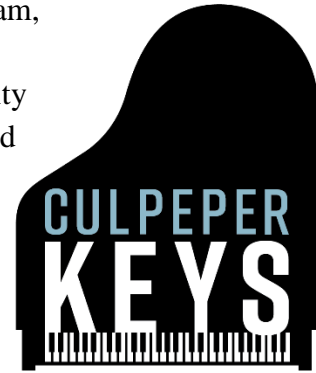
- **Digital Landscape Navigation and Response** – FY20 was a continuation of FY19 with extreme external digital landscape changes. In recap, Google and all major Social Media platforms underwent rigorous algorithm changes rendering digital market share and consumer reach three-five times as expensive as FY19. This is the third straight year of above average market rate increases for consumer reach.
- **Website Updates – VisitCulpeperVA.com** – Tourism Director began minor updates to address navigation, changes from Google, social media and security platform requirements in FY19 and continued into FY20. FY20 department budget was heavily focused on film and image library creation, with over sixty locations captured during Q1-Q2, FY20. Design updates slated for Q3-Q4, FY20 were put on hold as all remaining budget resources were redirected to accommodate COVID-19 webpage design and build. Dates on when the department will be able to complete design updates to the website are unknown, as the department has suffered an 80 plus percent-reduced FY21 due to the coronavirus pandemic.
- **Virginia Tourism 50 Years of Love Grant**
 - Q1-Q2, FY20 completed the 50 Years of Love campaign co-op with Virginia Tourism Corporation.
 - “Virginia is for Lovers” was created in 1969, and it has 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.
- **Friends of Culpeper Battlefields** – Tourism Director helped launched new umbrella group to advocate on behalf of all Culpeper County battlefield sites. Culpeper’s battlefields boast many champions — from knowledgeable historians to environmental groups to tourism professionals, an ever-growing network of supporters touts their significance within Culpeper and beyond. As a new era dawns for activism and conservation in the region, so, too, arrives a new entity to serve as a unifying organization supporting battlefield-focused preservation, stewardship and heritage tourism across the historic region: Friends of Culpeper Battlefields. The new group’s governing board includes representatives of the American Battlefield Trust, the Brandy Station Foundation, the Culpeper Department of Tourism, the Friends of Cedar Mountain Battlefield, the Museum of Culpeper History and the Piedmont Environmental Council.



- **National Main Street Annual Conference – Amazon(s) on Main Street: Connecting with High-Growth Centers in Your Region** | Tourism Director partnered with Virginia Commonwealth University’s Urban & Regional Studies team to conduct primary research on the relationship between rural/small towns and high-growth urban centers within roughly 60 miles of each other. Resulting research was converted into a keynote presentation slated for the National Main Street Annual Conference in May 2020 prior to the cancellation due to COVID-19. Tourism Director, VCU and the National Main Street Center maintain discussions for FY21 conference.
- **Hike with a Historian** | Department built a new sub brand for Culpeper Tourism, Hike with a Historian. Designed as a consumer tour brand, this program was set to launch in March 2020 prior to COVID-19. Offering eleven unique history tours throughout Culpeper, this sub-brand has been placed on hold till further notice.
- **Brandy Station Cedar Mountain State Park Alliance** – Virginia’s 2020 General Assembly session resulted in the direct order for the Virginia Department of Conservation and Recreation to conduct and complete a comprehensive state park study for Brandy Station and Cedar Mountain. Initial direction set a November 2020 deadline, however, due to COVID-19 disruptions Tourism Director has worked to extend this deadline to the following year, November 2021 in hopes that consumer behavior and Virginia State general fund budget levels will be more favorable.
- **Purely Piedmont** – FY20 marked the second year for the brand. Designed as a regional food marketing program, Purely Piedmont is being used to promote the region’s locally-grown food and beverages. Hosted two industry educational workshops and three consumer events during FY20 prior to COVID-19.
- **Battlefield Tour and Resource Guidebooks** – Tourism Director contracted licensed battlefield guides and historians Britt Isenberg and Chris Army to research and develop Culpeper history tour guides, along with orientation trainings for new tour guide development. The program was disrupted due to COVID-19, and will carry over into FY21. Results will include published guides for Brandy Station, Cedar Mountain, Downtown Culpeper, and Kelly’s Ford.
- **Culpeper Competes** – Tourism Director secured a \$45,000 Community Business Launch grant from the Virginia Department of Housing and Community Development to create and launch an educational entrepreneurship competition program, to inspire economic development and job creation in Culpeper. The nine-week competition program was set to launch on March 16, 2020 when COVID-19 struck. Department has tentative plans to relaunch in January 2021 pending pandemic status.



- **Culpeper Keys** – Department built a new public piano program, Culpeper Keys, in FY20 Q2, in an effort to provide access to musical opportunity, foster creativity and build a sense of community among Culpeper residents and visitors alike. The department secured a donated piano and collaborated with Culpeper County Public Schools to offer a design competition for high school art students. The four final designs were published online for public vote. The winning artist, Jordan Wilson completed her work in June 2020. The department has temporarily delayed the public unveil due to COVID-19.
- **Culpeperpalooza** – Department worked with industry to launch a new annual consumer event, Culpeperpalooza, where Culpeper producers, makers, chefs, growers, historians, artists and builders would highlight their talents. The event was scheduled for June 2020, but was cancelled due to COVID-19.
- **LARP Series at Mountain Run Winery** – Culpeper Tourism continued to support four-time annual event series at Mountain Run Winery. First half of FY20 brought in over 600 visitors to Culpeper. Second half of the season was disrupted by COVID-19.
- **#ArtintheOpen** – Department worked alongside industry to develop a live music program utilizing the pop up stage, set to launch in May 2020. The pop up stage was designed and built with local talent and was 100 percent funded by grant money. The performance program was designed to rotate locations throughout Culpeper... downtown, parks, wineries, breweries, and event venues. All performances were cancelled due to COVID-19.
- **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 was completed during the first half of FY20. Tourism Director was set to present results to the industry in partnership with Virginia Tourism Corporation during National Travel and Tourism week, May 2020, prior to COVID-19 forced shut downs.

- **Culpeper Trolley Tours** – department built on the success of this award winning program, with special focus on the 50 Years of Love promotion during the first half of FY20. The second half of FY20 was shut down due to COVID-19.
- **Industry Education Events**
 - Department led and supported over a dozen industry education opportunities during the first half of FY20. The second half was shut down due to COVID-19. Partners included the Rappahannock Rapidan Regional Commission, Culpeper Chamber of Commerce, and Culpeper Renaissance Inc.
- **Culpeper Paranormal** – continued to build on the success of FY19 by adding four new investigations, and two new tours, growing the program to five unique consumer tours for Culpeper. FY20 tours were split, as the second half of the year was shut down due to COVID-19.
- **Business Retention Efforts** – Department conducted routine annual industry visits with over sixty participation businesses during Q2 FY20. After COVID-19 struck Virginia, and Governor Northam declared the state of emergency and subsequent shut down of the state, department efforts shifted solely to business retention and relief efforts. During FY20 Q3 and Q4, the department conducted over 900 partner calls and meetings. The team provided resources on loans and grants, training on unemployment, workplace safety and evolving COVID related policy and regulation. In Q3, the department launched a consumer marketing campaign in the form of Culpeper BINGO, where partners who were offering online, curbside pickup and delivery services were highlighted and promoted. Department built and launch a Culpeper COVID-19 support/resource website for both the industry and consumers.
- **Culpeper’s Own – Hand Sanitizer Production** – During the outset of the coronavirus pandemic Tourism Director collaborated with Old House Distillery to produce Culpeper’s Own hand sanitizer. Together the department and Old House provided over 1,500 bottles of free hand sanitizer to essential workers and businesses in the greater Culpeper area. The production also resulted in roughly 8,500 bottles produced solely for the Town of Culpeper government use, ensuring staff adequate access to this critical item during the early months of the pandemic when hand sanitizer was ‘out of stock’.
- **Culpeper Downtown Farmer’s Market** – the COVID-19 shut down forced the downtown farmer’s market to close. Tourism Director worked to reconfigure the market as a drive-thru operation ensuring Culpeper growers and producers the opportunity to sell during the early months of the coronavirus pandemic.



Spring season sales represent an average of 42 percent of annual sales for many local farmers, which is why the reconfiguration was critical for the economic health of Culpeper farms.

- **Culpeper Cares Small Business Recovery Grant** – Department built and launched the Culpeper Cares small business and 501c3 recovery grant program under the direction of Town Council and County Board of Supervisors at the end of June 2020. The program carried over into FY21. The program offered \$10,000 - \$20,000 grants to qualified Culpeper small businesses and 501c3 organizations. The fund was capitalized using \$3.3M from Federal CARES Act assistance provided to Culpeper County and the Town of Culpeper.



- **Film and Photography** – captured over 60 locations on film and video during FY20
- **Owned Media** – Department generated over 2,300 content pieces during FY20

Looking Ahead

Trends shaping our Industry:

COVID-19 has devastated the travel industry. Consumer behavior reports indicate consumers are wary and reluctant to travel far from home. At the close of FY20, new rounds of the coronavirus has surfaced, resulting in a new wave of executive ordered closures for travel and hospitality businesses. Consumer spending remains stagnant, with the shift towards essentials and value across brands and purchases. Most Americans believe that the impact of the pandemic on their routines and personal finances will last beyond calendar year 2020. This sentiment has made consumers evaluate what they are spending on and where more carefully. Spending on essentials is the only category with positive intent.

The below represents a combination of pre-COVID, COVID, and forecasted post-COVID sentiment. We are in unprecedented times, monitoring and tracking consumer behavior/spending is difficult, predicting consumer behavior/spending is close to impossible.

- **Kindness, Kinship and Culture** - using personal connections, welcoming cultural imagery, and assurances of health and safety to motivate visitors.
- **Remind, Reminisce and Reconnect** - for destinations with strong brand awareness, aimed at pre-disposed interest and repeat visitors.
- **Introduce, Imagine and Inspire** - telling a brand story for first-time visitors, adventurous travelers, and notches on a personal bucket list.
- **Trust is the new Currency.** As consumer venture back into pre-COVID routines... dining out, traveling, spending time with friends and family, TRUST will be the driving

force behind their decision-making. Destinations and businesses will need to earn the trust of the consumer in order to receive consumer engagement.

- **Crisis accelerates Trends.** The full impact of COVID-19 will not be identifiable for years to come. What we have witnessed to-date and will continue to witness is a change in patterns, a change in consumption and a change in priorities. The travel and hospitality industry heavily relies on in-person transactions. By the close of FY20, we already witnessed a change in the ability to deliver travel experiences through technology. This trend will shape FY21 and beyond.
- **Digital Divide.** Destinations, businesses and attractions with the budget to shift to a technology driven delivery will rise whereas the destinations, businesses and attractions without the means to reposition and deliver through technology will drop, drop in engagement, drop in revenue, and eventually drop in existence.
- **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 by COVID-19, 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**– Zenith research forecasts that the average person will watch 84 minutes of online video per day during FY21. Video continues to be an effective marketing content tool according to IMPACT. As micro-videos gain popularity and videos make inroads into the mobile word, online video traffic will continue to accelerate at an average growth rate of 32 percent per year.
- **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

FY20 budget focused on content creation, the tourism department captured over sixty locations for our film and digital image library. This content project absorbed the majority of the paid media budget, this combined with the spending freeze as a result of COVID-19, Culpeper Tourism was absent in the digital marketing landscape for ten out of the twelve months of FY20. The result of this absence is evident in the analytics below.

	FY20
Total Number of Visits	68,750
Total Unique Visits	55,850
New vs. Return Users	55,153 vs. 8,794
Page Views	188,816
Page Views per Unique Visit	2.75

Social Media

In FY20 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.

	FY20
Visit Culpeper VA Facebook	11,052
Visit Culpeper VA Instagram	2,552
Visit Culpeper VA YouTube	332,989 views
Visit Culpeper VA Twitter	825
Culpeper Arts	692
Culpeper Civil War	183
Culpeper Harvest Farm Tour	1,335
Town of Culpeper	2,143

Visitor Center

	FY20
Visitors (excluding Amtrak)	19,894
Amtrak Riders	5,455
Total Number of Visitors	25,349

ECONOMIC DEVELOPMENT

State of the Industry | Economic Development

Culpeper Overview

The coronavirus pandemic hit at the end of FY20 Q3, March 2020. Up until this point the Culpeper economy was experiencing continuity similar to Virginia and the majority of the United States. Fluctuations were present, but not prolonged, and investment and consumer behavior was relatively stable. COVID-19, a global pandemic and resulting Federal and State executive orders has moved the Culpeper economy into unknown territory. Most of the below data is representative of pre-COVID activity.

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
- Transportation and Warehousing
- Agriculture, Forestry, Fishing and Hunting
- Finance and Insurance
- Real Estate, Rental, and Leasing
- Arts, Entertainment, and Recreation
- Education Services
- Mining, Quarrying, and Oil and Gas Extraction
- Management of Companies and Enterprises
- Unclassified
- **Utilities: non-disclosable data*

Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 4th Quarter (October, November, December) 2019.

New Startup Firms

	Culpeper County
3 rd Qtr. 2019	5
4 th Qtr. 2019	14

Industry Sector Annual Growth

Number of establishments increased 3.2 percent to 1,019 during FY20. Employment increased 2.1 percent to 12,492, while annual payroll increased by 5.3 percent to \$528,825,000.

Industry Sectors

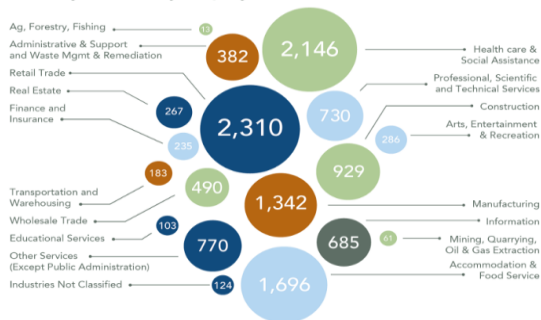
Total number of establishments: **1,019**

Paid employees of these 1,019 establishments: **12,752**

Annual payroll of these 1,019 establishments: **\$528,825,000**

Employees by Industry Sector

Industry Sectors by Employees



Featured Industry Sectors



Professional, Scientific and Technical Services

Number of Businesses: **91**

Number of Employees: **730**

Avg. Wage per Employee: **\$33,748**



Manufacturing

Number of Businesses: **41**

Number of Employees: **1,342**

Avg. Wage per Employee: **\$74,274**



Healthcare and Social Assistance

Number of Businesses: **81**

Number of Employees: **2,146**

Avg. Wage per Employee: **\$90,809**



Information

Number of Establishments: **21**

Number of Employees: **685**

Avg. Wage per Employee: **\$82,364**

Source: U.S. Census Bureau, American Community Survey, 2017.

The following industries have experienced the greatest employment growth (new hires) over the past 12 months:

- Accommodation and Food Services | 485
- Retail Trade | 400
- Administrative, Support, and Waste Management | 350
- Health Care and Social Assistance | 269
- Other Services | 182
- Construction | 162
- Educational Services | 151

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

- Administrative and Support and Waste Management | 21.3%
- Accommodation and Food Services | 16.9%
- Arts, Entertainment, and Recreation | 11.0%
- Retail Trade | 10.6%

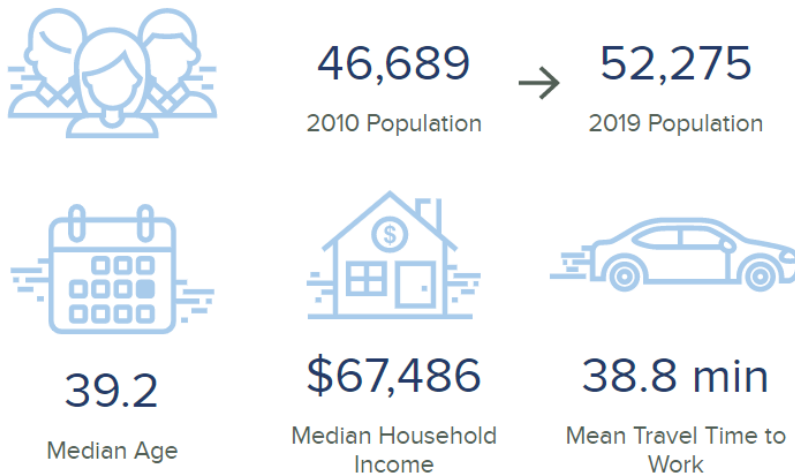
- Professional, Scientific, and Technical Services | 8.7%
- Real Estate and Rental and Leasing | 8.5%
- Construction | 7.2%

Demographics

Culpeper County has outpaced Virginia in population growth rate over the past two decades and is expected to continue to do so. Between 2010 and 2019, Culpeper County increased its population by over 11% and is forecast to add another 16,000 residents during the next 20 years*. Since 2010, the growth has been perfectly balanced with 50% from births and 50% from inflow of new residents.

*Source: Weldon Cooper Center for Public Service

Quick Facts



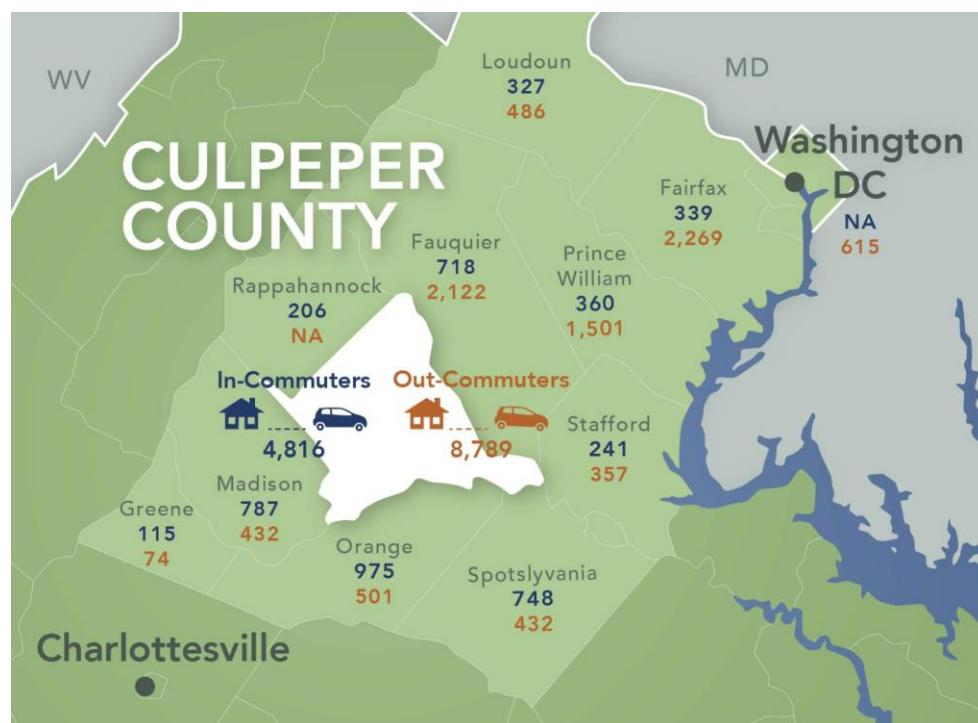
Source: Culpeper County, Virginia, U.S. Census Bureau, ESRI Forecasts for 2019

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.

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



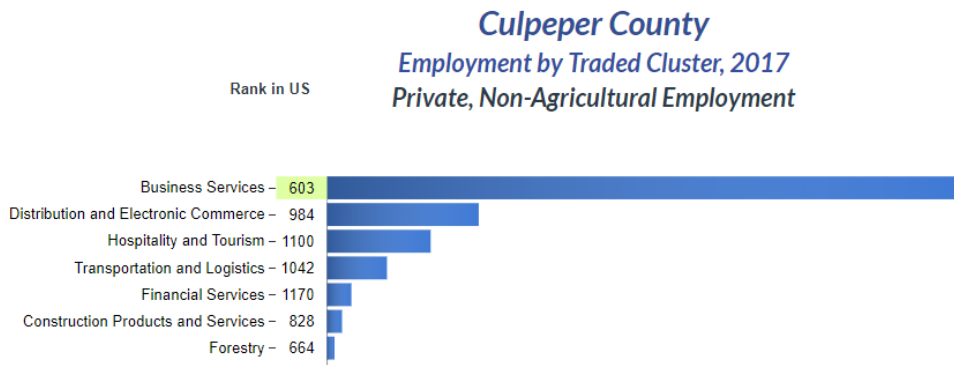
Culpeper's Economic Development message:

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 Strengths:

The charts below rank the leading clusters in Culpeper based on a set of core performance indicators. Culpeper only ranks in seven traded clusters, demonstrating Culpeper's opportunity for growing a more diverse economy.



Rank numbers are out of 3221 for counties

*Source: U.S. Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School

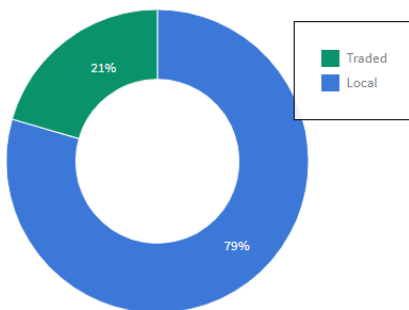
Traded vs. Local Clusters

79% of Culpeper's economy is rooted in local clusters, better defined as in-community/in-region products/services. Culpeper's local clusters include: hospitality; local real estate, construction, and development; local motor vehicle products and services; local health services; local food and beverage processing and distribution; local community and civic organizations; local commercial services; local personal services (non-medical); local financial services; local household goods and services; local retailing of clothing and general merchandise; local utilities; local logistical services; local entertainment and media; and local education and training.

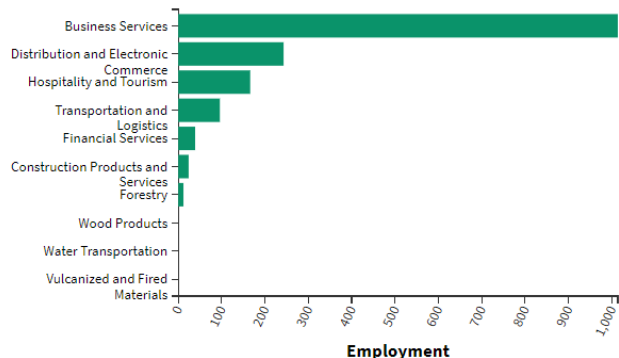
Cluster Portfolio, 2017



Traded vs. Local Clusters

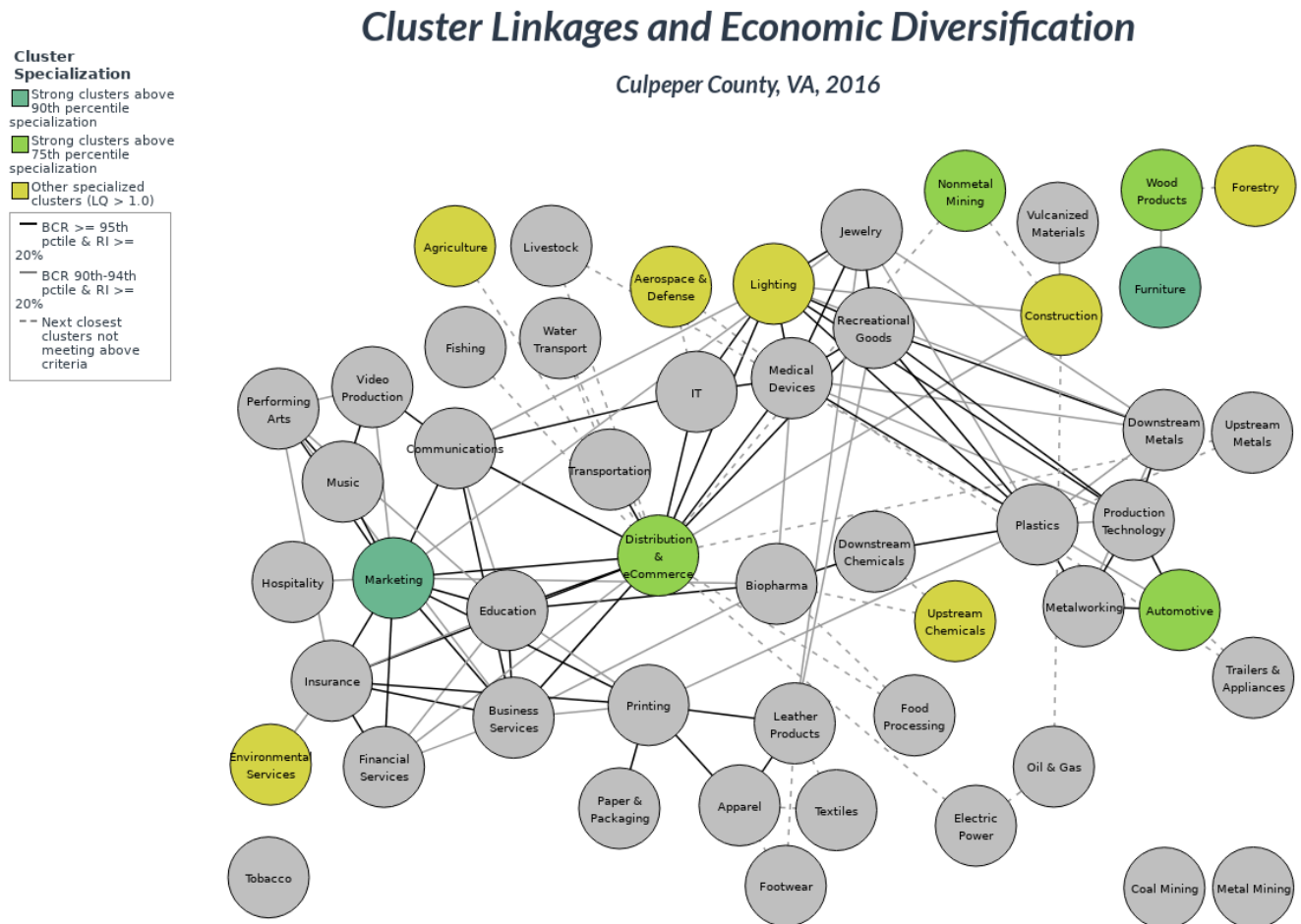


Top Clusters by Employment



Cluster Linkages and Economic Diversification

There are numerous factors linking industries together... workforce skills, supply chain, materials, transportation systems, etc. The below data visualization displays the related clusters with information about the specialization for Culpeper.



*Source: U.S. Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School

Culpeper's top Economic Development Challenges:

- Locality Awareness (marketing budget)
- Market Research and Analysis (budget)
- Low inventory of viable time-to-market sites

- Below average 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.

Culpeper's Opportunity:

The below data represents the sourced opportunities at the State level with Virginia Economic Development Partnership (VEDP) for the second half of FY20, January-June.

Target Sector	Number of Leads	Potential Jobs	Associated Capital Investment (\$M)
Corporate Services	9	3,731	27
Food & Beverage Processing	21	1,729	668
Information/Communications Tech	6	207	2,620
Life Sciences	15	1,392	658
Manufacturing Non-F&B/Life Sciences	38	12,799	2,206
Other	5	563	6
Supply Chain/Distribution	8	769	76

There is overlap between the industry leads VEDP has sourced in comparison to the projected growth occupations offered by Virginia Employment Commission, for Virginia. Culpeper needs to account for these indicators when developing incentives, education, and training programs.

Growth Occupations

Job Title	Projected % Growth by 2024
Physical Therapist Assistants	48.05
Physical Therapists	46.85
Personal Financial Advisors	45.26
Home Health Aides	43.8
Statisticians	37.89
Physician Assistants	37.78
Veterinary Technologists and Technicians	34.62
Nurse Practitioners	32.21
Optometrists	31.46
Occupational Therapists	31.43
Clinical, Counseling, and School Psychologists	30.65
Medical Assistants	28.37
Nursing Assistants	27.3
Web Developers	26.92

Photographers	26.04
Information Security Analysts	25.32
Diagnostic Medical Sonographers	25.27
Licensed Practical and Licensed Vocational Nurses	25.11
Veterinarians	24.8

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.

INFORMATION TECHNOLOGY

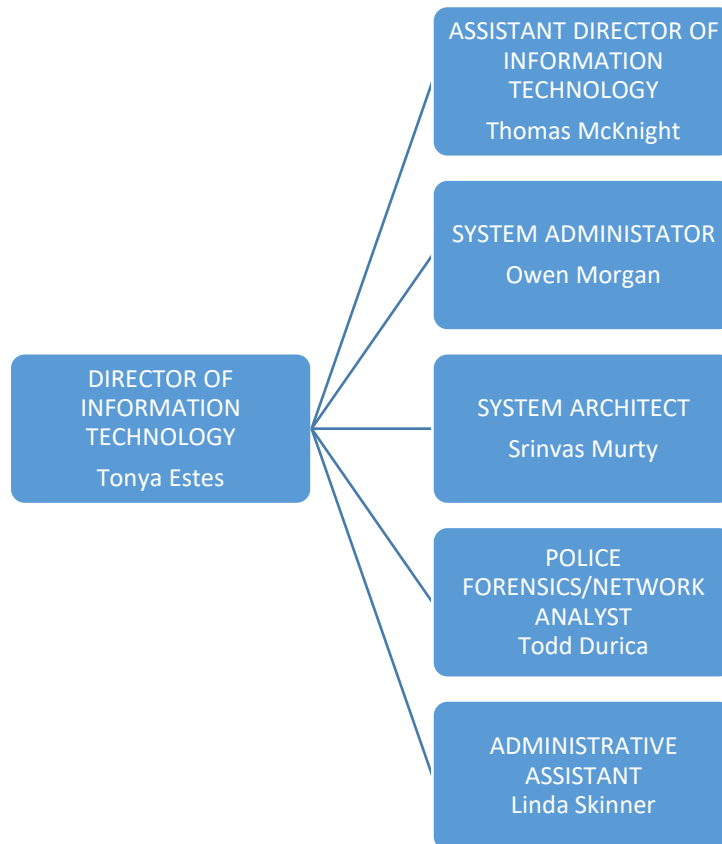
INTRODUCTION

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, 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/mobile devices, mobile data terminals (MDT), cell phones, air cards, printers, and copiers.

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

DEPARTMENT OF INFORMATION TECHNOLOGY 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

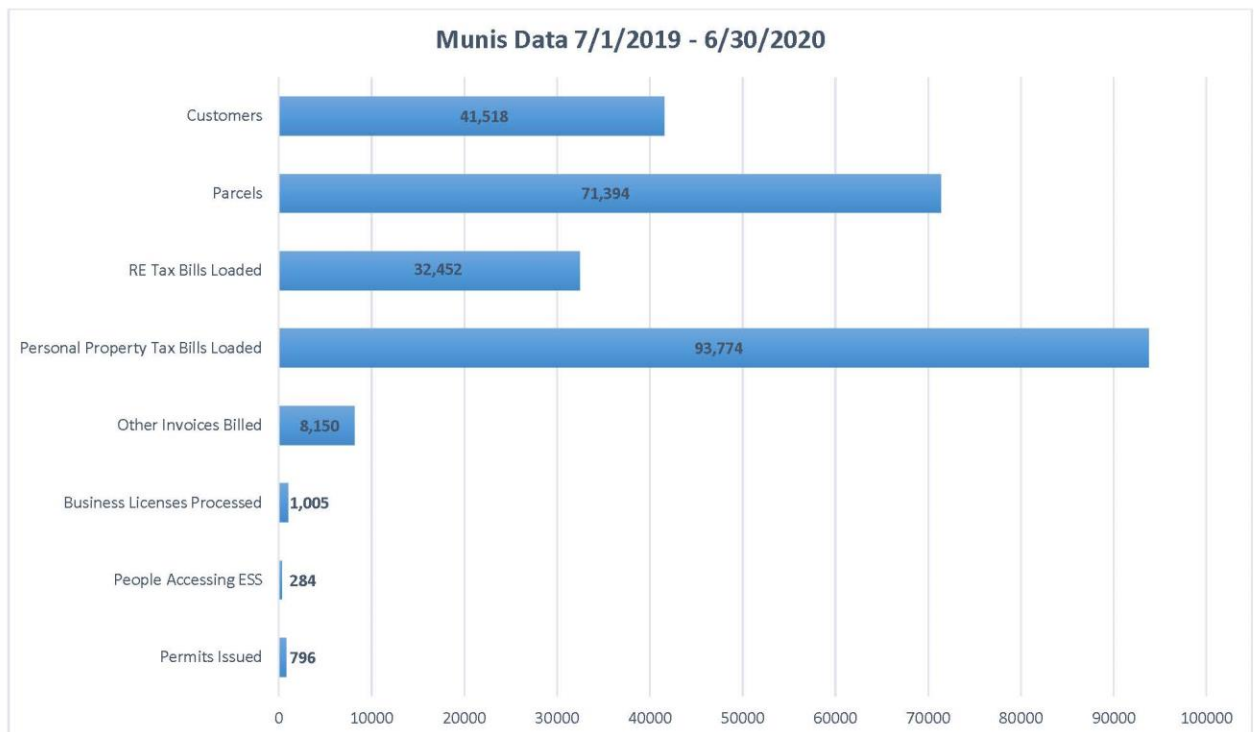
PROJECT HIGHLIGHTS AND UPDATES

Computing and Server Services

- Configured and finalized Mobile Iron Management (MDM) device for inventory and security of phones.
- Replaced Core Switch at Public Works to provide a more stable and faster connection to Town Hall.
- Upgraded Exchange Mail server and migrated mailboxes to version 2019.
- Installed and configured new backup system for the police department virtual machines and Records Management System/Computer Aided Dispatch (RMS/CAD) servers.
- Upgraded Virtual Private Network (VPN) server from a physical server to a virtual appliance.
- Installed hardware at each facility in preparation for the new fiber build.
- Implemented new anti-virus and malware protection for all town issued computers and servers.
- Performed a network assessment on the Town’s network and areas were identified for improvement on network stability and security.
- Upgraded the Public Works server operating system and completed migration to a virtual platform.
- Performed a network security audit by the Army National Guard (NG) performed on the town’s network and a report was provided with security vulnerabilities which need to be remediated.
- Upgraded all network based certification across the network.
- Implemented of Backup as a Service (BaaS) to replace an onsite backup solution.
- Updated encryption keys with the bank for transfers.
- Resolved numerous network outages.
- Initiated project for Automated Meter Reading (AMR) System upgrade.
- Created SOP’s for periodic tasks in legacy and ERP environment.
- Configured a new Geographic Information System (GIS) server for Next Gen 911.

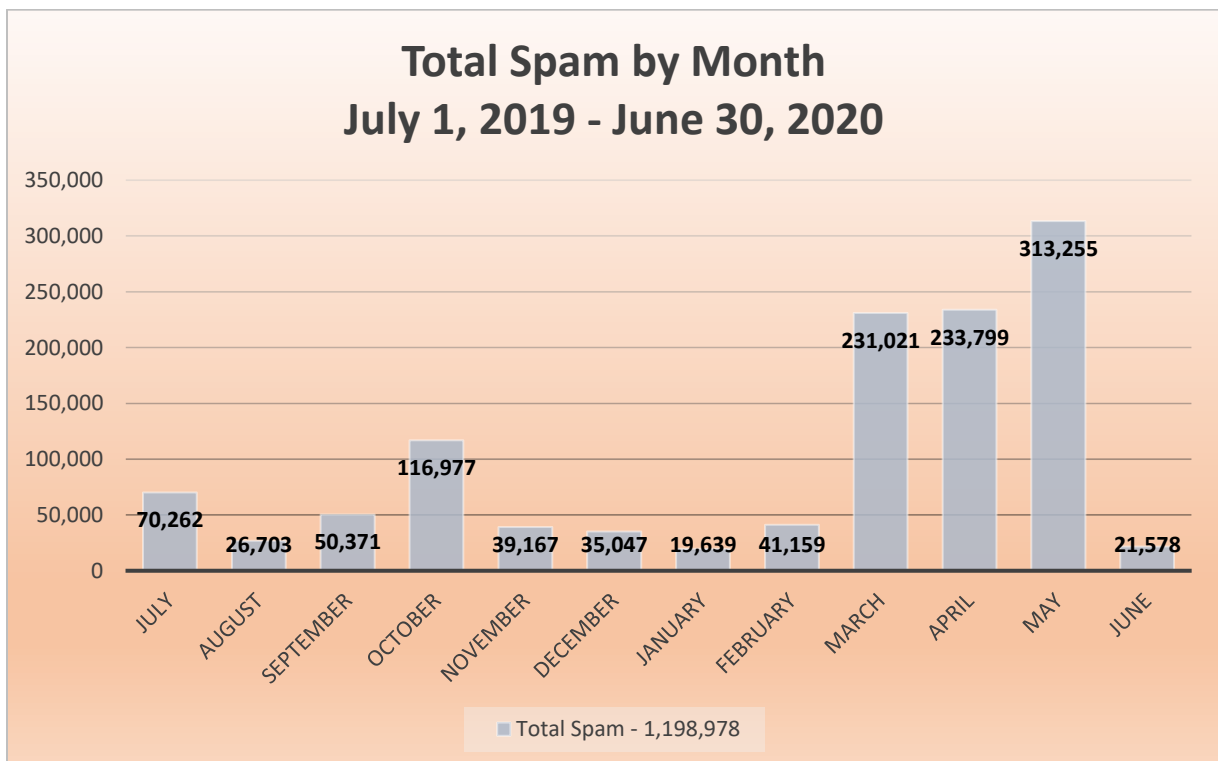
ERP Financial Software

- Fixed issues with vendor Cubes to enable users to start using it for analytics in all environments.
- Created and managed project plan for Tax Implementation project.
- Updated various scripts to address data issues for the Tax Conversion project.
- Configured Citizen Self Service (CSS) to work with Tax Billing, Utility Billing, and Service Orders process.
- Delivered user training for the Treasurer's Office Customer Service Representatives on Taxes in Enterprise Resource Planning (ERP) system.
- Created and updated scripts to fix data issues for the Utility Billing project.
- Upgraded vendor cashiering to a new version.
- Initiated process of implementing new online payment system, including integration with the ERP system.



Security

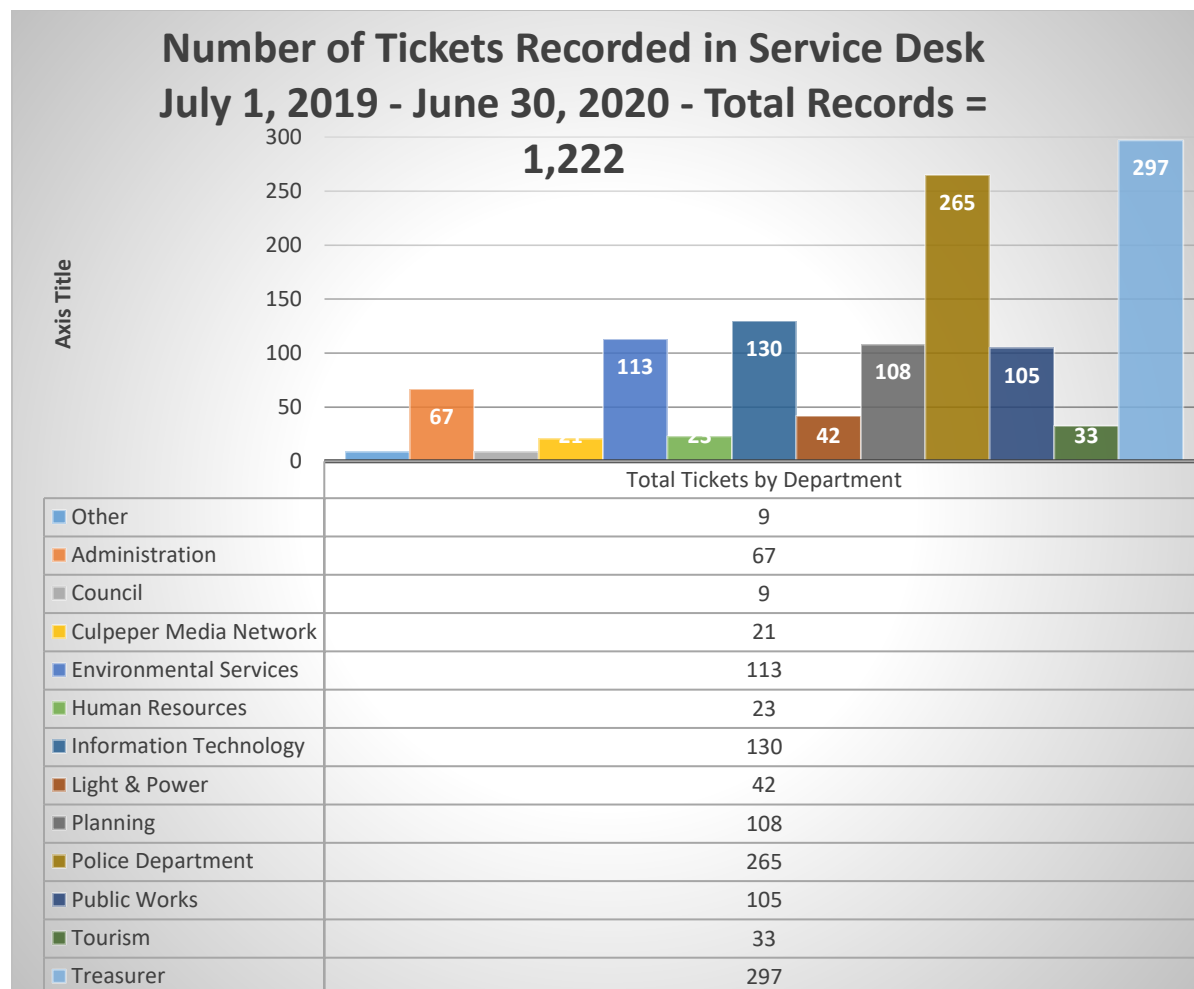
- Performed monthly patching on all servers to ensure compliance for security.
- Corrected issues on spam filter that caused emails to be delayed in delivery due to a non-standard attachment.
- Re-evaluated monitoring Licensing for renewal.
- Adjusted camera views at the Tourism office so as to allow better viewing of public areas. A client app was installed to each workstation so that users can view the cameras.
- Reviewed the penetration test which was performed by a third party of the Town network. IT has begun to make changes which will greatly reduce the possibility of email spoofing in the future.
- Created a new inbox for users to report suspicious emails to IT.
- Blocked numerous countries to prevent security breaches.
- Implemented Server patching schedule.
- Created and updated network topology maps for each department within the Town to include the connection between the Police Department and the E911 center.
- Monitored firewalls at Town Hall for inconsistencies in data traffic.
- Updated Internet Protocol (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.
- Upgraded security on the Web server preventing further exploitation of that system.



Public Safety

- Finished Upgraded Mobile Data Terminals (MDT) in new police cars.
- Added Axon fleet 2 in-car camera system to patrol fleet
 - Adds front facing camera and rear backseat camera.
- Started a Small Unmanned Aircraft System (SUAS) drone program at the Police Department.
- Upgraded Community Room audio/video equipment.
- Mobile Data Management (MDM) system added to communication devices (mobile phones).
- Upgraded and added a Livescan Fingerprint station.
- Added a Virginia Criminal Information Network (VCIN) Terminal in Criminal Investigations.
- Added and upgraded additional card readers for additional security.
- Upgraded workstations to Windows 10 from Windows 7.
- CrimeWatch website up and running (Culpeperpd.org).
- Forensically extracted and analyzed (66) devices.

Service Desk Support



FY21 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 Criminal Justice Information System (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.
- Additional training for staff.
- Continue to develop a strategy to check all servers and network devices to ensure any issues they have experienced are addressed.
- Continue to remove surplus.
- Complete installation of fiber connection between facilities.
- Formalize schedules for vulnerability scans that regularly probe restricted areas of the network and produce reports that provide information on potential risks.
- Complete camera system.
- Implement new backup solution to the cloud.
- Complete Tax project to go-live on Munis and successfully complete 2021 tax billing process.
- Complete Utility Billing go-live on Munis.
- Retire legacy applications - GovCollect and Great Plains.
- Continue to implement vendor Citizen Self Citizen CSS to facilitate better customer engagement for Tax/Utility Billing payments, Fishing and Boating permits, Service Orders and e-Parking.
- Complete configuration and full utilization of Document Management System.
- Complete payment gateway implementation for online payments with full integration to system for Taxes, and Utility Billing payments.
- Complete and automate process of importing new properties, upgrading existing properties by import data from GIS system.
- Initiate process for upgrading to new version of Enterprise Resource Planning (ERP) system.
- Implement Fat, Oil and Grease (FOG) Permits processing.
- Implement new Voice Over Internet Protocol (VOIP) system
- Implement new e-Parking system
- Complete configuration and installation of the new server appliance at the Police Department. This is to include the migration and conversion of all servers at the Police Department.
 - Once fiber is installed between the Police Department and Light & Power/Public Works facilities, servers from Light & Power and Public Works will also be migrated and converted to the Police Department server appliance.

- Upgrade of all entry point switches to each departmental location in the Town. This will provide 10GB speeds to servers as well as 1gb speeds to end users.
- Complete remediation of all found points of interest from the Network Security audit.
- Complete upgrade of radio systems in police cars
- Install radio antenna at police department
- Finalize decision and installation of new wireless access points across the entire Town.
 - To include external antennas at the Police Department to aid in uploading in car video.

CULPEPER MEDIA NETWORK

The past year has provided Culpeper Media Network (CMN) an unprecedented opportunity to better connect with the Culpeper Community. Through our channels on Comcast and Fios, as well as our online presence, we have been able to increase our audience dramatically. Our outreach with non-profit agencies and government entities allows these organizations to boost their message. We provide many of these services to the community at no additional cost. CMN helps to build a stronger, more informed community - all while providing a significant return on investment.

Our Audience

Based on survey results conducted early last year, our audience is primarily female between the ages of 35 and 64. Our broadcast on Comcast and Fios reaches approximately 8,000 households. Most of those that tune in want to see civic events, non-profit programming, and government meetings.

Foundations

Government Meetings – CMN continues to broadcast all Public meetings of the Culpeper Town Council, Culpeper County Board of Supervisors, Culpeper County Planning Commission, Town of Culpeper Planning Commission, and the Culpeper County School Board. With the implementation of new equipment, all of these meetings air live in high definition.

Non-Profit Programming – CMN continues to be a voice for the non-profit organizations in Culpeper. Over 25 non-profit organizations have taken advantage of the opportunity to have CMN broadcast their message. Services range from produced programming, PSA's, community message board updates, to consultations.

Government Departments & Agencies – This past year has seen explosive growth in this area. Most notably, the Culpeper Police Department and Culpeper Parks & Recreation. We have produced PSA's for the Police Department, added Neighborhood Watch meetings to our live offering, consulted for equipment installation, and saved thousands on equipment installation. Culpeper Parks & Recreation is now offering a virtual program series entitled "Crafty Creations". We have fully produced nearly 20 programs. All of these offerings, and more, fit within our normal operating budget.

Civic Events – The Pandemic has greatly hindered our coverage of community events. Before the early part of this year, CMN was on track to have a banner year of live coverage of community events. Community concerts, Holiday programming, awards ceremonies, and high school sports - all cancelled or postponed. When normalcy returns, we look to broadcast more of what makes Culpeper special.

An Investment in Culpeper

Over the past year, CMN has been keeping track of services provided to non-profit agencies and government departments & agencies. This allows us to quantify the services provided to the Culpeper Community. As mentioned earlier, CMN has the ability to provide a variety of services. We use the following classifications: Filming, Editing, Graphic Generation,

Consultation, and Equipment Loan. The hourly cost of these services vary greatly from business to business. We use an average of \$40 per hour for all services.

Since August of last year, CMN has logged a *minimum* of 300 hours of service to numerous organizations. This cost of these services, by outside vendors, would exceed \$12,000. Cost saving continues with the consultation and installation of the Town Police Department's video production system for the Community Room. The first quote for the project was over \$30,000. CMN, working with Town DoIT staff, installed the system for under \$12,000. More recently, we have been lending audio equipment for use in the Economic Development Building. Renting this equipment to make sure the public meetings comply with the CDC's guidelines for social distancing would be approximately \$250 per session. These examples alone add up to a return on investment of nearly **\$33,000**.

Pandemic Impact

The Pandemic has drastically changed our way of work. While it has been detrimental to many aspects of our operation, it has also provided opportunity. CMN has seen dramatic growth in our online presence, provided services to numerous non-profit agencies, given assistance to government boards and commissions, and provided insight to major undertakings with the school system and local government.

When the Pandemic's effect was in its early stages, we instantly went into information mode. Community updates from the Board of Supervisors, Town Council, and Emergency Services were first to air. The first video from the triumvirate garnered over 7,500 views in the first three days alone. The second and third videos received a total of 6,400 views. The update from the CCPS Superintendent had 2,200 views. The second update had 3,200 views. These numbers are only from Facebook.

During the Pandemic, local official (Gary Deal) noted that it would be a good idea to use captions in Spanish. I got a call from Gary the day before the latest Community Update about providing Spanish captions. I mentioned that it might be possible, but it would be difficult with less than 24 hours' notice (required by VITAC). We streamed the filming live to them while recording it at the station. We then edited the program, turned it back over to VITAC, and received the captions at 9pm that night. We then turned it around and got them on Facebook and the station that evening. After trying to make this happen for almost 18 months, meetings froze with the pandemic. Then, the **FIRST** time we implement captions we had less than 24 hours to get it done . . . in a different language. We were successful.

We have been acting as public record for a number of government meetings. These included the Library Board and Culpeper Economic Development Authority.

Once Schools closed, there was a need for educational resources. CMN decided to collaborate with Blue Ridge PBS. CMN began airing "VA TV Classroom" each weekday. The programming ran for a month and was extended an hour due to its popularity.

An example of non-profit programming during the Pandemic is our "Community Update". In addition to over 100 slides (at highest count), community information is now being shared by non-profits and government agencies via video conferencing. Using their preferred software, we

record a representative and place it on the station with accompanying information. We have had a total of 15 non-profit agencies take part in this program.

One of the larger projects were the Virtual Graduations. You can view them on the station or at www.cmn.viebit.com. Filming speeches from students and administration, gathering drone footage from both schools, and editing a song together from the videos of 57 students from both EVHS & CCHS, the finished project garnered many accolades. Viewers tuned in. Total combined audience for both programs: 9,471 views.

What is Next?

CMN has continued to produce great work under difficult circumstances. We will strive to make it better in the future. Gathering information during this difficult year will help CMN deliver information in innovative ways. We have continued and cultivated 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.