

ANNUAL REPORT
to the
MAYOR AND TOWN COUNCIL



July 1, 2020 - June 30, 2021

Respectfully Submitted:

Christopher D. Hively
Town Manager

September 14, 2021

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 27
Light & Power	Page 30
Planning & Community Development	Page 35
Police Department	Page 51
Public Works	Page 67
Town Treasurer	Page 74
Tourism	Page 80
Economic Development	Page 113
Information Technology	Page 136
Culpeper Media Network	Page 143



TOWN OF CULPEPER

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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 14, 2021

Mayor Michael T. Olinger
Members of Town Council

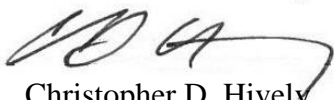
Dear Mayor & Town Council:

I am pleased to submit the Town of Culpeper's Annual Report for the period of July 1, 2020 through June 30, 2021, 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.

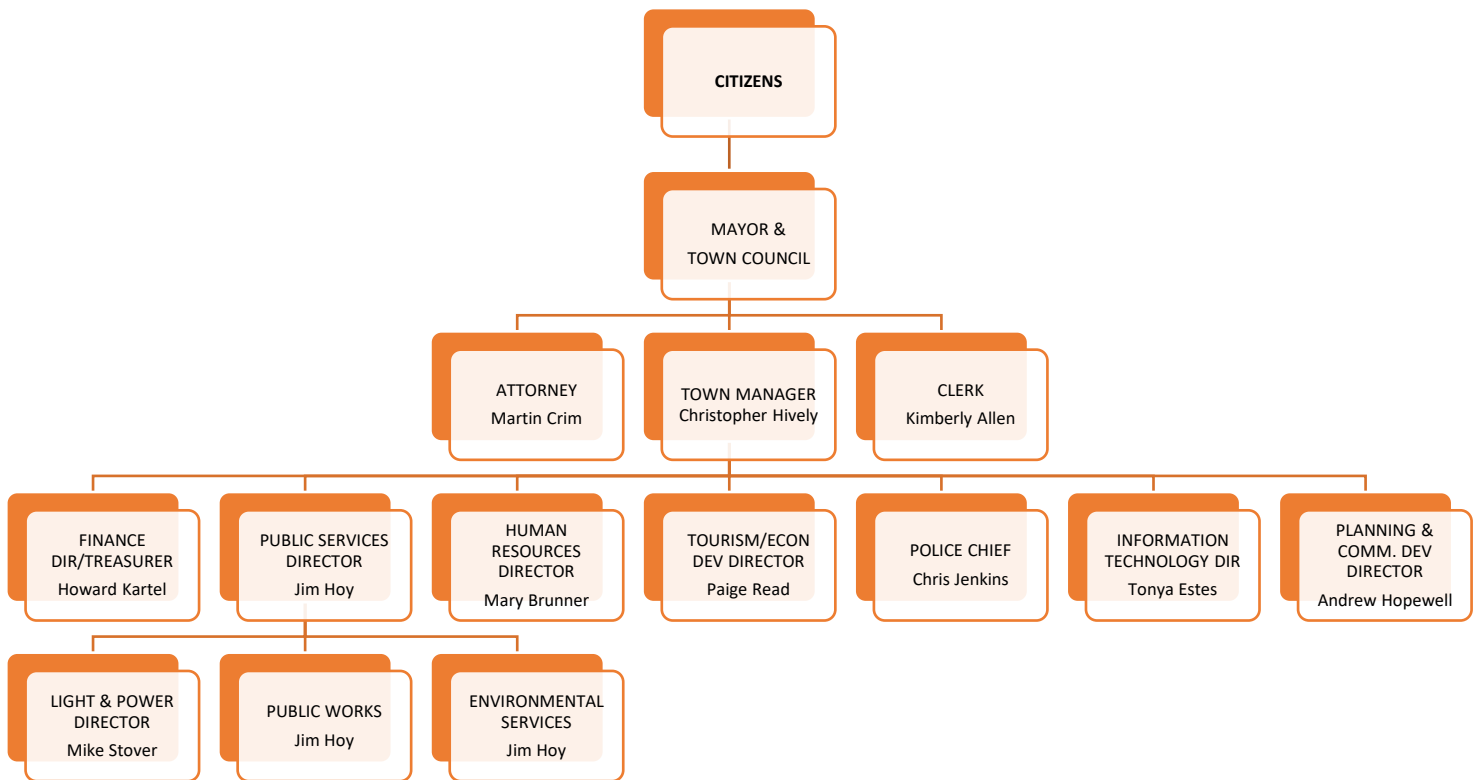
On behalf of Town employees, we appreciate your confidence and support and look forward to many years of continued Town service for our citizens.

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 year, FY21 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.

- **Rockwater Park** – This new 32-acre park opened in June 2018. During FY21, construction of a playground for children ages 5-12 was completed to round out the play amenities at the new park. Additionally, due to the increased use of the park, construction of an additional entrance and parking lot off of Blue Ridge Extended was initiated. This new park entrance was completed and released to the public on June 25, 2021.
- **Enterprise Resource Planning** –With the final phase in FY21 to implement the utility billing module, the Town effectively completed the 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, 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.
- **Culpeper Cares Small Business Recovery Grant** – In July 2020 Town Council and the Culpeper County Board of Supervisors allocated a combined \$3.2 million dollars to capitalize the Culpeper Cares Small Business Recovery Grant. The program was aimed

to assist Culpeper businesses and 501c3 non-profit organizations who incurred a 25 percent economic injury due to the coronavirus pandemic with relief funds ranging from \$10,000 - \$20,000. Recipients were able to use the grant award to help cover rent/mortgage, payroll, insurance, operating costs (utilities), e-commerce conversion, and personal protection equipment products. The program was managed by Town Tourism and Economic Development staff but was available County-wide. The grant was offered in three rounds, July 2020 – December 2020, resulting in a total of \$2,906,440 awarded. The Town applied the remaining \$375,449 to Federal CARES Act approved use.

- **Culpeper Recovers SWaM Business Rent | Mortgage Relief Grant** – Tourism and Economic Development secured a \$850,000 Community Development Block Grant from the Virginia Department of Housing and Community Development agency to develop and operate a Small Business Recovery Grant program aimed at helping Culpeper small businesses with rent and or mortgage relief in response to the economic downtown caused by COVID-19. The resulting program – Culpeper Recovers SWaM Business Grant afforded small, women and minority owned businesses the opportunity to be reimbursed for six months of qualified rent or mortgage costs up to \$10,000 per recipient. Tourism and Economic Development staff launched this grant program in February 2021. In May 2021, Tourism and Economic Development secured an additional \$318,000 under the Community Development Block Grant program to expand the Culpeper Recovers program to reach 501c3 non-profit organizations. Total small business and non-profit support from this program will be \$1,168,000. The program was still open and active at the close of FY21, carrying over into FY22.
- **Culpeper Downtown Micro Marketing Leverage Grant** – Tourism and Economic Development secured a \$25,000 Downtown Investment Grant to capitalize a micro marketing leverage grant for tourism and hospitality businesses within Culpeper’s historic downtown district. The Tourism and Economic Development department dedicated an additional \$11,000 to the program, launching a \$36,000 grant fund in October 2020. Businesses were eligible to be reimbursed for qualified marketing and advertising costs up to \$1,500. This program was designed to provide assistance for businesses seeking to reengage customers and visitors after the prolonged COVID-19 shutdown. Program resulted in assisting 24 business, with end-user projects ranging from murals, social media campaigns, awning and window display upgrades, to a downtown scavenger hunt program called Mice on Main.
- **Culpeper Competes** – Tourism and Economic Development secured a \$45,000 Community Business Launch grant from the Virginia Department of Housing and Community Development to develop and operate an entrepreneurship education competition program – Culpeper Competes. The nine-week education program provided new and existing entrepreneurs with the tools and information necessary to open a new business, and or to scale and grow an existing business. On April 13, 2021 twelve out of the programs twenty-seven participants competed ‘pitch’ style for \$45,000 in grant money. Five businesses walked away with awards ranging from \$500 to \$20,000.

- **Town Awards and Achievements –**

Commission on Accreditation of Law Enforcement Agencies (CALEA) Annual Review – The Culpeper Police Department continues the pursuit of excellence and accountability. One way of achieving this is following best established practices set forth by the Commission on Accreditation on Law Enforcement Agencies, Inc. (CALEA). In September 2020, the agency had its annual review of policies and procedures. In October, the Culpeper Police Department had its on-site assessment conducted by two law enforcement professionals. These two assessors evaluated all facets of the agency and conducted several interviews within the agency and from community members. The assessment report was very positive towards the agency. In March 2021, Chief Jenkins appeared in front of the CALEA Commission to answer questions related to the 471 CALEA standards. The Commission voted unanimously for the Culpeper Police Department for Advanced Re-Accreditation with Meritorious Achievement.

Virginia Association of Chief of Police (VACP) Chiefs Challenge Award – The VACAP Chief Challenge Award was canceled in FY21 due to the COVID-19 pandemic.

Certificate of Achievement for Excellence in Financial Reporting –An application has been submitted, although as of the writing of this report, notification of award has not been made. If awarded, it would be the seventeenth 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 for fiscal year ended June 30, 2020. 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 comprehensive annual financial report, 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 2020. 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.

Virginia Department of Health Optimization Program Silver Award -- The Virginia Department of Health Office of Drinking Water has recognized the Town of Culpeper Water Treatment Plant for earning the 2020 Silver Award in Virginia's Optimization Program for achieving filter and backwash performance goals. This program recognizes water treatment facilities that perform beyond compliance in delivering quality drinking water to the public.

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.

REVENUE GENERATED BY TOWN CLERK'S OFFICE

The programs administered by the Clerk's Office are major revenue sources for the Town. In FY21, over \$6.2 million in revenue was generated from the tax programs and cemetery (lot sales, interments, stone permits, and transfer fees). The charts below show the revenue breakdown for the last five years.

<u>Tax Programs</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>
Admissions	\$ 45,244	\$ 48,154	\$ 43,569	\$ 30,997	\$ 1,378
Meals	\$ 4,115,524	\$4,257,578	\$4,332,531	\$4,156,443	\$4,491,558
BPOL	\$ 1,027,753	\$1,057,897	\$ 966,874	\$1,028,438	\$1,023,686
Cigarette Stamps	\$ 156,238	\$ 165,818	\$ 247,326	\$ 225,899	\$ 220,301
Lodging	\$ 449,636	\$ 498,669	\$ 448,369	\$ 358,721	\$ 357,835
Totals	\$5,794,395	\$6,028,116	\$6,038,669	\$5,800,498	\$6,094,758

**FY21 is unaudited*

<u>Cemetery</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>
Grave Sales	\$ 69,110	\$ 52,890	\$ 69,500	\$ 46,850	\$ 98,250
Interments	\$ 49,600	\$ 46,300	\$ 54,200	\$ 62,500	\$ 55,500
Stone Permits	\$ 3,250	\$ 2,900	\$ 3,100	\$ 3,650	\$ 4,300
Totals	\$121,960	\$102,090	\$126,800	\$113,000	\$158,050

**FY21 is unaudited*

BUSINESS, PROFESSIONAL & OCCUPATIONAL (BPOL) LICENSES

Approximately 790 business license renewals were assessed and processed for CY20.

The following chart is a breakdown of licenses by category.

<u>Category</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>
Contracting	58	61	53
Retail	368	361	368
Fin/RE/Prof. Service	143	144	141
Rep/Pers/Bus/Other Service	290	317	316
Itinerant Merchant	5	1	2
Street Vendor	10	12	19
Solicitor	8	8	2
Precious Metals & Gems	5	6	3
Non-Resident Contractor	51	23	4
<i>TOTAL</i>	938	933	908

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, 15 lodging and 1 admissions tax 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 STAMPS TAX PROGRAM

	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>
Number of Stamps	1,650,000	1,725,000	1,665,000	1,590,000	1,515,000
Number of Rolls	110	115	111	106	101
Total Revenue	\$156,238	\$165,818	\$243,516	\$225,899	\$220,301

CULPEPER TOWN CODE

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

Supplement #28 was completed. Supplement #29 will be completed in FY22.

The Clerk's Office launched MuniDocs in FY21. The site contains documents such as minutes, resolutions, ordinances and policies dating back to 2016. There are over 600 documents available for public browsing and each document is text searchable for easy access. The link is:

<https://library.municode.com/va/culpeper/munidocs/munidocs>

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. Various records were inventoried and transferred to the Water Treatment Plant records room for both temporary and permanent retention. Staff continued to provide on-line records management training using the Safe Personnel website.

FREEDOM OF INFORMATION ACT (FOIA) REQUESTS

The Clerk's Office, in conjunction with the Town Attorney, responded to fifty-two (52) FOIA requests in FY21. 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-two (52) FOIA requests were also processed in FY20.

FAIRVIEW CEMETERY - INTERMENTS, GRAVE SALES & STONE PERMITS

The Clerk's Office maintains all records for Fairview Cemetery. 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>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>
Interments	85	60	89	109	92*
Grave Sales	80	69	66	55	102
Lot Ownership Transfers	25	1	40	16	43
Stone Permits	72	59	62	74	87

**plus 3 disinterments*

Staff continues to work with the GIS Division of the Planning & Community Development Department to create an online grave-specific map of burials that is searchable by the public. There are now two sections live on the Town website; Section E and Section OLD-A.

FAIRVIEW CEMETERY PERPETUAL CARE FUND

The Fairview Cemetery Perpetual Care Fund shows a balance of \$1,254,398. The transfer of 100% of lot sales for FY21 totaled \$96,100.

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 2020 transient report was prepared and distributed to local churches, civic organizations, the Culpeper Ministerial Association, and the Department of Human Services.

At the close of CY20, the Fund had been utilized three (3) times to assist three (3) individuals (as compared to 3 occasions to assist 5 people in CY19). The fund closed the calendar year with a balance of \$5,342. The fund did receive a \$100 contribution check from a local church in January 2020.

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 FY21, the Clerk's Office prepared a total of 66 council and committee meeting packets as compared to 50 packets in FY20. The FY21 total includes 18 council meetings (12 regular, 6 special) and 48 committee meetings.

ELECTIONS

The next Town election will be in November 2021. Four (4) council seats and the Mayor's seat 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 five (5) 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 seven (7) employees including one (1) Plant Engineer, one (1) Senior Plant Mechanic, and five (5) 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 FY21 was 25 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)	FY20	FY21
Raw Water Flow (MG):	528	494
Average Daily Raw Water Flow (MGD):	1.4	1.4
Max Raw Water Flow (MGD):	2.4	2.5
Water Produced (MG):	495	462
Average Daily Finished Flow (MGD):	1.4	1.3
Max Daily Finished Flow (MGD):	2.2	2.4
Days in Operation:	365	365
Bulk Water Sales (MG):	2.0	3.5

Chandler Street Wells

Well Water Produced (MG):	152	101
Average Daily Water Produced (MGD):	0.41	0.28
Max Daily Flow (MGD)	0.72	0.73

Rockwater Park Well

Well Water Produced (MG):	1.9	2.8
Average Daily Water Produced (MGD):	0.01	0.01
Max Daily Flow (MGD)	0.20	0.19

Nalles Mills Wells

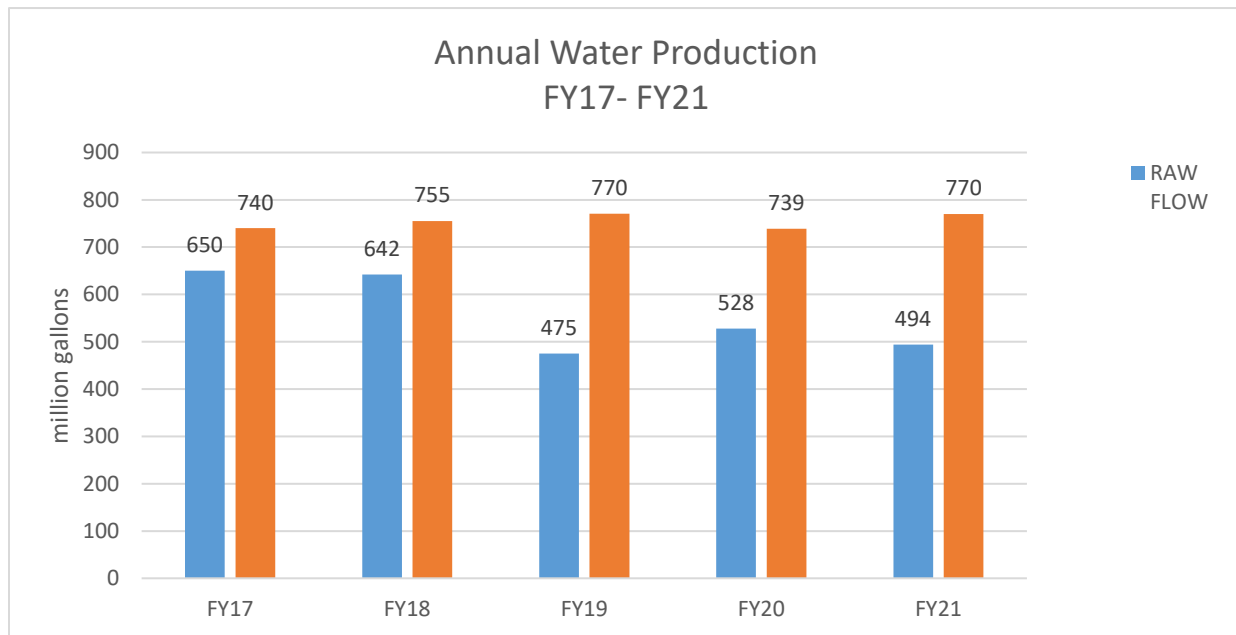
Well Water Produced (MG):	90	204
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Average Daily Water Produced (MGD):	0.24	0.56
Max Daily Flow (MGD)	0.87	0.90

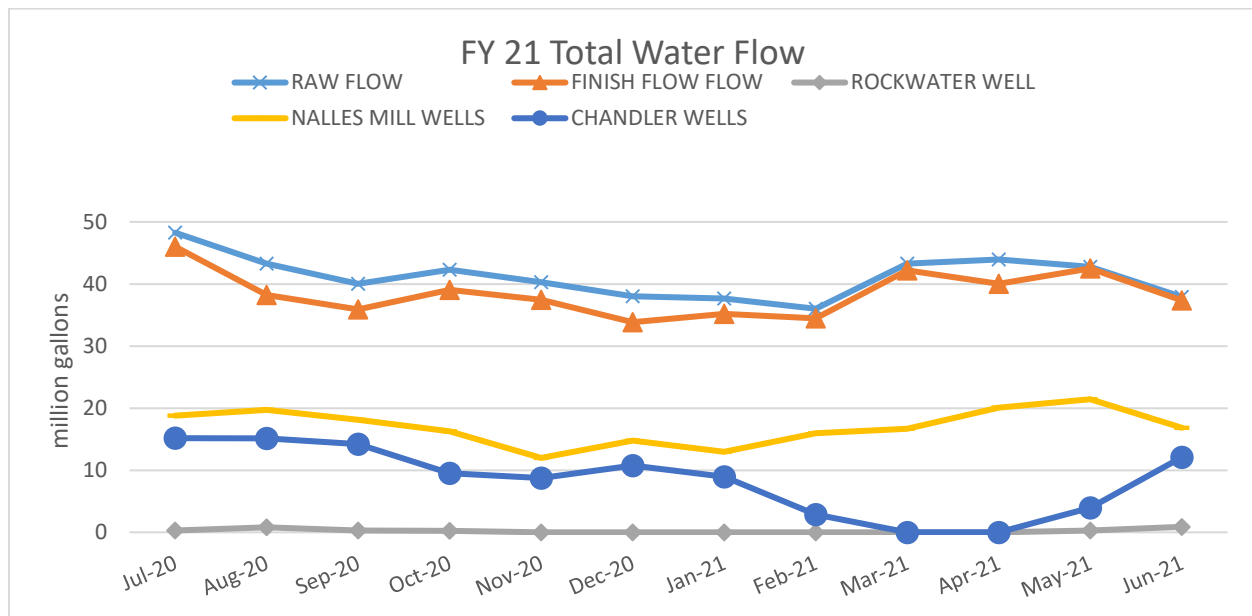
Total Well Water Produced (MG):	243	308
Total Water Plant Water Produced (MG):	495	462
TOTAL WATER PRODUCED (MG):	739	770

* 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 FY21.



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 FY17 – FY21.



The Town met the Partnership for Safe Drinking Water plant optimization and water quality goals for FY21. 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.

Hazen and Sawyer completed and presented the results from their study of the Town's water system to the public in February 2020. Recommendations from this study were reviewed with Council and the following actions have been completed:

- Optimized WTP lime feeder equipment for pH control of finished water.
- Installed a new sample building at the WTP to improve operator's ability to measure and control water chemistry.
- Completed inspection and cleaning of the 500,000 gal. Standpipe, 500,000 gal. Elevated Storage Tank and 1 MG West Tank.
- Completed the first annual UDF cycle for the entire system in October 2020. Work in preparation of the annual UDF for FY22 has begun with the first segment of flushing anticipated to begin in July 2021.
- Completed wet tap and installed raw water sampling station below Lake Pelham dam.
- Modified the raw water pre-oxidation system to allow the change from potassium permanganate to sodium permanganate to improve treatment process efficiency.

WATER POLLUTION CONTROL FACILITY (WPCF)

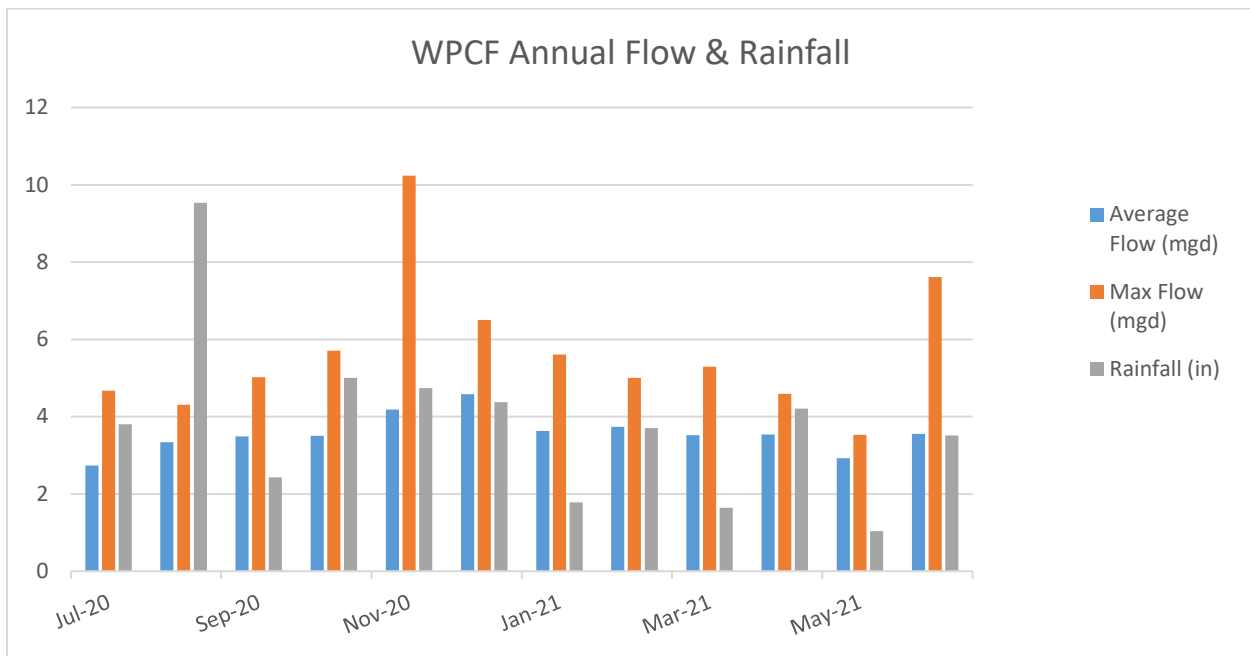
SUMMARY OF OPERATIONAL DATA – Wastewater Treatment & Solids Processing

Water Pollution Control Facility (6.0 MGD Capacity)		FY20	FY21
Average Daily Flow (MGD):		3.4	3.6
Maximum Daily Flow (MGD):		5.7	10.2
Total Flow (MG)		1116	1299
Rainfall (in):		33.2	45.8
Centrifuged output (MG):		5.4	6.4
Centrifuged output (dry metric tons):		502	768
Septage received (gal):		227248	135523
Bio-solids Land applied (wet tons):		1656	2400

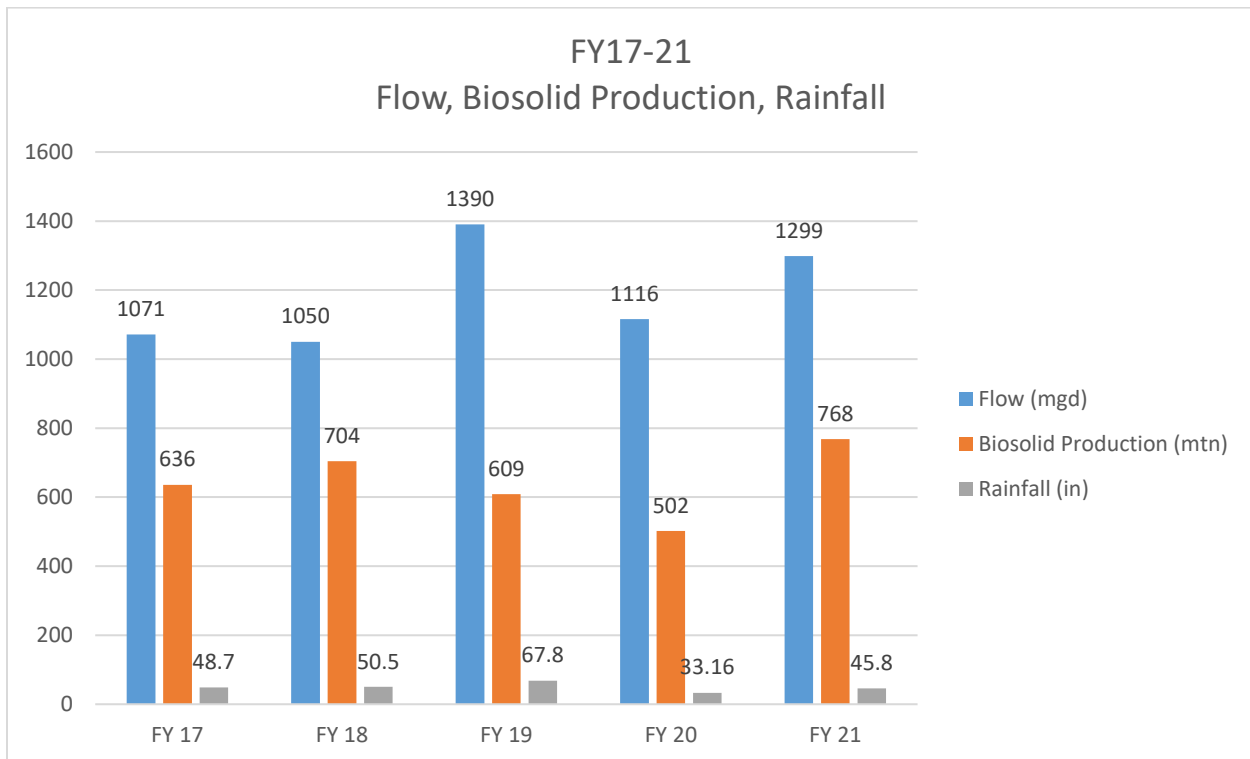
The WPCF is operated on two 12 hour shifts 24 hours per day. In order to comply with the new Chesapeake Bay Nutrient Reduction Regulations, a major plant upgrade was required to meet nutrient limits by December 2010. This upgrade was completed in April 2010 increasing the plant capacity to 6 MGD and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

FY21 was the tenth 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 FY21, the Town of Culpeper contracted with VisuSewer, Inc. to slip line sewer mains in the vicinity of Azalea Drive and S. West Street. Additionally, public works staff completed a replacement of a failing sewer manway structure that receives sewage from the Montanus pump station force main. 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 FY21 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). The Annual Consumer Confidence Report was published and distributed 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. This program was updated and submitted to VDH for review and approved during FY17. This program was successfully maintained in FY21.

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

All water quality testing was completed and compliance maintained during FY21.

Safety Compliance – Accidents & Incidents

The department had two safety related incidents which did not result in any lost days.

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 in FY20. The renewal application and supporting documentation were submitted and are currently still 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. The baseline data has been submitted and moving forward, other aspects of this program are going to be developed.

Regulatory Compliance Programs

The Pretreatment Program, which is used to manage Significant Industrial Users (SIUs), was maintained successfully during FY21. There are currently five permitted industrial users in the program. All SIUs permittees were re-issued a five year permit during FY20. All five permittees were found to be in significant compliance in FY21. All Significant Industrial Users and Categorical Industrial Users met the requirement to write and implement a Slug Control Plan. At the end of FY21, the Fats, Oil, and Grease (FOG) program had approximately 110 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. It was determined that this TMDL Action Plan was no longer needed at the Light and Power Facility as there are no longer any contaminant exceedances.

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 FY21.

The SARA Tier II Emergency and Hazardous Chemical Inventory Report was submitted during FY21. The emergency information and chemical inventory is maintained continuously.

Wastewater Quality Testing Compliance

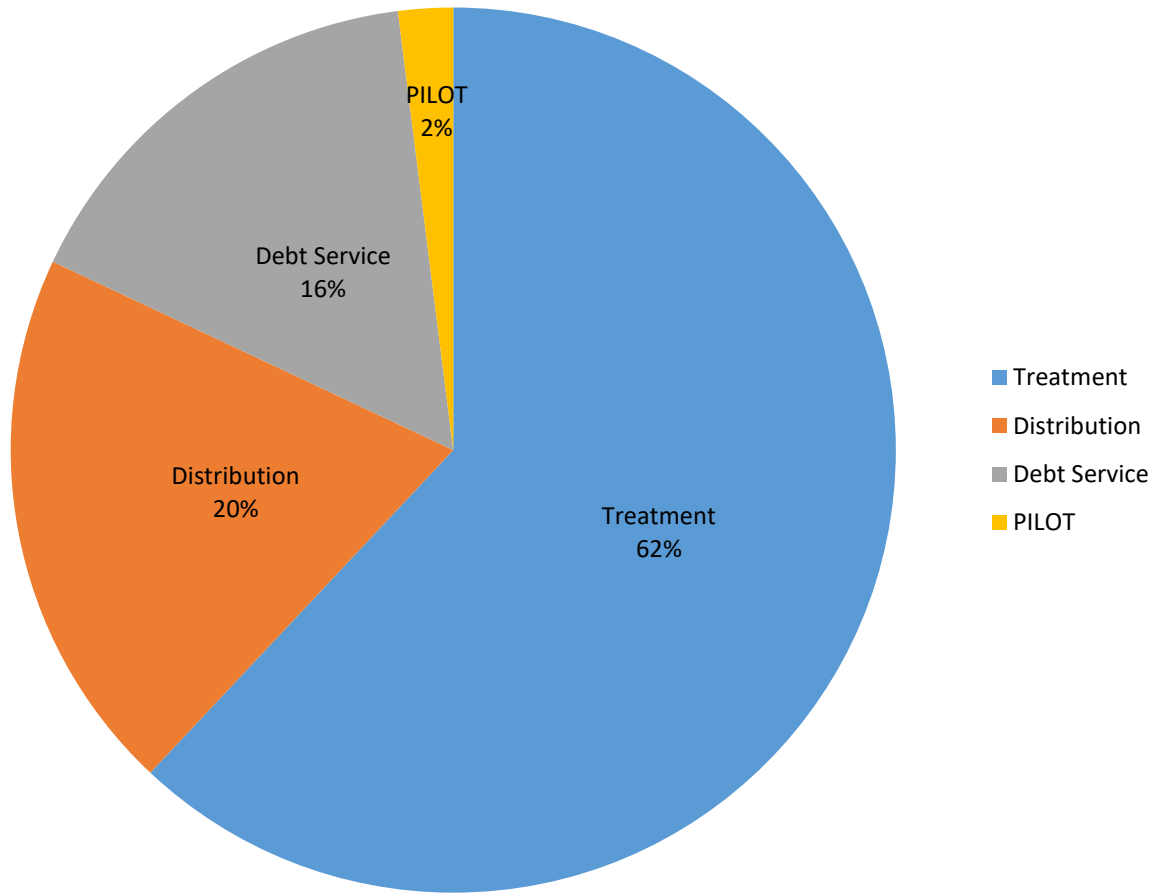
The upgrade has allowed plant staff to reduce nutrient levels to less than 4.0 mg/L Total Nitrogen and 0.3 mg/L Total Phosphorous. The improved treatment has also allowed the plant to meet permit parameters for BOD₅ (biochemical oxygen demand), CBOD₅ (carbonaceous BOD₅), TKN (total Kjeldahl nitrogen), 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, 2021, Preliminary Budget Report, the Water Fund operations expenses were above total revenue resulting in a negative operating margin of \$388,235. 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 62% of the total Water Enterprise Fund operating expenditures (refer to Water Fund Operations Expenditures – FY21 graph for allocation of fund expenses).

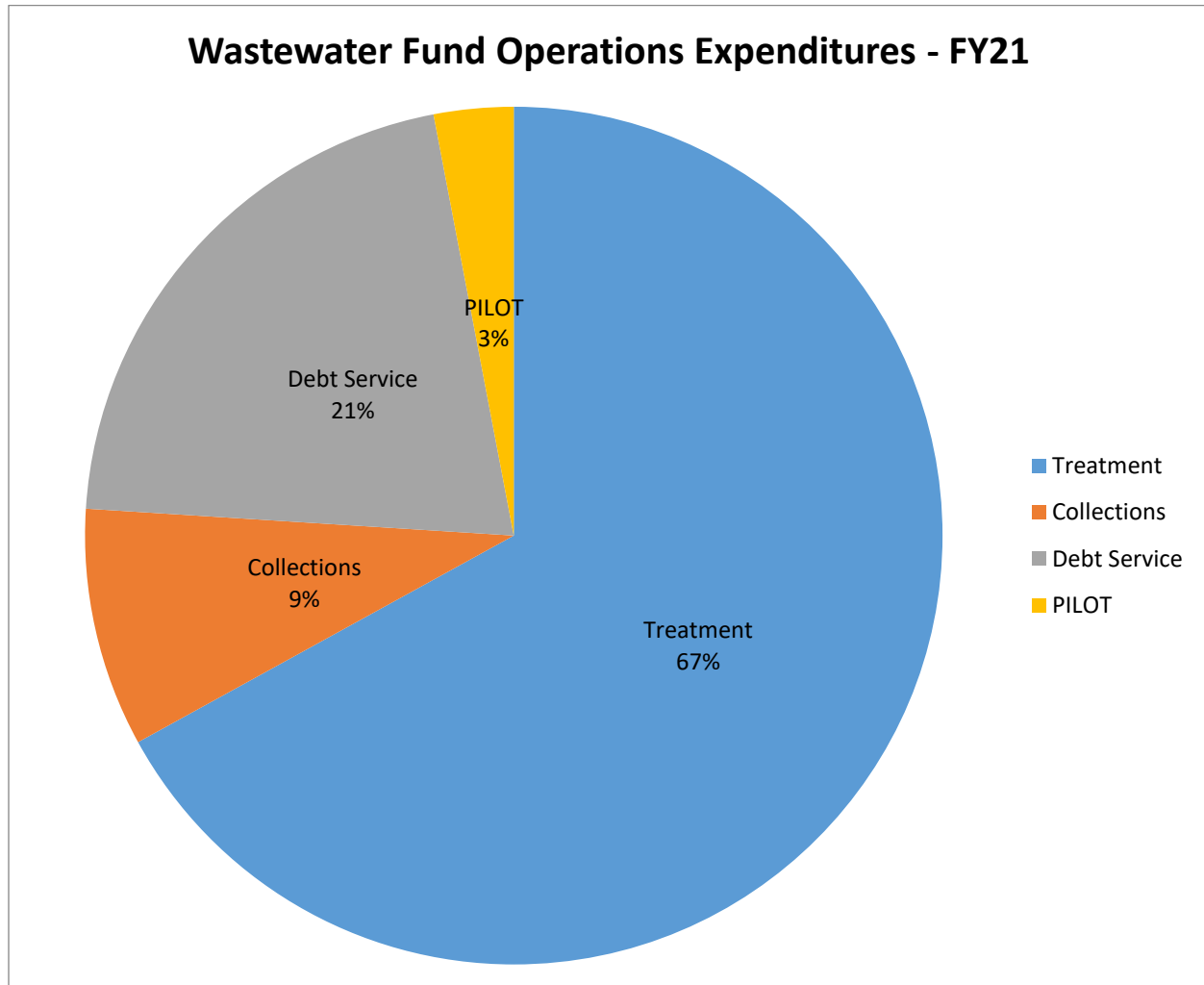
Water Fund Operations Expenditures - FY21



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

WASTEWATER ENTERPRISE FUND

The Wastewater Enterprise Fund consists of the Wastewater Collection Division and the Wastewater Treatment Division. Based on the June 30, 2021, Preliminary Budget Report, the Wastewater Fund operations expenses were below total revenue resulting in a negative operating margin of \$18,261. 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 67% of the total Wastewater Enterprise Fund expenditures (refer to Wastewater Fund Operations Expenditures – FY21 graph for allocation of fund expenses).

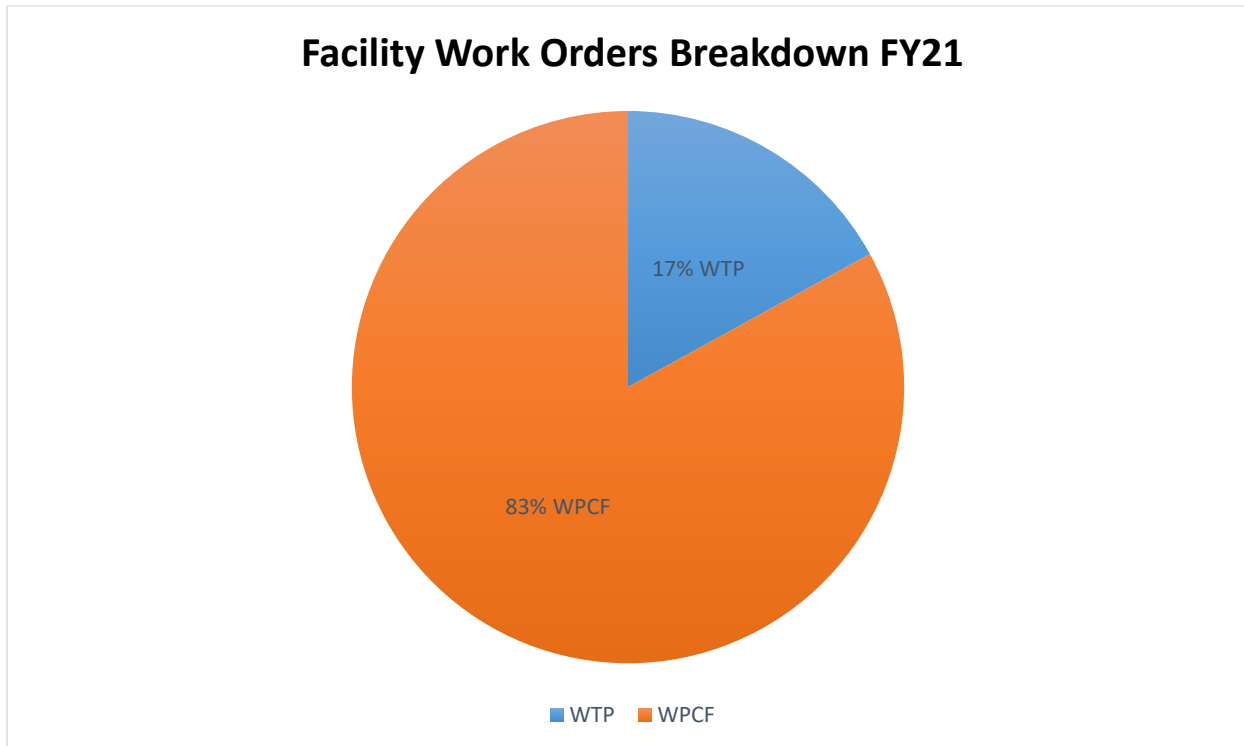


The Wastewater Enterprise Fund financial performance was successful for the year with combined fund operating expenditures being approximately 1% under budgeted expense level.

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 the installation of several feed systems at both the WTP and WPCF. They also completed several major repairs to WPCF equipment, including the BNRs, Headworks building, sludge building (due to the November electrical fire), and Centrifuge number 2.



Workflow was managed utilizing a web based preventive maintenance program. A total of 3,745 work orders were received in addition to numerous verbal work requests.

Facilities Development

Water Source & Treatment Facilities

The maintenance staff completed the installation of a 200 kW generator and transfer switch at the UV Building. They also completed the transition from a potassium permanganate feed to a sodium permanganate feed. Repairs and a complete renovation of the Headworks building were started in 2021 and will continue through FY22 to improve wastewater processing. The Division disassembled and repaired two BNR mixers and Centrifuge number 2 this year. They also completed repairs to the sludge building which were necessary after the electrical fire in November 2020. Plant communications were upgraded by installing a new antenna at the Chandler wells. A

chlorine feed system was also installed at the Chandler well and a sodium bicarbonate feed system at the WPCF digester process. Maintenance staff also completed repairs to the pumps at both Chandler St. and Rockwater Park wellfields.



Repair and painting of drive for 12 MGD screen at the WPCF headworks (February 2021)



Removed WPCF headworks roof structure and walls for renovation (May 2021)



Repairs to Rockwater Park well pump (March 2021)



New emergency generator for AWT (UV Disinfection) process (January 2021)



Construction of new 6 inch water distribution main serving the Stoneybrook and Oaklawn neighborhoods (April 2021)

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.

SECTION V
PERSONNEL UTILIZATION, DEVELOPMENT & PERFORMANCE

The total employee count was 25 following department reorganization in FY21. 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
Robert Hester	Class I Water / Class II Wastewater / Aquatic Pesticide Applicator License
Anne Payne Brooks	Class I Wastewater
Danny Jeffries	Class I Water
Bryan Balsley	Class I Water
Neil Moore	Class I Wastewater
Hawar Hawarry	Class I Wastewater
Koby Smith	Class II Wastewater
Larry Olsen	Class III Water / Class III Wastewater
Kevin Tucker	Class I Water / Class I Wastewater
Nicole Barr	Class III Water
Zachary Dove	Engineer in Training (EIT)/Class III Water

NEW EMPLOYEES

Bryan Balsley	Water Operator
Melissa Phillips	Water Operator Trainee
John Scott	Water Operator Trainee
Zachary Dove	Plant Engineer
Virginia Swaney	Wastewater Operator

HUMAN RESOURCES

INTRODUCTION

The Town of Culpeper's Human Resources Department administers a comprehensive Human Resources program consistent with Federal, State, and local statutes, meeting the needs of the governmental employer as well as current/potential employees. The department oversees the following key functional areas for approximately 185 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.

	FY21	FY20	FY19	FY18	FY17
Positions Recruited for	58	31	42	42	27
New Hires	36	24	33	36	27
Terminations	27	25	16	24	15
Voluntary	25	16	15	16	15

Involuntary	2	9*	1	8	0
Retirees	3	1	3	5	4
Promotions	28	18	12	15	14
Demotions	2	1	2	1	1
Transfers	2	1	2	0	2
Turnover Rate	14.59%	10.16%	8.29%	12.90%	8.15%

**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

The Town receive a health insurance renewal with a 7.4% 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 FY2021. 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 18 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. There were 40 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.

POLICY DEVELOPMENT & ADMINISTRATION

The Human Resources Department recommended and implemented changes to section 8.5, Holidays, of the Town of Culpeper Personnel Policies and Employee Handbook in FY2021.

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 FY21:

Arc Flash
Back Injury and Lifting
Coronavirus Awareness
Coronavirus: Cleaning and Disinfecting Your Workplace
Defensive Driving
Diversity Awareness
Ergonomics
Fall Protection
Family Medical Leave Act (FMLA)
Fire Extinguisher Safety
Freedom of Information Act (FOIA) Training
Hand and Power Tools
Hazard Communication
Heartsaver First Aid and CPR/AED
Heat Illness Prevention
Ladder Safety
Lifecycle of a Record
Line of Duty Act (for Law Enforcement)
Performance Evaluation
Personal Information Protection Policy Review
Respirable Crystalline Silica
Sexual Harassment: Policy and Prevention
Town of Culpeper Safety and Health Management Program
Virginia Public Records Act
What is a Public Record?

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. In FY21, there were 3 employees who completed all requirements of the Leadership Development Certificate program.

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. Training on the 23 chapters of this program was provided for all employees throughout FY21.

Claims Data

The following is a history of claims processed and paid and premiums collected for FY21 and the previous four fiscal years:

	FY21	FY20	FY19	FY18	FY17
On-the-job Injuries	23*	16	20	18	20
OSHA Reportable Injuries	23*	16	20	18	20
Employee Auto Accidents	10	14	10	12	15
Preventable Auto Accidents	6	7	4	9	10
Property Damage Claims	6	2	5	3	4
Liability Claims	6	11	9	7	9
Total Claims Paid	\$103,275	\$136,241	\$219,754	\$74,604	\$62,247
Total Premiums	\$321,263	\$303,127	\$306,042	\$408,224	\$405,046

**12 of the injuries/illnesses were COVID-19 related*

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 backup 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 171.89 (139.70 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, banner installations. Light and Power Department continued operating, maintaining construction thru out the pandemic year.



GENERATION

The generation facility operated at the request of Virginia Power a total of 97 hours for the year reducing the Town's purchased power bill approximately \$226,134. This amount will 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.



TRAFFIC SIGNALS

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

EMPLOYEES

Employees attended monthly in-house safety meetings. At present time, Light and Power has 5 State Certified journeyman linemen for the town. We have five apprentices now in the program and one first class in the substation program. The department has two new employees: storekeeper and apprentices lineman. The apprentice lineman will be starting the apprentice program.

CUSTOMER GROWTH

The Town began the year with 5,695 customers and finished the fiscal year with 5,780 customers for an approximate 1.49% increase.

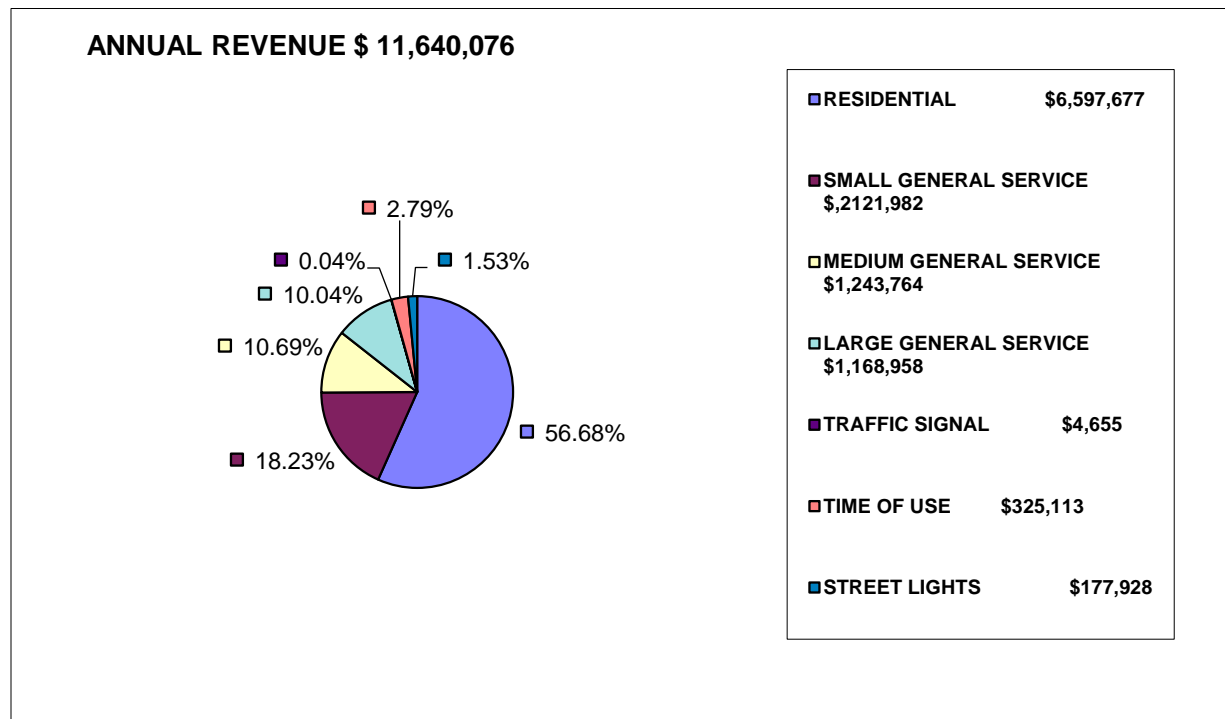
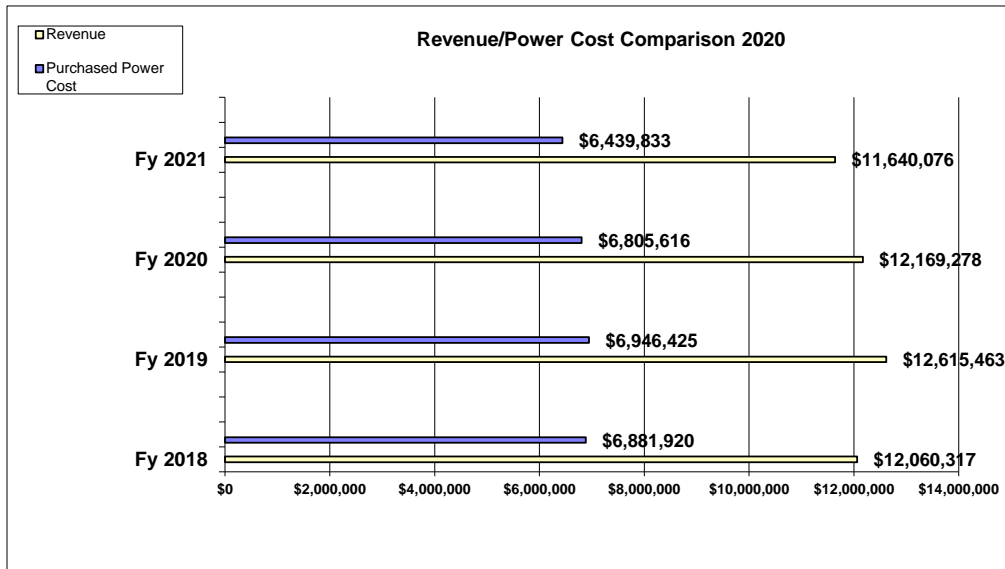
RATES

The Town has very comparable rates for all customers it serves. As part of budget preparation, L&P does a rate study during the year to compare with Dominion & Rappahannock Electric as well as projecting expenditures and revenue into the future to ensure adequate electric fund balances are maintained.

REVENUES

The Town purchased \$6,439,833 of wholesale power from Dominion Virginia Power and Southeastern Power Administration. Total revenue for the year was \$11,640,076 for the sale of power.

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



ACCOMPLISHMENTS

1. Completed infrastructure for Yates Properties at Sunset Lane.
2. Installed new lighting for Yowell Meadow Memorial.
3. Completed infrastructure at Redwood Lakes Subdivision.
4. Installed infrastructure to UVA Imaging located on 509 S. Main St.
5. Extensive Right of Way maintenance conducted around town.
6. Installed (2) new transformer for Bingham & Taylor foundry project.
7. Installed Overhead and Underground Fault indicators around town to help with locating outages.
8. Added and installed wildlife protection equipment around town.
9. Replaced 115K switch gear at substation located on Light and Power complex.
10. Completed cleaning and polishing of fuel tanks for generation.



FY22 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. To continue to provide the most reliable, efficient, and cost effective to the town citizens, our customers.
5. Light & Power working to redesign deliver point #5 for future development of Laurel Park Subdivision.
6. Lighting for road improvements on 522 project.
7. Additional wildlife protection on electrical system.
8. Continue with tree trimming in Right of Ways within Town limits.
9. Infrastructure to begin on Ridgeview Subdivision.

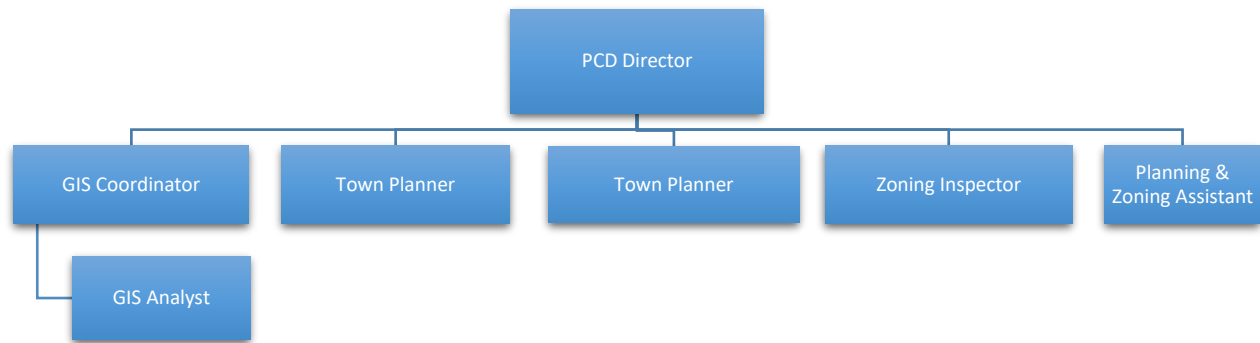
PLANNING & COMMUNITY DEVELOPMENT

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 seven staff positions: Director of Planning & Community Development – Andrew Hopewell; Town Planner – Joe Costello; Town Planner – *Vacant*; Zoning Inspector – Gary Cole; Planning & Zoning Assistant – *Vacant*; GIS Coordinator – Autumn Fitch; and GIS Analyst – Carlos Meixner.



AUTHORITIES, BOARDS and COMMISSIONS

Town Council

Conditional Use & Rezoning Cases:

Case TZ-1985-2020: The Council reviewed a request by HP4/Culpeper, LLC to rezone a 59.92 acre parcel from Residential Estate (R-E) to Planned Unit Development (PUD) to permit a combination of 135 single-family detached units and 171 single-family attached (townhouse) units. The proposal also included open space, recreational amenities, additional on- and off-street parking, landscaped screening and cash proffers to mitigate impacts on Town and County public facilities. The property is identified as tax map parcel 50-32, East Fairfax Magisterial District. The Planning Commission recommended approval and Town Council approved the application with proffers.

Case CUP-2360-2020: The Council reviewed a request by Culpeper Funeral Home, LLC for a conditional use permit to expand an existing crematory facility. The existing facility at Found and Sons Funeral Home at 850 Sperryville Pike had a prior conditional use permit for the existing crematory and the conditions applying to that facility were proposed to be extended to cover the new facility as well. The property is identified as tax map parcel 40A-1-1, West Fairfax Magisterial District. The Planning Commission recommended approval and Town Council approved the application with conditions.

Ordinance Amendments:

Ordinance O-2020-007: The Council reviewed a proposed update to Chapter 27, Zoning, Article IV, Flood Hazard Areas to ensure that the Town remained compliant with State and Federal regulations pertaining to floodplain restrictions. The entire article was updated according to updated Federal Emergency Management Agency (FEMA) guidance implemented by the Virginia Department of Conservation and Recreation (DCR). The Planning Commission recommended approval and Town Council adopted the ordinance amendment.

Ordinance O-2021-001: The Council reviewed a proposed update to Chapters 22, Subdivision, and 27, Zoning, to update map references within Town Code that had become outdated with the

adoption of Ordinance O-2020-007. The Planning Commission recommended approval and Town Council adopted the ordinance amendment.

Other Review:

FY 2022-2026 Capital Improvement Program: The Council reviewed the proposed five-year capital improvement program identifying anticipated major public improvements within the Town along with proposed funding mechanisms. The proposed plan included a building replacement, software and security system upgrades, park improvements, transportation improvements as well as electrical infrastructure replacements. The Planning Commission recommended adoption and Town Council adopted the Capital Improvement Program.

Planning Commission

Conditional Use & Rezoning Cases:

Case TZ-1790-2020: The Commission reviewed a request by Aspen St. Properties to rezone a 1.192 acre parcel from Residential (R-1) to Neighborhood Commercial (C-1) to permit a three story, 12 unit residential apartment building. The proposal also included open space, off-street parking, landscaped screening and sidewalks. The property is identified as tax map parcel 40A-1-2, West Fairfax Magisterial District. The Planning Commission tabled the application after an initial public hearing to provide the applicant additional time to address some outstanding concerns identified by staff.

Site Plan Reviews:

Case SS-1823-2020: The Commission reviewed a request by Joseph R. Daniel to construct four two-bedroom apartments on the property known as “Payne’s Apartments”. The project included the addition of a pergola within the designated open space on site as well as upgrades to lighting, landscaping and curb and gutter to the site. The property is identified as tax map parcels 41A1 4 T 1, 41A1 4 T 2 and 41A1 4 T 3, East Fairfax Magisterial District. The Commission approved the site plan as presented.

Case SS-1824-2020: The Commission reviewed a request by Joseph R. Daniel to construct five two-bedroom apartments at 915 West Street. There are three existing residences on site (one single family detached house and one duplex) which would remain. The project included a pergola, sidewalks, landscaping, lighting as well as curb and gutter on site. The property is identified as tax map parcels 41A1 4 N 1 and 41A1 4 N 2, West Fairfax Magisterial District. The Commission approved the site plan contingent on the applicant addressing the outstanding TRC comments.

Case SS-1833-2020: The Commission reviewed a request by Last Chance Properties, LLC to construct forty-four two- and three-bedroom condominiums. The site is currently vacant and the new development contains sidewalks, landscaping, lighting as well as a pavilion and open space. The property is identified as tax map parcel 41A3-6-1, East Fairfax Magisterial District. The Commission approved the site plan.

Case SS-2316-2020: The Commission reviewed a request by Culpeper Funeral Home, LLC to expand an existing crematory facility. The existing facility at Found and Sons Funeral Home at 850 Sperryville Pike was proposed to double in size from the existing crematory. The development was subject to conditions imposed from an approved conditional use permit. The property is identified as tax map parcel 40A-1-1, West Fairfax Magisterial District. The Commission approved the application contingent on the conditions and TRC comments being met.

Other Review:

Preliminary Plan – Laurel Park: The Commission reviewed a request by HP4/Culpeper, LLC for a preliminary plan approval for a 59.92 acre parcel zoned Planned Unit Development (PUD) for a combination of 135 single-family detached units and 171 single-family attached (townhouse) units. The proposal represented the plan that was approved by the Town Council as part of rezoning case TZ-1985-2020. The Town Code is written in such a way that in the PUD zoning district, an applicant may gain concurrent approval for both a rezoning and a preliminary plan. The property is identified as tax map parcel 50-32, East Fairfax Magisterial District. The Planning Commission was not required to perform any action as the plan had already been approved by Town Council through the rezoning process.

Board Member Updates:

Mr. Cabbage resigned from the Planning Commission and was replaced by Mr. Mitchell. Mr. Fitzsimmons was elected as Chairman, Mr. Flanagan was elected as Vice-Chairman and Mr. Cerio was elected as Parliamentarian, and staff remained as Secretary.

Joint Board of Zoning Appeals

Variance Cases:

Case VT-001-2021: The Board reviewed a request by Kevin Dawson for a variance related to the definition of “rear yard” as it related to his property located at 110 West Fairview Rd. The request was based on the configuration of the lot and the siting of the house in close proximity to the rear property line which effectively prohibited the installation of any accessory structures within the narrow band of land defined as the property’s rear yard. The property is identified as tax map parcel 41B 8 1C, Catalpa Magisterial District. The Board approved the variance.

Case VT-002-2021: The Board reviewed a request by Robert Hennessy for a variance related to the definition of “rear yard” as it related to his property located at 946 Briscoe St. The request was based on the circumstances of the lot in that the house was located in an appropriate and reasonable location on the front portion of the lot, however, in close proximity to the rear of the house, there was a steep grade change which dropped the rear portion of the property into the floodplain which effectively prohibited the installation of any accessory structures within the property’s rear yard. The property is identified as tax map parcel 41A2 5B2 21, East Fairfax Magisterial District. The Board approved the variance.

Board Member Updates:

Mr. Anstine was elected as Chairman, Mr. Seay was elected as Vice-Chairman and Mr. Updike was elected as Secretary. The position jointly appointed by the Town and County remains vacant.

Parking Authority

Topics of Discussion:

Suspension of Parking Enforcement: The Chair had 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. This suspension was extended on July 15, 2020 until such time that the Town Manager deemed appropriate to resume enforcement and collection. This date was set for January 1, 2021 and enforcement and collection resumed at that time.

Electric Vehicles: The Authority recommended that the Town consider utilizing adjacent parking spaces within the larger section of the East Spencer St Parking Lot for an electric vehicle charging station.

Brochure: The Authority desired a revision of the Town's parking brochure to ensure that the current objectives of the Authority were being met by the information provided on the brochure. The East Culpeper Street Lot was removed from the brochure map.

Parking Enforcement Hours: Parking enforcement hours were extended to 6pm on all lots necessitating a need for signage to be update to accurately reflect this change.

Review of Specific Requests:

- **Virginia Department of Health:** Stated that the Virginia Department of Health may utilize the West Locust Street Parking Lot for the parking of state-owned vehicles on weekends as needed without parking passes.
- **Culpeper NAACP:** Denied a request to utilize the West Locust Street Parking Lot for a voter registration booth on Saturday mornings in September and October 2020. It was conveyed to the applicant that the grass median adjacent to the lot could be utilized for the desired purposes.
- **Culpeper Food Closet:** Approved a request to use the East Davis Street Parking Lot for a Thanksgiving meal giveaway on Saturday November 13, 2021 and Saturday November 20, 2021.

Authority Member Updates:

Mrs. Irene Borys was resigned from the Parking Authority. Mrs. Elana Clements was elected Chair and Mr. John Flanagan was elected Vice Chair; with staff serving as Secretary and Treasurer.

Parks & Recreation Commission

Topics of Discussion:

Temporary Pickleball Court Markings: The Commission approved the use of non-permanent paint/chalk markings of pickleball courts at the Yowell Meadow Park basketball courts during the second half of 2020. The requestor ultimately utilized the tennis courts within the Lakeview subdivision instead.

Historical Panels: The historic panel located at the Triangle Parking Lot was revised and updated and is proposed to be moved to the terminus of East Davis Street to increase its visibility.

Girl Scouts Father/Daughter Fishing Event: The Commission waived the Town fishing fees for participants of the Girls Scouts Father/Daughter fishing event held in May 2021.

Commission Member Updates:

Mr. Milans was elected as Chairman and Mr. Duey was elected as Vice-Chair. Ms. Gwen Steele was appointed to the Commission.

Architectural Review Board

Certificates of Finding:

Case COF-2147-2020: Approved request by Little Monkey Head, LLC to install a 6' tall wooden fence along the north property line of the property adjacent to the State Theater building. The property is located at 309 South Main Street.

Case COF-2204-2020: Approved request by Gohn Real Estate, LLC to replace windows in a two-story brick building utilizing windows specifically developed to match older, historic buildings. The property is located at 301 South East Street.

Case COF-2507-2021: Approved request by Charm Thai, Inc. to create a new storefront entrance as part of a building remodel to accommodate a restaurant. The property is located at 202 East Davis Street.

Case COF-2574-2021: Approved request by Sara Drebes to replace the existing aluminum siding on her property with a HardiePlank composite siding with 4-5" reveal in smooth finish, provided the wood trim around the windows and corner boards were retained. The property is located at 310 South East Street.

Board Member Updates:

Mr. Lysczek remains Chair and Mr. Hamilton the Vice-Chair. Mr. Gutowski was appointed to the Board.

Public Transportation Board

Topics of Discussion:

Signage: The Board approved a motion to adopt a new green sign which incorporated a new title of “Culpeper Transit” and utilizes a QR code for customer convenience of access to information.

Virginia Breeze: Service connection made from the Culpeper Colonnade shopping center to the Virginia Breeze bus service at Brandy Station.

Goals and Objectives: The Board adopted a set of goals and objectives to formally identify their mission and aid staff in formulating initiatives to help achieve the desired outcome.

Bus Routes and Stop Locations: The Board initiated a review of the routes and stop locations to ensure that the adopted goals and objectives are being met. The proposal utilizes “major” and “minor” stops as a way to increase efficiency and timeliness of routes.

Board Member Updates:

Mr. Anstine remains Chair and Ms. Clements the Vice-Chair.

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). The project was awarded to Arthur Construction on February 9, 2021. Initiation of construction was delayed due to additional approvals needed from the Virginia Department of Environmental Quality (DEQ). Those approvals were received on April 22, 2021. A change order to address the additional costs is necessary to address the design changes brought about by the DEQ review. At this time the Town is waiting for the change order from the contractor to be able to issue the “Notice To Proceed”.

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. The contracts were awarded by Council at their March 9, 2021 meeting to Arthur Construction for the Sunset/Madison project and to Crown Construction Services for the N. Main project.

Crown Construction Services were issued their “Notice To Proceed” as of April 26, 2021 on N. Main Street and are currently wrapping up their construction. Arthur Construction requested a delay and their “Notice To Proceed” was issued with a start date of June 7, 2021.

VDOT has also awarded the Town funding for two projects submitted during the FY20 cycle. The Ira Hoffman and Route 522 (Sperryville Pike) sidewalk project funding agreements were approved by Council on March 9, 2021. Preliminary design is expected to begin later this year.

Housing Study

Rappahannock Rapidan Regional Commission (RRRC) has conducted a regional housing study. The study compiled housing and demographic data and trends to determine the region's position and housing opportunities. The primary components of the study include:

- Housing Data Assessment - Regional & Local Assessments, to the extent possible with existing data and stakeholder interviews;
- Housing Barrier/Gap Analysis - Using current and project demographic data, gaps between need and supply were 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 were completed to help inform local reports and strategies for incorporating best practices into housing policies;
- Housing Policy & Strategy Reports - Regional & Local reports

The Executive Director of RRRC presented to the Planning Commission and the Public Safety, Public Works, Planning and Community Development Committee in January to provide a summary of the study's findings. Staff is intending to use the Culpeper specific findings in the update of the Zoning and Subdivision Ordinance.

Electric Vehicle Charging Stations

Town staff had been coordinating with EvGo and Sema Connect for eight (8) state funded charging stations to be installed at the East Spencer Street parking lot. If awarded, the stations will be installed and maintained by EvGo. The Town would be provided the power source for the stations and will be paid for electricity used by individual users at the stations. The stations are designed with universal connections that will allow nearly all electric vehicles to tap into the power source. Staff had been checking periodically with Sema Connect who most recently informed staff in February that their contract language had been problematic within Virginia due to indemnification clauses. The Town Attorney did review the proposed contract and had numerous concerns with the terms contained therein.

EVGo did also alert the Town to a program whereby they would donate a single charger to the Town. The contracts involved in this program do not have the explicit indemnification language. While these conversations were ongoing, staff also engaged with other electric charging station providers to see what programs and opportunities they might have available, but all involved fairly substantial cost to the Town. Additionally, staff reached out to the City of Manassas who recently installed eight new charging stations to understand the process and costs involved with their installation.

At this time, staff is not pursuing additional options for the installation of electric vehicle charging stations on Town property due to the cost involved as well as the rapidly changing nature of the

technology. Should EvGo/Sema Connect revise their contract language in such a way that the Town could legally partner with them, Staff will reengage in discussions to take advantage of the provision of eight state funded charging stations.

Zoning and Subdivision Ordinance Overhaul

Staff is working with Duncan Associates and Codametrics on an overhaul to the Zoning and Subdivision Ordinance. An Advisory Committee was selected by Town Council to lead the overhaul effort and provide guidance to Town staff and the consultant team. 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 for late 2021 or early 2022.

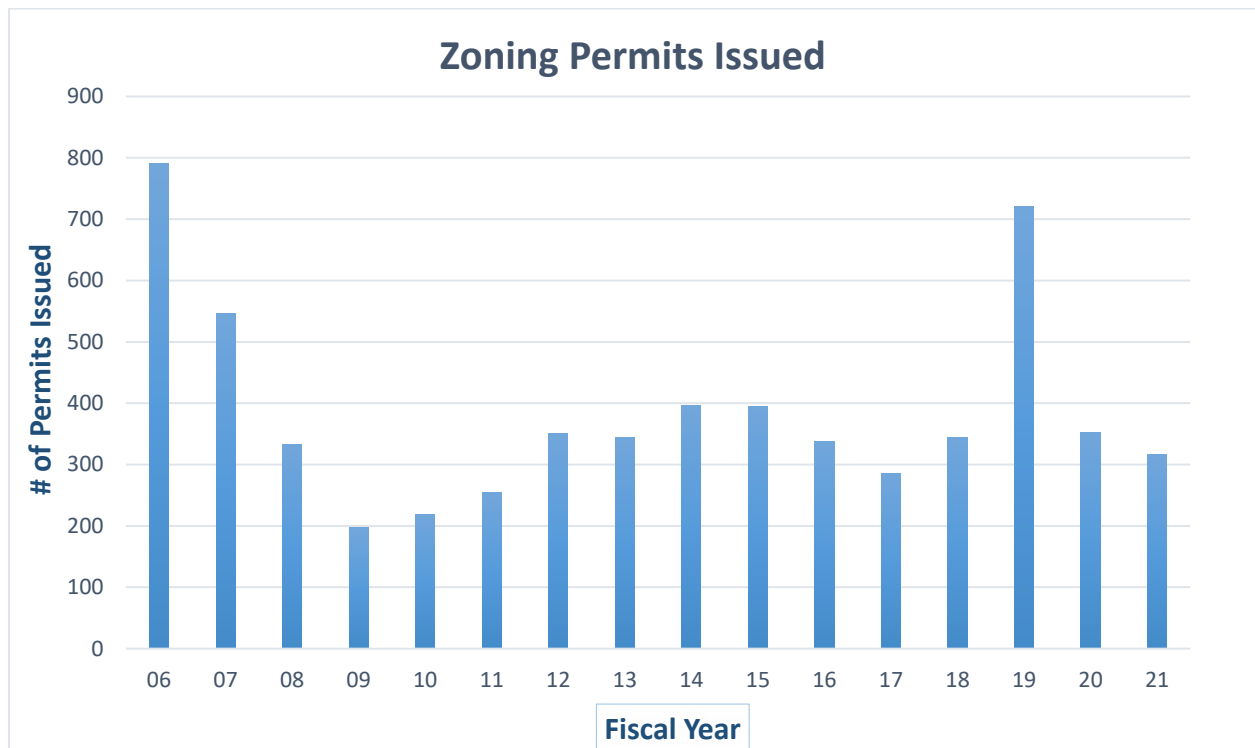
The consultants provided the first draft module of the ordinance for staff review in late December 2020 and after coordination with staff in January and February, the draft language and map of the first module was incorporated into an interactive website that was distributed to the Advisory Committee in March with a follow up meeting scheduled for April 15th. Stemming from the April 15th meeting, staff received feedback to proposed a mixed-use zoning district along Sperryville Pike between Col. Jameson Blvd and Blue Ridge Ave as well as to relax the proposed regulations regarding the keeping of animals in Town. Additionally, the concept of making accessory dwelling units a by-right addition in some zoning districts was discussed.

Staff and the consultants are continuing to meet to complete additional modules related to the ordinance update and another Advisory Committee meeting is currently being contemplated for the later this summer. Following that meeting, it is envisioned that the Consultants will present the entire draft ordinance to the Town Council and Planning Commission in a joint work session. Thereafter, the draft will be shared with the public at large before returning for consideration for adoption.

PERMITTING

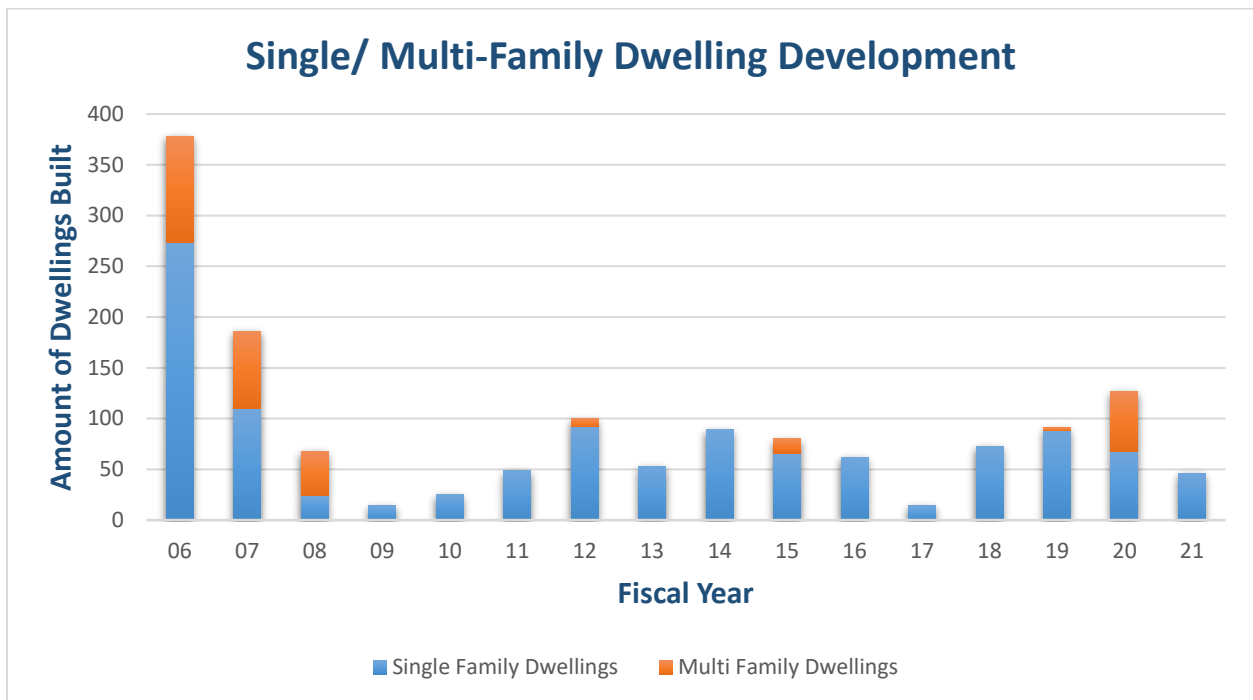
Zoning Permits

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 317 zoning permits were issued in FY21.



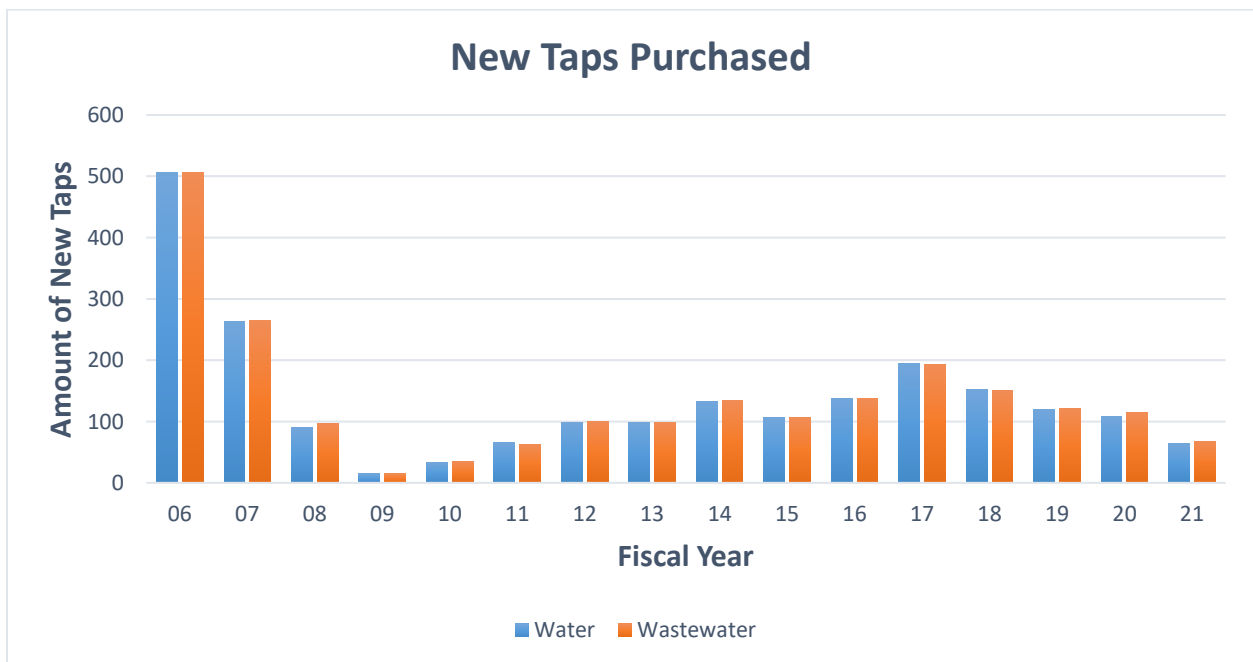
Single and Multi-Family Dwelling Development

46 new single-family developments were reviewed and processed by the department and 0 new multi-family developments were processed by the Town in FY21.



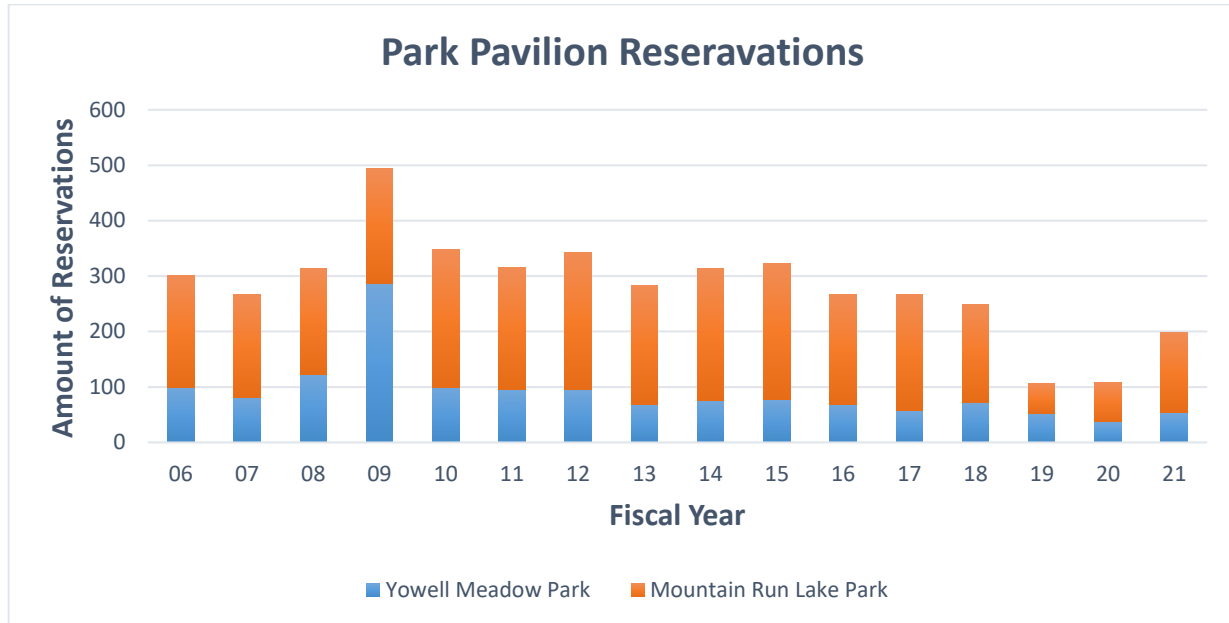
Tap Privilege Fee Assessment Policy

The number of taps purchased decreased in FY21 by 40%. Total number of taps issued in FY21 was 64 water and 68 wastewater.



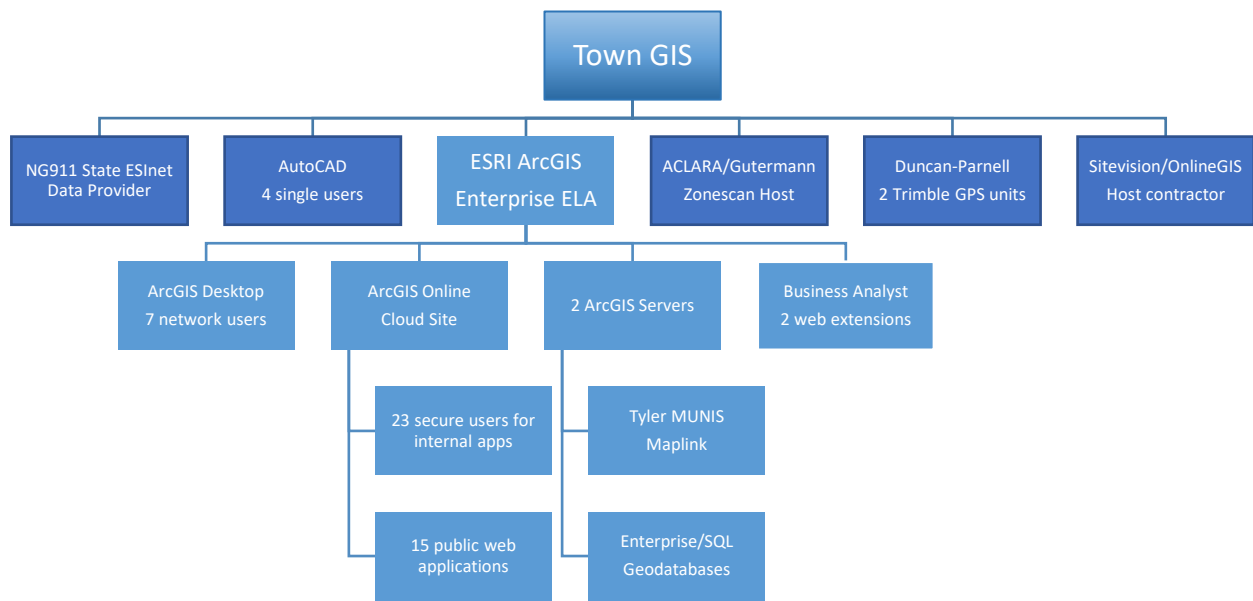
Park Pavilion Reservations

The department issued 199 pavilion reservation permits, 145 pavilion reservations for Mountain Run Lake Park and 54 for Yowell Meadow Park during FY21, along with 2 park reservations for events at Rockwater Park. An increase in usage (including 30 pavilion cancellations) occurred in the spring and summer of 2021.



GEOGRAPHIC INFORMATION SYSTEMS (GIS)

The GIS division currently consists of two full-time staff positions: GIS Coordinator (Supervisor) and GIS Analyst – *the GIS division has not taken on any summer interns since before the pandemic*. 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 7 ArcGIS desktop software users, 23 secure ArcGIS Online (AGOL) internal users, unlimited viewers, 2 Business Analyst web extensions, and 2 ArcGIS Servers (1 standalone; 1 enterprise) under our ESRI Small Government Enterprise License Agreement. GIS also manages the Autodesk annual software subscriptions for 4 standalone users of AutoCAD Map 3D, as well as 2 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 additional ArcGIS Online additional map resources (including new web applications).

The GIS team provides data and map products to all Town departments, as well as outside agencies. This year, all work was completed primarily remotely under COVID-restrictions/modifications. Standing up more accessible web maps and applications through our ArcGIS Online site and shared network locations became more important than ever, since in-person meetings were very limited. We had more requests for GIS deliverables than ever before and have taken steps to track these better for future metrics.

PROJECT HIGHLIGHTS AND UPDATES

- Built & activated the following ArcGIS Online* public web maps and applications:
 - [Fairview Cemetery Grave Search](#) - The online Fairview Cemetery Web Map was built out into a Grave Search Application with the first section of verified graves (Section E) being shared online on 12/31/2020. Additional grave data continues to be added and existing collected data verified – new sections will be shared online as approved by the Town Clerk’s office.
 - [Rockwater Park Story Map](#) – Public web application built to coincide with the re-opening of Rockwater Park’s Splash Pad and ribbon-cutting of new Children’s Playground in Spring 2021.
 - [Public Utility Services Lookup](#) - The previous Draft Public Services Web Map was rebuilt with a new online template to work with an updated online map viewer. This app replaces the basic Trash Map and now displays additional Town utility services available by address search.
 - [Zoning/Ordinance Update HUB site](#) – Created for the Town Rezoning and Ordinance update project, this ArcGIS Online site includes GIS maps, a Zoning Compare web app, and contractor-provided new proposed classification information. Although publicly shared online, the site link was only provided to the project members and advisory committee at this time.

Town of Culpeper ArcGIS Online Cloud Site Home Page: <http://culpeperva.maps.arcgis.com>



- All quarterly updates for E-911, Assessor and OnlineGIS systems were completed on schedule –over 100 addresses and/or parcels were added/edited in the Town GIS and MUNIS systems (half as many as the previous year - building slowed during the pandemic).
- All required Town GIS layers have been accepted into the State ESInet call routing system with zero critical errors. Culpeper’s initial GIS match rate of 98% to the old MSAG/ALI phone records is acceptable to move forward with the conversion to Next Generation 911 (NG9-1-1). Additional back-end processes need to be completed by AT&T at the PSAP (911 call center) before Go Live, but Town GIS is ready. Both the Town GIS Coordinator and Town GIS Analyst have received secure login credentials and training on how to access State ESInet’s EGDMS system for GIS data uploads.
- GIS Coordinator worked with Town IT to utilize an ESRI Platform Engineer Professional Services contract to setup and secure the GIS Enterprise Server for internal ArcGIS users. With additional assistance from Culpeper County’s EMS-provided contractor for NG9-1-1, GIS shapefile datasets were converted into enterprise geodatabases that will allow multi-user editing in a versioned environment - user configuration, testing, and training will continue into the new fiscal year.
- Utilities: Public Works - updated water lines/valves KML files for Zonescan water leak detection software; provided site maps with contour lines for Director requests; Light & Power – published Electric Distribution Web Map and shared with secure users through ArcGIS Online site.
- Floodplain mapping changes were incorporated into the Town GIS systems once received by FEMA and the updated layer was published to the Town’s OnlineGIS system on its effective date of 02/26/2021.

- Updated Neighborhood Watch Groups & Police Sector maps, and provided a large aerial photo of the Town for tactical planning related to scheduled protest, as requested by Town Police.
- Economic Development – Provided numerous proposed development site maps and GIS data for Council presentations, Tributary Trail Grant application, downtown development area Apartment Incentive Program, and various property feasibility analysis sites.
- Acquired two (2) add-on web extensions for ESRI's Business Analyst software and provided related training instructions for the Town PCD and Economic Development/Tourism Directors.
- Town GIS Analyst and PCD Director applied for and were given access to the Virginia Courts online Records Management System (RMS) for searching Culpeper's digital Deed and Land Records, in addition to the Town GIS Coordinator's on-going access.
- Annual Town Parcel Tax Map updates were completed and printed Mapbooks delivered to County GIS, Assessor, Clerk of Circuit Court records, and Town Planning/GIS offices July 31, 2020. The Town Streets Map was also updated for 2020. New digital versions of the Town Roads Map and all 32 pages of Tax Maps were published to the Town's ArcGIS Online site, as well.
- Historic Map documents and images that were compiled for GIS Reference have been shared to the Public Network Drive (P:)\\GIS files\\Historical Maps\\ for other internal departments to use as a reference, after numerous requests for more information on maps/photos displayed within Town Hall.
- Many GIS/CAD software upgrades/installs and new user configurations were performed this year by the GIS Coordinator due to additional CARES Act devices and changes in personnel across departments.
- The GIS Team took advantage of free virtual training provided by our software vendors, including completing customized ESRI online Learning Plans for GIS Analysis, Web App Development, and ArcGIS Enterprise Server Administration.

POLICE

SUMMARY

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

FY21 has been a challenging year for the Culpeper Police Department. The year was dominated by Covid-19 and the challenges that came with this pandemic. The men and women of the agency worked through these challenging times and the agency was able to provide all services to our citizens as we did before Covid-19. Unfortunately, the agency had multiple exposures to Covid-19 and some officers contracting the Covid-19 during the performance of their duties. The agency continued to find ways to engage our public through digital media, social media, and events where social distancing was achieved. An example of this is the numerous “Drive-thru” birthday parties we provided to our children. As we come out of Covid-19, we look forward to engaging the public like never before. We have begun the planning process of strategies to this engagement through every employee of the Culpeper Police Department.

FY21 was also challenging due to the Police Reform movements and civil protests that occurred locally and nationally after the George Floyd and Breona Taylor incidents. The agency continued to create dialogue and provided listening sessions for various community groups such as the NAACP and our local clergy representatives. They assisted the Culpeper Police Department and provided feedback in policy changes. Also, policy changes and training of all personnel was provided due to the General Assembly’s Special Session of Police Reform in the fall of 2020. As a result of this special session numerous laws were created or changed geared toward police reform.

The department was a community partner to local residents who wanted to have their voices heard through rallies and civil marches. The department worked with local organizers and ensured that all events that occurred in the Town of Culpeper were peaceful and not like the civil unrest that was occurring in adjacent communities. The agency worked closely with many stakeholders to ensure these events were peaceful such as the NAACP, the local clergy and the Virginia State Police. These events took an enormous toll on our police officers who worked extra hours for multiple days consecutively that helped keep our community peaceful.

The culmination of all the events of FY21 provided vast retention of police officers problems throughout our region and in the country. Recruitment of new police officers was nearly impossible due to Police Reform measures from the George Floyd and Breona Taylor incidents and the stress of the Covid -19 pandemic. The department took a proactive approach for retention and recruitment. The agency implemented a signing bonus for police officers who qualified by policy. This department was one of the first agencies in Virginia to implement this program in July of 2020. As this report is written, it is now common practice for law enforcement agencies to provide signing bonuses. The agency has been able to hire Department

of Criminal Justice Services (DCJS) certified and non-certified police officers. As of June 30, 2021 we had no vacancies.

The department continues the pursuit of excellence and accountability. One way of achieving this is following best established practices set forth by the Commission on Accreditation on Law Enforcement Agencies, Inc. (CALEA). The agency had its annual review of policies and procedures in September of 2020. In October, the department had its on-site assessment conducted by two law enforcement professionals. These two assessors evaluated all facets of the agency and conducted several interviews within the agency and from community members. The assessment report was very positive towards the agency. In March of 2021, Chief Jenkins appeared in front of the CALEA Commission to answer questions related to the 471 CALEA standards. The Commission voted unanimously for the Culpeper Police Department for Advanced Re-Accreditation with Meritorious Achievement.

While there is always room for improvement and growth, it has been a successful and productive year for our department.

GOALS & 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 has completed all time-sensitive reports, audits, and analysis during FY21.
 - To ensure that agency has a positive annual review of its files during an off-site review to be held in the fall of 2020 and virtual on-site assessment for re-accreditation in October of 2020.
Accomplished: CALEA conducted its annual review of the Culpeper Police Department in September 2020. During this review, the agency completed all tasks and was held to following best practices during the review. The virtual on-site assessment was conducted on November 2, 2020 by two (2) Law Enforcement professionals, due to COVID-19, it was conducted using the Zoom feature for interviews and walk-throughs of the department and agency personnel. The CALEA Conference was held virtually March 2021, where the Chief appeared before the Commission and received the CALEA Accreditation and Meritorious Achievement Award for the Culpeper Police Department.
- The Culpeper Police Department has an authorized strength of 46 officers and as of July 1, 2020 the agency has 45 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, 2021. The agency has been able to recruit and hire highly qualified certified officers during FY21. The agency has implemented the use of sign-on bonuses and officer initiated recruitment to obtain these officers. The department officers are the best recruiting element we have. The agency hopes to continue this under the current climate. The Chief of Police has met with the minority stakeholders in reference to minority recruitment. The NAACP advised, "It is impossible to recruit minorities due to 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 31 Neighborhood Watch programs and to each Neighborhood and Business Watch groups.
Accomplished: Due to COVID-19 over the past year, the neighborhood watch program had seen a different type of meeting. The community room was closed for the combined neighborhood watch meetings but Community Policing was able to complete their mission with social media as well as Zoom meetings. Even with COVID-19 they were able to increase the neighborhood watch program as well as the business watch groups.
 - The agency continues to support the School Watch program and maintains regular contacts with Culpeper County SRO's and school administrators.
Partially Accomplished: Due to COVID-19 this past year, the schools ran a virtual classroom as well as partial attendance. The departments 5 officers that are assigned to the 7 public and private schools, which are located within the town limits, regularly check in with their respective schools at least once a week during school hours.
- The Culpeper Police Department's Wellness Program has been in operation for several years. The program has become victim to complacency over 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: Due to COVID-19 and social distancing regulations the wellness program was not completely accomplished. The department is working on implementing a quarterly wellness program. The department did participate and win the 100 mile Walking Challenge presented by the town. Sgt. McGuckin organized two separate wellness challenges, which had a moderate turnout. The RONA Challenge (June –

September) and then the Mission Slim Possible (October – December). Mental wellness is a large concern of the department and it is working on preparing the department for a better mental wellness through training and programs.

- Maintain a peer support team within the agency to assist with emotional wellness of officers following a critical or traumatic incident. Complete annual training to support and enhance team member's skills.

Partially Accomplished: The department has not attained a clinician but is still working on this. The PEER Support team has had several trainings over the past year. The PEER Support dog, Gracie, has been an added bonus to the team. The team has maintained a positive feedback from the agency personnel.

- In FY20 the Culpeper Police Department had a clearance rate of 66%, which is more than the national average of 39%. The Culpeper Police Department desires to maintain or increase that clearance rate.

Accomplished: The department's clearance rate for CY20 was 71%, which is well above the national clearance rate of 36% 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.

Partially Accomplished: Due to COVID-19, enforcement practices were down due to social distancing regulations and possible exposures. The department's Community Policing Division still created directed selective enforcement locations based upon complaints by citizens, traffic data/ analysis, and/or traffic crashes. There is a correlation with the numbers of hours worked and the summonses issued in an area.

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

Accomplished: Even through COVID-19, the annual spring Click it or Ticket national mobilization campaign was conducted as well as the mini-campaigns in December.

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

Accomplished: The department continually enforces driving under the influence laws. In FY21, the agency had 84 arrests, compared to 66 arrests in FY20. The department makes every effort to educate the public through social media information, disseminating pamphlets, and information at public events as well as conducting Smart, Safe, and Sober events as allowed due to COVID-19. As an agency, we participate in NHTSA's safety grants and campaigns to include DUI Checkpoints and saturation patrols.

- 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 Task Force, 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, Foothills Housing Network, Law Explorer 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 several other community events that the department participates in such as 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 department received six grants for FY21. The agency received a Byrne JAG grant, this paid for a year for the Axon BWC (Body Worn Cameras), ICAC funds to purchase equipment to further on-line investigations, two Department of Motor Vehicles Highway Safety Selective Enforcement Speed Grants and Selective Enforcement Alcohol Grants to conduct saturation patrols and ensure traffic and impaired driving safety through enforcement and education, the COVID grant (CESF) which was used for the funding of equipment during COVID-19, and the FEMA grant, which was in collaboration with the Town of Culpeper to offset funding and costs associated with equipment purchases, supplies for COVID-19 protection and PPE.

- 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 Records Section went through a VCIN audit conducted by the Virginia State Police (VSP) on March 31, 2021 and received 100% compliance on all records that were audited and requirements as set by the VSP. There was a discrepancy on one file, which was corrected prior to the end of the audit. The next audit is scheduled for 2024. The Records Section strives to meet the standards set by the VSP and to conduct second party checks on all entries and complete monthly validations 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 Property and Evidence Section 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 (Caruso and Last) completed the first two parts of the Leadership Trilogy through FBI-LEEDA. Two supervisors (Grant, E. and McKnight) completed the Professional Leadership Academy (PLA) through the Central Shenandoah Criminal Justice Training Academy (CSCJTA).
- The agency will continue to send one Detective to the Virginia Department of Forensic Academy.
Accomplished: MPO Nicholas White attended the Virginia Department of Forensic Academy.
- The agency will send one Detective to the Child Forensic Interviewing School.
Not Accomplished: Due to COVID-19, the class was cancelled.
- 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. The PEER Support Leader completed the advanced CIT course. Continuing training and seminars are set for the upcoming year.
- For the Department's Accident Reconstruction Team to train at least quarterly.
Accomplished: The ART Team has had training quarterly if not monthly to remain proficient with the machine as well as being called out for a fatality and for a felony investigation of a crime scene. Further training is being set up for the team. As classes become available team members are being assigned training. One member is finishing up their Advanced Accident Reconstruction class.
- 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 prior to the November Fall Qualifications. The range has not been used for spring qualifications.
- 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 Record Section 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.
 - To automate criminal history file indexing for enhanced retrieval, security, and preservation of records.

Partially Accomplished: The Records Section maintains historic pertinent case files by scanning in and attaching them into RMS therefore limiting the risk of vital records being destroyed due to disasters or aging documents. This has freed up necessary space for other records by utilizing this technology. The Records Section has completed A thru F and are continuing this process daily.

- The Culpeper Police Department implemented an Unmanned Aerial Vehicle (UAV), or Drone program in FY20.

- To provide training for UAV pilots within the agency to maintain all required certifications through the FAA, and any other agency that is applicable.

Partially Accomplished: The department has obtained/acquired the Certificate of Authorization (COA) for the Drone Team. The Drone team currently has 11 members, all of which are working on obtaining their FAA 107 certification. Training is conducted monthly with few exceptions.

- To continue to evaluate deployment practices and policy adherence.

Accomplished: The department's Drone Team continues to check for best practices through other agencies and organizations. The policy is maintained with the most current best practice for deployment. The Drone Team has been called out for a fatality and several missing people, as well as for investigative purposes such as a search warrant, looking for a murder suspect in the Fairview Cemetery, and a subject who took off on foot on Belle Court. The drone has been used for maintaining eyes on a mentally compromised subject on the Verizon Tower. The Drone Team also works, through mutual aid, to assist other agencies with the capabilities of tracking, and mapping crash scenes.

- The Culpeper Police Department will implement a Quick Response Team (QRT) to handle calls of service and incidents that require personnel that have received several hours of specialized training in tactics and specialized equipment. The goal is to have a "stand alone" QRT that will meet citizen's needs. This team will work and train closely with the Virginia State Police Tact Team, along with other partners.

Not Accomplished: Due to COVID-19 and manpower issues, this task was not accomplished in FY21.

DEPARTMENTAL ACCOMPLISHMENTS

- The department has strived to maintain a positive role within the community, especially with our Neighborhood Watch Program. The department is committed to Community Policing through our Neighborhood Watch 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 31 established Neighborhood and Business Watch Programs in the Town of Culpeper. 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 also participates annually with National Night Out.
- The department supports a School Watch program that promotes positive interactions with children, parents, and teachers in both the public and private schools within town. Currently we have 5 officers assigned to the 7 public and private schools. Officers regularly check in

with their respective schools a least once a week during school hours. Officers also participate in special events and school functions that occur.

- 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 assist with other organization such as Team Jordan, Living the Dream Foundation, Teen Coalition, Crisis Intervention, Human Services, Culpeper Mid-Day Lions, CAYA (Come As You Are), Girls on the Run, Culpeper Renaissance Inc., TRIAD, Aging Together, Healthy Culpeper, Law Enforcement Explorers Program, Culpeper Livable Aging Community, and Neighborhood Watch. There are other community events that the department participates in such as the National Day of Prayer, Walk for the Cross, the MS Walk, free car seat installation/safety checks, and numerous church and non-profit organizational community events.
- The department continues to help raise funds and supplies for citizens within the community. In FY21, the department participated in collecting school supplies for the Department of Social Services in an event called “Pack the Patrol Car” at Wal-Mart, Target, Dollar Tree, and Big Lots. The department was able to collect enough school supplies to fill up over 10 police vehicles. In addition, the department held a “Pack the Patrol Car for Seniors” event at Wal-Mart and Petsmart where household items and pet food was collected for senior citizens in the area, as well as their pets.
- In FY21, the department held its 6th Annual Blue-Red Santa event, which was in coordination with Culpeper County Volunteer Fire Department, Virginia State Police, Culpeper Human Services, and Wal-Mart. The department was able to help sponsor over 125 underprivileged children.
- During FY21, the department assisted with giving tours of the department building and provided groups with information about the police department and police operations. The department also participated in many community events like placing flags out at the National Cemetery for Memorial Day, 4th of July events, Camp Fantastic, December’s Holiday parade, along with 5Ks/walks and other escorts. In addition, last year the department, along with the fire department, and EMS participated in over 4 dozen birthday parades for children who could not have in person parties due to the pandemic.
- In the spring of 2017, the department in conjunction with the Culpeper Wellness Foundation created the Hidden in Plain Sight (HIPS) program. The HIPS program is designed for parents or other adults who may be in a caregiver role of children. The program is designed to educate parents or other adults about possible warning signs that may be present in a teenager’s bedroom. The program contains an exhibit, which is a setup of a teenager’s bedroom with various props located 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 44 different groups around the state. The program has traveled to Fredrick Co. to the north, Halifax Co. to the south, and the City of Hampton the east. The department has assisted 5 other law enforcement jurisdictions in the state to start their own program. In FY22, the program plans to extend to even more jurisdictions.
- During FY21, the Community Policing Division has provided various community education presentations to several groups within the community. These presentations included topics

related to traffic safety, bicycle safety, bullying, internet safety, scam/fraud presentations, and crime prevention.

- Based on complaints from citizens, traffic data/analysis, and/or traffic accidents the Community Policing Division creates directed selective enforcement locations. There is a correlation with the number of hours worked and summonses issued in an area.
- The department participates in national traffic safety campaigns sponsored by NHTSA. In the spring, the agency participates in the Click It or Ticket national mobilization campaign, as well as the mini-campaign in the fall. During both campaigns, press releases are shared on our social media platforms, along with signs being posted around Town advising citizens of the increased enforcement. As a result, our FY21 numbers for seatbelts has increased from 58 summonses issued, compared to 46 issued in FY20. The department also continues to enforce driving under the influence laws. In FY21, the agency had 83 DUI arrests compared to 66 arrests in FY20. 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.
- 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. 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. However, due to the pandemic, child safety seats were only checked at the parking lot of the police department. 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, Instagram page, and most recently a LinkedIn page. The agency has been able to engage with community members using these resources. 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 18,900 followers on its Facebook page, which is an increase from last fiscal year of over 17,000 followers. The agency has 1,400 followers on its Instagram page.
- 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.
- During FY21, the Criminal Investigation Section has investigated an array of criminal violations. The cases range from Homicide, Robbery, Aggravated Malicious Wounding, Arson, Fraud and Larceny from vehicles. Listed below are some examples of the cases this section was tasked with investigating.
- In September 2020, the department received a call for a shooting at a residence in the area of 1100-block of Vantage Place. Upon arrival at the location, officers found one person who sustained a gunshot wound. The victim, identified as Torri Robinson, 56, of Culpeper, was declared deceased at the scene. As a result of the investigation, the department charged Leroy

Chandler, 66, of Culpeper with one count of felony First Degree Murder and one count of felony Malicious Wounding. This case has been certified to the Culpeper County Circuit Court but has yet to be adjudicated.

- In December 2020, the Culpeper E-911 Center received multiple calls for possible gunshots in the area of Third Street. One juvenile who sustained a gunshot wound was located and transported to the hospital in a personal vehicle. He would later be transferred to UVA Charlottesville hospital due to the nature of the injury. A juvenile victim was later located on scene of the shooting. He was transported to the hospital where he was declared deceased. The juvenile who sustained the gunshot injury in this incident was charged with Second Degree Murder, Discharging a Firearm within or at a building, and Use a Firearm in the Commission on a Felony. The same juvenile involved in this heinous crime has also been charged in the death of an adult which occurred in a neighboring jurisdiction in October 2020. This case been certified to the Culpeper County Circuit Court but has yet to be adjudicated.
- In September 2020, the department investigated a crime of Robbery which occurred in the area of the Lakeview Club house. The victim was lured to a specific location by his acquaintance, where he was beaten and robbed by three subjects. Two subjects, Cristian Espinales Andares, 21, and Yaquelin Delgado Recinos, 21, were arrested as a result of this investigation. The charges obtained were Robbery and Conspiracy to Commit Robbery. This case been certified to the Culpeper County Circuit Court but has yet to be adjudicated.
- In November 2020, the department responded to the 700-block of Mountain View Drive. The victim sustained a stab wound from a co-worker. The co-worker of the victim resides in the same area as the victim. When the victim got home the offender, Vitalina Gonzalez Perez, was outside her apartment. There had been some ill will between the two women, which originated from the victim getting a promotion at work and dirty looks between the two. Perez assaulted the victim and as a result of her injuries she was flown to UVA Charlottesville hospital. Perez would flee the scene of the crime but eventually was taken into custody and charged with Malicious Wounding.
- In December 2020, the Criminal Investigation Section assisted patrol with a subject, Kendrick Raves who discharged a firearm after getting into a dispute with a family member. The confrontation with the family member was due to him not wearing a face mask (COVID-19 precautions) inside the residence. While outside the residence Reaves became angry and fired a round into the ground towards the direction of the family member. Reaves would flee the area but would be located shortly thereafter at the magistrates office. He was charged with Brandishing and Reckless Handling of a Firearm.
- 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.
- In July 2020, the decedent, William Clark Sr. was found unresponsive and not breathing after being removed from a pool at a local hotel in the 700-block of Madison Road. Through the investigation, occupants of the hotel mentioned that the deceased had previously engaged in

consuming narcotics earlier in the day. Surveillance footage of the pool area shows Clark alone in the pool. He was observed going under water and resurfaced once prior to going under once more. Clark was eventually pulled from the pool and cardiopulmonary resuscitation was given. Clark was transported to the hospital but would succumb to his injuries after being deprived of oxygen.

- In November 2020, the Criminal Investigation Section investigated a case where a five month old infant was not breathing. The infant may have suffocated with the blankets as it was asleep in the bed with its mother. The infant was taken to UVA Culpeper Emergency room for further treatment. The child would begin to breathe again and was eventually flown to another medical facility. The infant was unable to recover and passed away. This matter is still an active case.
- In December 2020, the town had another rash of larcenies from vehicles and tampering's. Approximately 28 reports were taken by patrol. Multiple citizen's submitted home surveillance video of two suspects, however both were wearing face coverings and gloves. Still images taken from the surveillance video captured were placed on an attempt to identity bulletin for these incident and shared with numerous law enforcement agencies. There has been no arrest made in these cases.
- In June 2021, the department investigated a suspicious fire at a local downtown business on East Davis Street. The investigation revealed that the reporting party and alleged witness, Martin Chaffee, was responsible for the fire. Surveillance video in the area was instrumental in contradicting Mr. Chaffee's versions of events. As a result of this investigation, Mr. Chaffee was charged with Attempted Arson. This case has yet to be adjudicated in the Culpeper County General District Court.
- In June 2020, the department became aware of two subjects using a stolen credit card from Wisconsin at multiple businesses in Culpeper. The two offenders, Jamar Jackson and another subject from New York were located at a local hotel in which a stolen credit card was used to secure the room in which they were staying. A false ID along with a large amount of cash and two phones were located on Jackson. Through the course of the investigation it was revealed that the cell phone contained a vast amount of credit card information belonging to various victims across the United States. Jackson was charged with Credit Card Forgery, Credit Card Fraud, Identity Theft and Credit Card Theft. No charges were filed with the other subject accompanying Jackson. The detective has attempted to locate the various other victims across the United States to make them aware their identity has been compromised and to determine if they would seek prosecution against Jackson.
- In June 2020, designated officers of the department assigned to the U.S. Marshal Taskforce assisted in the apprehension of Ralph Hartman, which was a multijurisdictional manhunt which encompassed Culpeper County Sheriff's Office and the Orange County Sheriff's Office. Hartman had several outstanding warrants and had previously fled from a neighboring jurisdiction. He would be located in the jurisdiction of Culpeper County in a wooded area. Hartman was taken into custody for Malicious Wounding, Domestic Assault as well as three outstanding warrants from Staunton Police Department for a felony Probation Violation.
- 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 recovery 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. 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 FY21, the Records division received their triennial VCIN/NCIC audit conducted by the Virginia State Police in which all VCIN/NCIC entered records were in compliance with VSP standards. 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 assists with 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 July 15, 2020, David Danks stated employment with the police department as an Officer. He completed the police academy training and has completed FTO Training.
- On August 17, 2020, Austin Rustick started employment with the police department as an Officer. He came to us as a certified officer and has completed FTO Training.
- On August 17, 2020, Christopher Campbell started employment with the police department as an Officer. He came to us as a certified officer and has completed FTO Training.
- On November 2, 2020, Ashley Sain started employment with the police department as an Officer. She has completed the academy training and is now in FTO Training.
- On November 30, 2020, Nathan Earnshaw started employment with the police department as an Officer. He came to us as a certified officer and has completed FTO Training.
- On November 30, 2020, Ashley Parker started employment with the police department as an Officer. She came to us as a certified officer and has completed FTO Training.
- On December 21, 2020, Santino Vallejos started employment with the police department as an Officer. He came to us as a certified officer and has completed FTO Training.

- On April 19, 2021, David Munn started employment with the police department as an Officer. He came to us as a certified officer and has completed FTO Training.
- On June 14, 2021, Van Grimes started employment with the police department as an Officer. He came to us as a certified officer and has completed FTO Training.
- On June 14, 2021, Madison Healy started employment with the police department as an Officer. She came to us as a certified officer and has completed FTO Training.
- On June 14, 2021, Nicholas Judd started employment with the police department as an Officer. He is currently attending the Central Shenandoah Criminal Justice Training Academy.
- On June 14, 2021, Andrew Peters started employment with the police department as an Officer. He is currently attending the Central Shenandoah Criminal Justice Training Academy.
- On June 28, 2021, Kevin Cave started employment with the police department as an Officer. He is currently attending the Central Shenandoah Criminal Justice Training Academy.

AWARDS

- In FY21, Master Police Officer Jason Smith received the Sons of the American Revolution award for first responders.
- Due to COVID-19 many organizations cancelled their award submissions and presentations.

DEPARTMENTAL STATISTICS

Traffic

The department investigated 250 reportable crashes, placing 188 charges in FY21. Total damage cost of vehicles involved in crashes was *estimated* as \$1,341,355 and total property damage from crashes was *estimated* at \$39,802. There were 89 persons reported injured, 0 fatalities and 3 crashes involving pedestrians.

<i>Traffic Summary</i>					
	FY '21	FY '20	FY '19	FY '18	FY '17
Traffic Accidents	250	281	292	280	255
Accidents w/Pedestrians	3	2	7	12	8
Accident related Traffic Summons Issued	188	222	231	227	204
Hit and Run	152	107	142	135	137
Personal Injuries	89	79	93	113	103
Fatalities	0	0	3	1	1

<i>UTS & Warnings</i>					
Summons	1,538	1,716	2,765	2,489	3,112
Warnings	873	531	524	274	315
TOTALS	2,411	2,247	3,289	2,763	3,427

Parking Enforcement Tickets Issued

Parking Authority Lots	236	312	735	543	485
On Street Parking	543	651	1,527	1,093	1,011
TOTALS	779	963	2,262	1,636	1,496

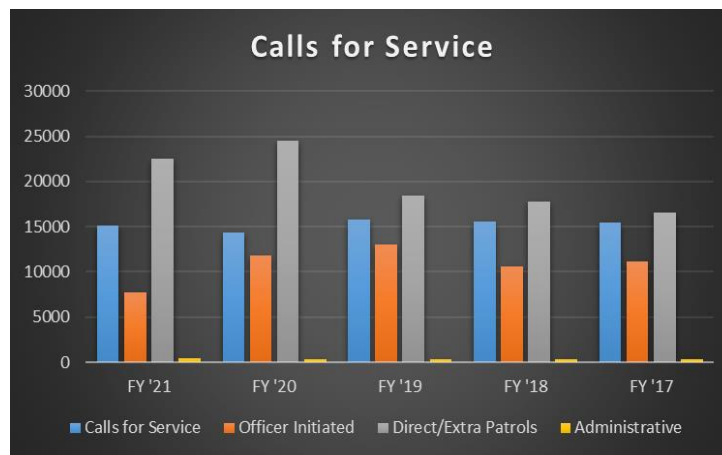
Part I Crimes

	FY '21	FY '20	FY '19	FY '18	FY '17
Aggravated Assaults	21	17	8	29	25
Arson	5	1	0	0	4
B & E /Burglaries	6	7	11	30	17
Domestic Violence*	298*	319*	328*	363*	326*
Forcible Rape	1	5	4	4	3
Homicides	2	0	0	0	1
Larcenies	309	298	301	288	288
Motor Vehicle Thefts	13	11	11	20	14
Robbery	4	12	12	12	10
TOTALS	361	351	347	383	389
Est. Value of Prop. Stolen	\$444,523.43	\$271,168.73	\$414,377.52	\$532,141.96	\$669,853.94
Est. Value of Prop. Recovered	\$27,672.12	\$69,355.95	\$56,091.59	\$76,481.00	\$80,318.27

*Not a Part I crime, but statistics requested, not counted in total Part I crimes.

Calls for Service

	FY '21	FY '20	FY '19	FY '18	FY '17
Calls for Service	15,155	14,343	15,795	15,580	15,494
Officer Initiated	7,735	11,827	13,083	10,600	11,154
Direct/Extra Patrols	22,524	24,492	18,473	17,820	16,589
Administrative	391	309	383	334	351
TOTALS	45,805	50,971	47,734	44,334	43,588



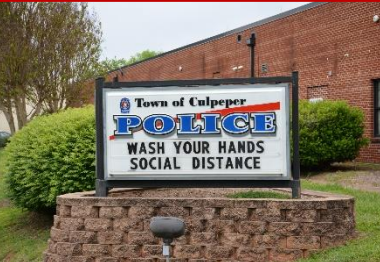
ADULTS – Arrests (to include assisting other agencies) & Charges

	Total Arrests	Total CPD Charges	Felony	Misdemeanor	Alcohol-ALL	Drug-ALL
FY '21	1,024	1,423	369	1,054	271	139
FY '20	1,084	1,505	415	1,090	195	260
FY '19	1,112	1,531	449	1,082	180	266
FY '18	1,205	1,708	526	1,182	175	143
FY '17	1,118	1,433	453	980	208	264
FY '16	1,217	1,448	395	1,053	221	173

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

	Total Arrests	Total CPD Charges	Felony	Misdemeanor	Alcohol-ALL	Drug-ALL
FY '21	25	42	14	28	0	3
FY '20	22	37	9	28	0	5
FY '19	38	56	16	40	1	14
FY '18	69	93	26	67	5	23
FY '17	47	80	30	50	3	10
FY '16	49	67	9	58	1	5

All statistics are current as of July 19, 2021



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

- Completed numerous training sessions including COVID-19 safety procedures and responsibilities on the Safe Personnel website.
- Two employees completed requirements for VDOT's Locally Administered Projects Qualification Program.
- One employee received certifications in Intermediate Work Zone Safety, Storm Water Inspector and Erosion and Sediment Control.
- Two employees completed on-line DEQ Storm Water Management training.



STREETS

- Cleaned storm water devices and installed mulch in the Filterra system on Colonel Jameson Boulevard per the storm water maintenance agreement with DEQ.

- Removed debris from Hidens Branch, and cleaned box culvert under James Madison Highway.
- Replaced storm pipe, boxes, manhole frame and covers, and repaved areas from storm water drainage repairs on East Street and Blue Ridge Avenue.



- Installed concrete barrier and impact attenuator to improve safety at the bridge across from Rockwater Park on Madison Road.
- Cleaned and inspected all bridges throughout Town.

ENGINEERING

- Performed inspections on asphalt paving and milling, pavement markings, storm structures, curb, gutter and entrance ramps throughout Town.
- Performed annual road inspection with VDOT.
- Assisted with the assembly and installation of the parklets and construction of the planter boxes for E. Davis Street supporting businesses.
- Assisted with traffic control and the inspection of the N. Main Street sidewalk project by Crown Construction.

SNOW & ICE

- Public Works personnel responded to seven snow and ice events wherein 346.25 tons of salt and 36.75 tons of abrasives were applied.
- Repaired sod damaged from snow plowing operations throughout Town as needed.

- Conducted annual training on the proper use of snow removal equipment for all operators.



CEMETERY

- In addition to normal maintenance activities, necessary services were provided for ninety-six interments and two disinterments.
- Performed the annual fall and spring cleanup of all non-permanent decorations and items prohibited by Town Code in October and March.
- Performed ditching operations to improve drainage throughout the cemetery.
- Prepared area and erected the new maintenance shop in May. The existing building will be relocated to the Public Works yard for storage in FY22.



MOTOR POOL

- Maintenance personnel performed the necessary service and repair work on all vehicles and pieces of equipment within the Town fleet.
- Performed state inspections on all licensed vehicles during April, June, July, August and September.
- Purchased a new Tymco street sweeper, and two new Ferris zero turn mowers and placed in service.



TRAFFIC ENGINEERING

- Repaired signs, replaced broken posts, and installed additional signs at various locations.
- Replaced numerous signs and barricade boards throughout Town due to reflectivity issues and accident damage.
- Removed vegetation from signs and right of ways as needed to improve sight distance.
- Removed grass from edge lines to prepare for pavement marking repainting throughout Town.



SANITATION

- Department personnel performed weekly collections for all residences and many businesses.
- Collected Christmas trees from residences and businesses in January and chipped for reuse as mulch.
- Vacuumed leaves from businesses and residential areas in November and December and converted to compost.
- Adjusted refuse collection routes due to growth in numerous service areas.

GENERAL PROPERTIES

- Performed annual inspections on all Town fire extinguishers.
- Replaced the cedar shake roof and roof structure at the Burgandine House.
- Purchased and distributed supplies to Town departments due to COVID-19. Installed air cleaner systems in HVAC units, and delivered automatic sanitizer stations to Town facilities.
- Provided assistance to IT with SEGRA fiber installations.
- Stained and replaced fencing at the Economic Development Center.
- Constructed additional office space and a parts room for the Mechanics at the Public Works Facility.

PARKS & RECREATION

- Inspected playground equipment at Mountain Run Lake, Yowell Meadow Park and Wine Street Park.
- Cleaned and stained boat docks and picnic tables, and painted and replaced trim on the building at Lake Pelham Adventures.
- Completed fill area repair and grading for the future park development at Lake Pelham.
- Constructed the SAR Memorial area and installed park benches and a flag pole at Yowell Meadow Park.



- Performed site work at the new children's playground area, and continued preparations on the additional parking area on Blue Ridge Avenue Extended for Rockwater Park.



MISCELLANEOUS

- Continued to provide support with COVID-19 countermeasures for continuity of operations.
- Provided traffic control materials for the following events: 2020 Empowering Culpeper USDA Food Commodity Distribution, National Night Out (Lakeview), Yes, Virginia the Musical.
- Provided traffic control and trash carts for the following event: Soap Box Derby.
- Provided trash carts for the following events: Juneteenth event, Culpeper Cycling Century.
- Provided the mobile stage for the following events: Ignite the City, His Village Church event, Community Wide Prayer Vigil.
- Provided message boards and traffic control for the following event: July 4th Fireworks Display.
- Provided message boards and trash carts for the following event: Bark in the Park.
- Completed cleanup and tree removal operations on Town property near the Depot/E. Spencer Street, and stabilized and reseeded the area to provide erosion control.

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 FY20 Comprehensive Annual Financial Report and all related filings were completed on schedule. Through the procurement process, PBMAres LLP was selected as the new audit firm in 2020. 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 new audit comments from the current audit have been reviewed and addressed either during or subsequent to the completion of the audit.

An application has been submitted to the Government Finance Officers Association for the Award for Excellence in Financial Reporting for the FY20 Comprehensive Annual Financial Report. As of the writing of this report, notification of award has not been made. If awarded, it would be the seventeenth consecutive year the Town would be recognized for its report, indicating our commitment to transparency, full disclosure, and clear financial analysis.

The Treasurer's Office has worked with other Town departments on a multi-year project to implement a new Enterprise Resource Planning software system (ERP). The project began in FY16 with the selection of Tyler MUNIS as the new ERP software, and was completed in FY21 with the implementation of the Taxes and Utility Billing modules. Through this project, the Town has integrated its primary operational and financial systems into one platform, resulting in a more efficient manner of conducting Town business processes and financial reporting. A new electronic payment platform for credit cards and eCheck was also implemented, resulting in lower convenience fee charges to taxpayers and utility account customers.

The Town received Federal and State CARES funding and related grant awards of approx. \$4.2 million in response to the COVID-19 pandemic. Funds were distributed as allowed under the CARES Act to support the local community through small business grants and utility relief grants, purchase parklets to support additional outdoor space for businesses on Davis Street, fund pandemic-related hazard pay and sick pay to Town employees, as well as to recover other pandemic costs incurred by the Town.

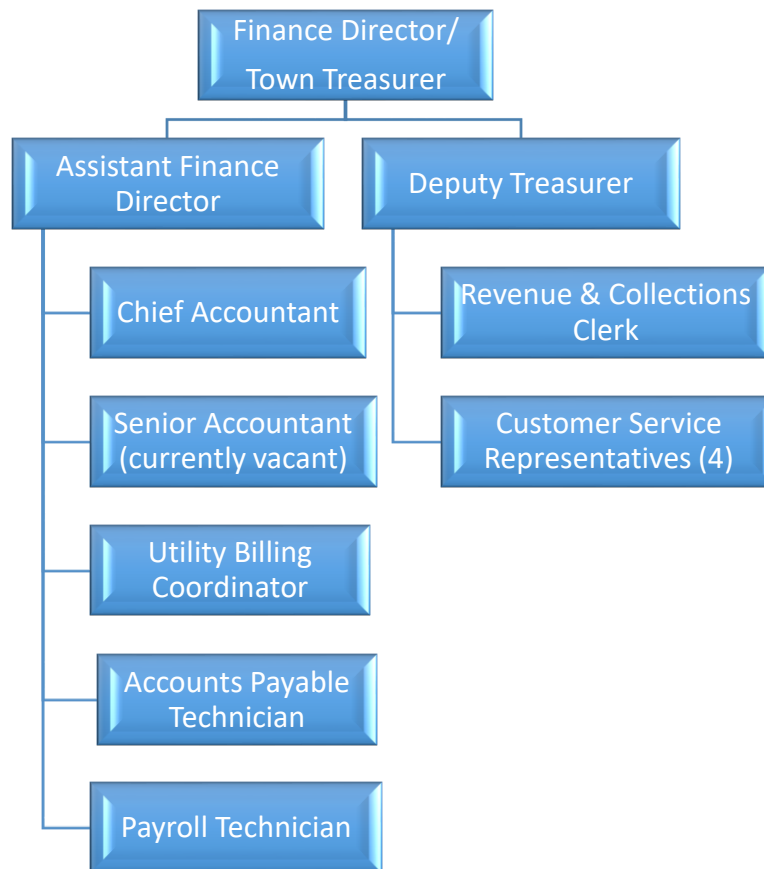
Town funds are invested in a manner which prioritizes security of funds while providing market rate returns. Investment returns in FY21 were subject to low rates of return due to the impact of the pandemic on the economy. Investment income from all funds in FY21 was approx. \$643,000,

which represents a 13% decrease from the prior year. The Town cash and investment portfolio increased from \$41.3 million at June 30, 2020 to \$44.3 million at June 30, 2021 (not including unallocated CARES or ARPA Relief Funds).

The Town Treasurer/Finance department had an operating budget of \$1,390,160 and total spending of \$1,371,000 (pending final audit accruals).

STAFFING

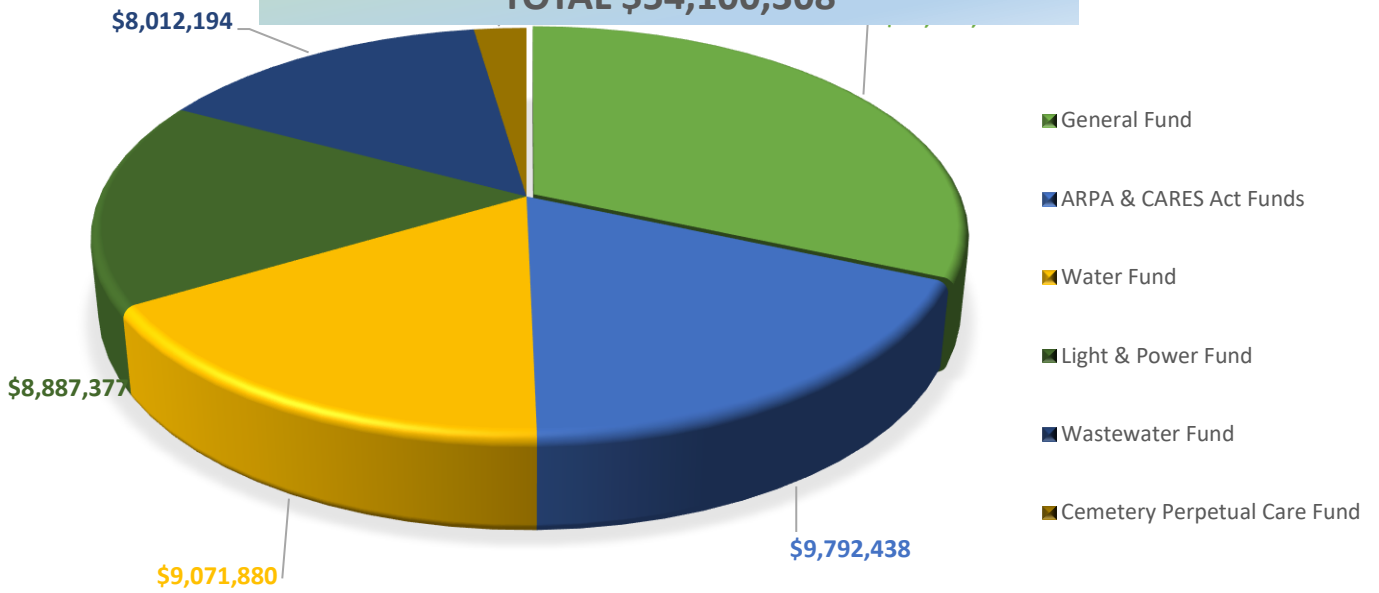
The department experienced turnover in several positions during FY21, as was the trend town-wide and nationally due to the pandemic. Staff training and development continued to be emphasized for all staff when possible, but training opportunities were limited due to the pandemic. Currently, multiple 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.



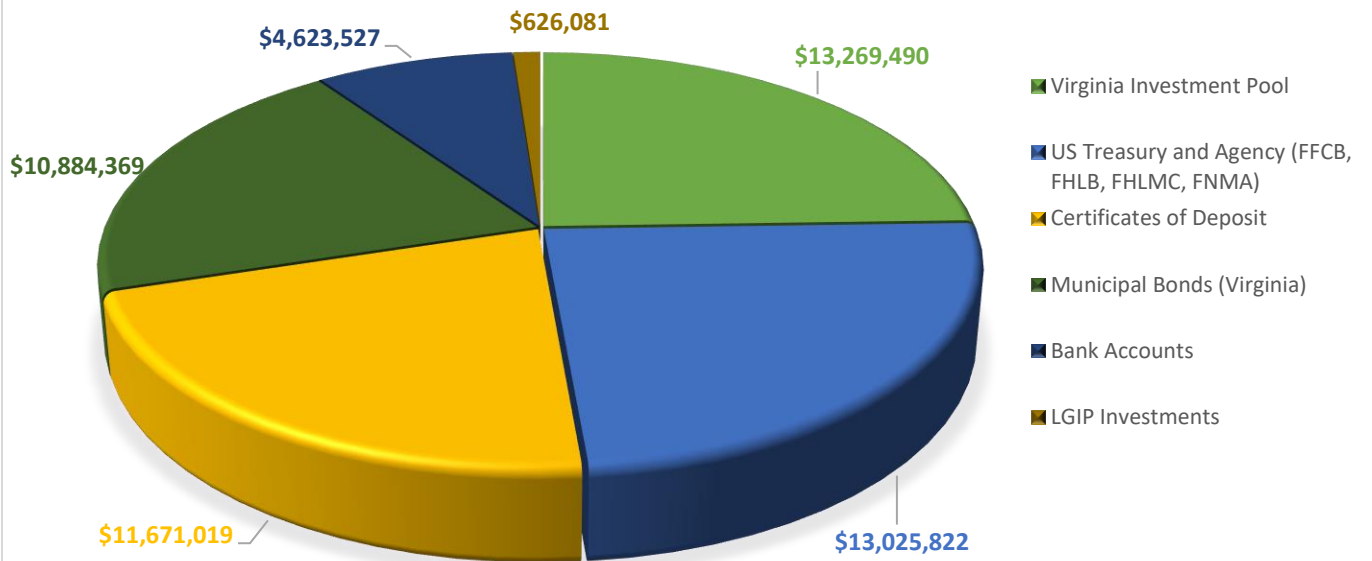
**OPERATING METRICS AND SELECTED
TOWN FINANCIAL DATA**

<u>DESCRIPTION</u>	<u>NUMBER</u>	<u>VALUE</u>
TREASURER'S OFFICE PAYMENT TRANSACTIONS RECEIVED AND PROCESSED	122,841	\$ 45,107,844
VENDOR DISBURSEMENTS PROCESSED:		
CHECK	3,114	
EFT/WIRE	1,303	
TOTAL	4,417	\$40,608,471
PAYROLL PAYMENTS PROCESSED	4,778	\$ 10,687,465
UTILITY BILLS PROCESSED:		
WATER	90,743	\$ 3,619,660
SEWER	86,990	\$ 4,753,358
ELECTRIC	82,250	\$ 11,596,249
TOTAL MONTHLY BILLS PRODUCED	105,043	\$ 19,969,267
UTILITY ACCOUNT SERVICE ORDERS	6,316	N/A
NEW UTILITY ACCOUNT APPLICATIONS	1,201	\$ 30,025
BOATING PERMITS ISSUED	893	\$ 13,470
FISHING PERMITS ISSUED	1,193	\$ 18,020

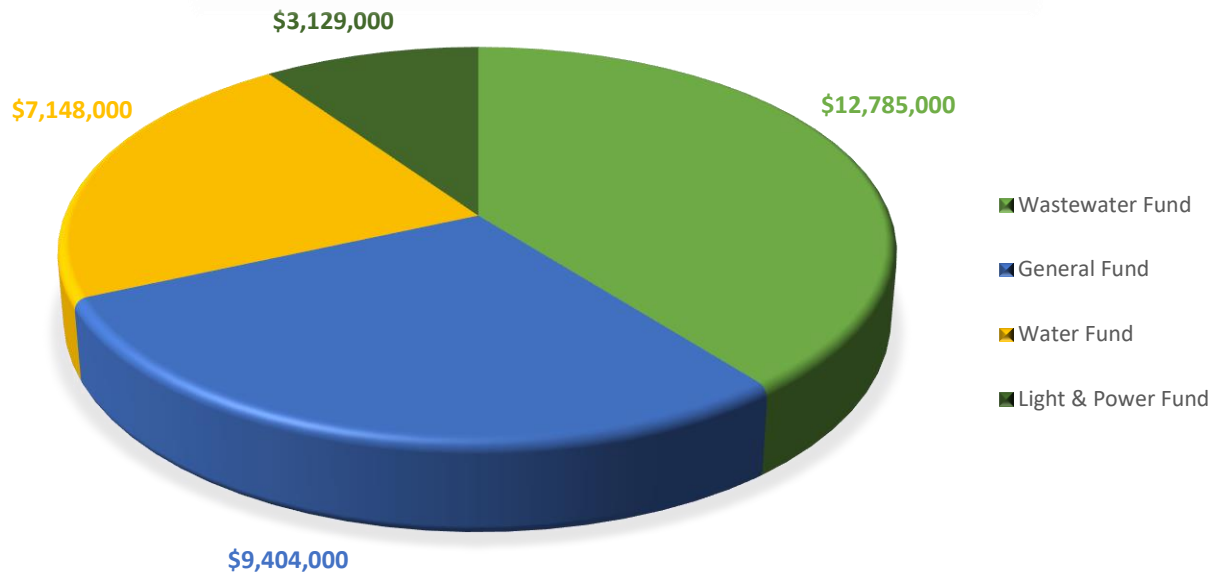
**CASH AND INVESTMENTS BALANCES BY FUND
JUNE 30, 2021 (UNAUDITED)
TOTAL \$54,100,308**



**CASH AND INVESTMENTS BALANCES BY TYPE
JUNE 30, 2021 (UNAUDITED)
TOTAL \$54,100,308**



**OUTSTANDING DEBT SERVICE BALANCES BY FUND
JUNE 30, 2021 (UNAUDITED)
TOTAL \$32,466,000**



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

Tax Revenues					
	Fiscal Year				
	2017	2018	2019	2020	2021***
PERS PROPERTY AND REAL ESTATE TAXES	\$ 3,334,858	\$ 3,814,435	\$ 3,726,136	\$ 3,789,988	\$ 3,756,759
Admissions Tax	\$ 45,244	\$ 48,154	\$ 43,569	\$ 30,997	\$ 3,713
Bank Stock Tax	\$ 390,832	\$ 431,595	\$ 483,997	\$ 402,494	\$ 494,982
BPOL - Contracting	\$ 56,289	\$ 46,149	\$ 45,925	\$ 44,233	\$ 33,567
BPOL - Professional (*)	\$ 254,225	\$ 244,004	\$ 177,252	\$ 181,648	\$ 193,959
BPOL - Repair & Pers Business Services (*)	\$ 170,235	\$ 174,413	\$ 120,656	\$ 173,921	\$ 154,929
BPOL - Retail	\$ 464,710	\$ 512,509	\$ 528,216	\$ 534,834	\$ 565,053
BPOL - Utilities	\$ 20,646	\$ 20,953	\$ 22,742	\$ 26,074	\$ 16,811
BPOL - Wholesale	\$ 44,708	\$ 43,764	\$ 46,206	\$ 49,788	\$ 50,320
BPOL - Miscellaneous / Other	\$ 16,940	\$ 16,106	\$ 17,792	\$ 6,075	\$ 5,875
Cigarette Tax (**)	\$ 156,238	\$ 165,818	\$ 247,326	\$ 225,899	\$ 220,301
Consumption Tax - Electric	\$ 62,701	\$ 62,127	\$ 65,116	\$ 62,461	\$ 64,436
Hotel & Motel Room Tax (Lodging Tax)	\$ 449,636	\$ 498,669	\$ 448,369	\$ 358,721	\$ 368,002
Local Sales and Use Tax	\$ 1,555,660	\$ 1,641,902	\$ 1,585,041	\$ 1,623,384	\$ 1,847,634
Meals Tax	\$ 4,115,524	\$ 4,257,578	\$ 4,332,531	\$ 4,156,443	\$ 4,493,811
Telecommunications Sales and Use Tax	\$ 116,110	\$ 112,655	\$ 105,589	\$ 101,020	\$ 92,127
LOCAL TAXES - SUBTOTAL	\$ 7,919,698	\$ 8,276,395	\$ 8,270,326	\$ 7,977,992	\$ 8,605,520
Grand Total	\$11,254,556	\$ 12,090,830	\$11,996,462	\$ 11,767,980	\$ 12,362,279
*Council reduced tax rate in FY 2019	**Council increased tax rate in FY 2019			*** FY 2021 is unaudited	

FY22 Goals & Objectives

- Begin MUNIS ERP upgrade from v11.3 to current version. This needs to be completed before existing end of support in December 2022.
- Implement new GASB accounting and reporting standards, including GASB 87, Leases, requiring recognition of certain lease assets and liabilities for leases that were previously classified as operating leases (meaning they have been recorded as expenses when paid).
- Account for and report on use of Federal ARPA funds.
- 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.

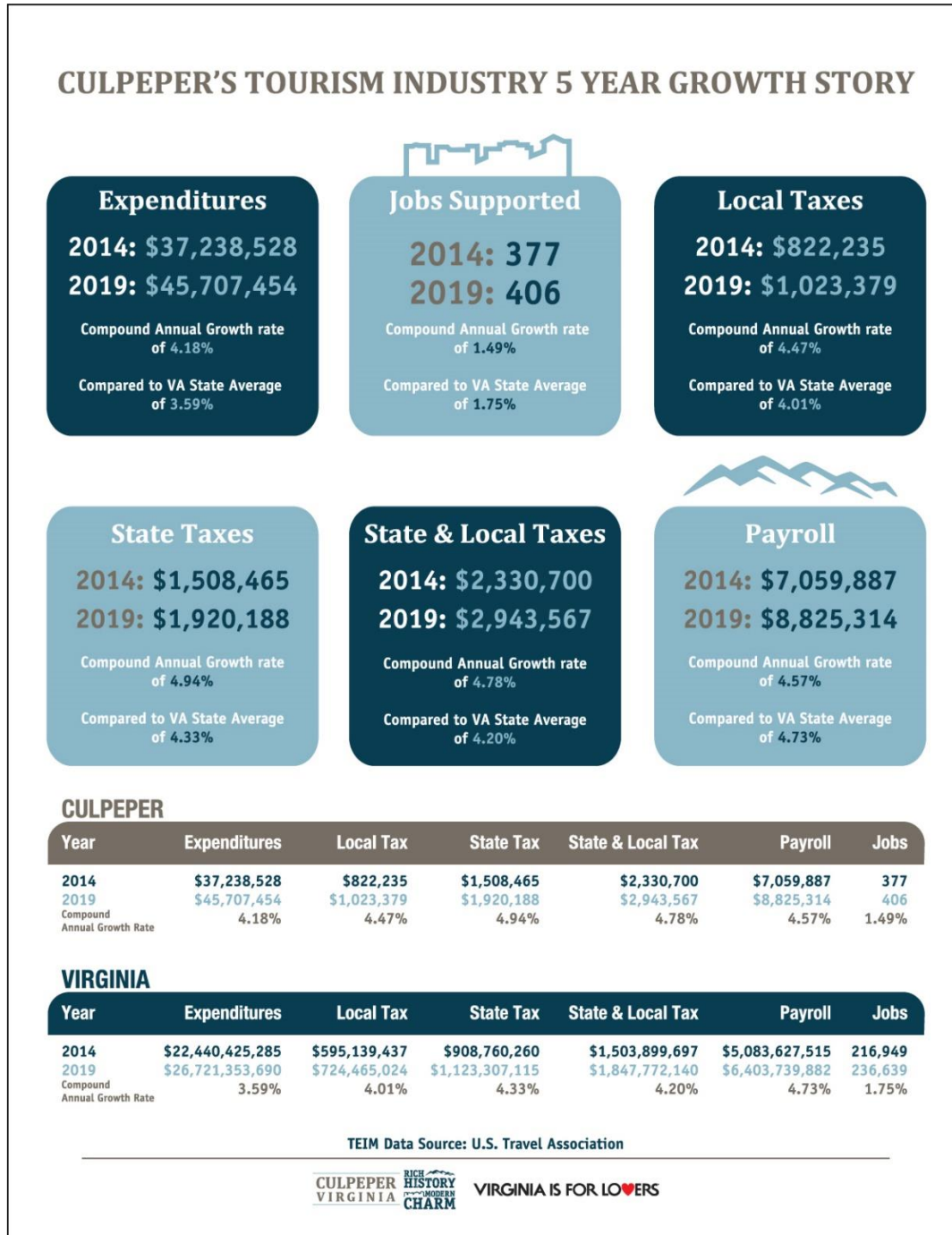
TOURISM

State of the Industry

Domestic travel expenditures increased **2.7 percent** to **\$45.7 million in 2019**, while tourism employment dropped by **3.3 percent**, reducing employment from **420 to 406 jobs**. Conversely, tourism employment payroll increased **0.6 percent** in 2019, representing **\$8,825,314**. Travel expenditures generated **\$1,023,379 in Local Tax Receipts** in 2019, feeding **\$1,920,188 to State Tax Receipts**.



Culpeper's five year growth story demonstrates a **4.18 percent** compound annual growth rate in **domestic travel expenditures**, a **1.49 percent** compound annual growth rate in **tourism employment**, a **4.47 percent** compound annual growth rate in **local tax receipts**, and a **4.94 percent** compound annual growth rate in **state tax receipts**. 2019 marked seventeen consecutive years of growth for the tourism industry in Culpeper.



Due to the coronavirus pandemic, the Culpeper Visitor Center remained closed for the majority of FY21. Culpeper Tourism did open the center Friday, November 20, 2020 – Sunday, January 3, 2021, on Fridays, Saturdays, and Sundays from 10am – 5pm to support our downtown merchants during the holiday shopping season. Starting on Friday, February 12 through Sunday, March 21, 2021 Culpeper Tourism operated the Visitor Center on Fridays, Saturdays, and Sundays from 10am – 6pm. 377 days after closing the Visitor Center on March 13, 2020, Culpeper Tourism officially reopened the Visitor Center seven days a week from 10am – 6pm.

The coronavirus pandemic afforded staff time to analyze the visitor center operations and daily hours. A three year look back revealed that between 8am and 10am staff was spending an inordinate amount of time fielding detailed questions and assuaging upset riders, essentially acting as customer service representatives for Amtrak, without the authority from Amtrak to indeed fix ridership issues. This revelation led staff to shift the Visitor Center daily hours to 10am-6pm, focusing the operations and staff time to our mission and purpose of engaging and serving visitors.

In FY21, visitors reported the primary purpose of their trip as ‘Downtown Dining/Shopping’ at 40 percent; ‘History/Heritage/Genealogy’ at 31 percent; ‘Visiting friends and family’ at 19 percent; ‘Nature and Outdoor Recreation’ at 5 percent; ‘Wedding’ at 3 percent; ‘Winery/Brewery/Distillery’ at 1 percent; and ‘Arts/Music/Film’ at 1 percent.

The Culpeper Visitor Center operated for a total of 134 days in FY21, hosting a total of 7,933 guests. Guest count was down by **77.33 percent** compared to FY19, the last full year of Visitor Center operations prior to the coronavirus pandemic.

FY21 Travel party by Origin by State reports 73 percent visited from in-state Virginia, 6 percent from Maryland, 6 percent from Pennsylvania, 3 percent from New York, 2 percent from Florida, 2 percent from Washington DC, 2 percent from California, 2 percent from Ohio, 2 percent from New Jersey, and 2 percent from North Carolina.

About Culpeper Tourism

Tourism Mission Statement

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 Statement

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.

Vision Statement

Foster a spirit of partnership with Culpeper’s tourism industry partners.

Values Statement

Love is Integrity, Passion, and Results.

Integrity: Be the Best You

- Respect, value, and appreciate others with kindness
- Work through differences
- Be transparent
- Take personal responsibility

Passion: Thirst for Knowledge

- Seek new ideas and fresh thinking
- Stay curious and encourage questions
- Be purpose driven
- Value the people, the brand, and the industry

Results: Move Mountains

- Define, measure, and communicate collective goals
- Continuously evaluate and innovate
- Contribute to the success of others
- Celebrate shared accomplishments

Tourism Department Review

FY21 began roughly 110 days into the coronavirus pandemic. On March 7, 2020, Virginia confirmed its first COVID-19 case. On March 12, 2020, Governor Ralph S. Northam declared a state of emergency and cancelled out-of-state travel for public employees. The declaration activated the Virginia Emergency Operations Center, banned price gouging, activated the Virginia National Guard to State Active duty, and authorized \$10,000,000 to be used for any recovery and/or response efforts in the state due to the coronavirus. Northam stated that local school districts were allowed to make their own decisions about closing schools.

On March 23, 2020, Northam issued an order that banned within Virginia all gatherings of more than 10 people. The order required all public schools to be closed for the remainder of the current school year. The order also closed all public access to recreational and entertainment businesses, such as bowling alleys, gyms, and theaters. The March 23 order closed "dining and congregation areas" in restaurants, dining establishments, food courts, farmers markets, breweries, microbreweries, distilleries, wineries and tasting rooms, but left open all other areas in those types of businesses. The order also left open certain specified "essential retail businesses" including pharmacies, grocery stores, and banks (among others).

During the afternoon of March 30, 2020, Governor Northam issued a stay-at-home order, to be effective until June 10, 2020 unless amended or rescinded by a further executive order.

Phase I of Virginia's reopening began on May 15, 2020 for most of the state, Northern Virginia was delayed until May 29, 2020. All of Virginia entered Phase II on June 12, 2020, and Phase III on July 1, 2020 – the first day of FY21.

By the start of FY21 the Culpeper Tourism department had shifted responsibilities and focus from destination awareness campaigns to business support and training; and consumer and citizen education. The department's primary function was assisting businesses in securing relief funding. Staff tracked, communicated and assisted Culpeper businesses and non-profit organizations in applying and securing Federal, State, Private and Public Institutional relief funding. The department also managed and operated Culpeper's local relief fund – Culpeper Cares – a combined Town and County \$3.3million dollar small business grant. Staff worked closely with the Central Virginia Small Business Development Center to provide business counselling services covering a multitude of topics, including but not limited to: opening a business, access to capital, legal, market analysis, technology, ecommerce, marketing and communications, social media, and cybersecurity.

Simultaneous to business support and training, Culpeper Tourism staff maintained real time up-to-date information on business operations (open, curbside only, delivery, by appointment only, etc.), promoting safe consumer behavior where possible.

Business support and training continued as the top priority through FY21 Q1 and Q2. Q3 and Q4, the department began shifting back towards implementing destination awareness campaigns aimed at encouraging safe and secure travel to Culpeper, while continuing to provide direct financial support to small businesses through the Culpeper Recovers Rent and Mortgage Reimbursement grant, the Culpeper Tourism Micro Marketing Leverage Grant, the Culpeper Competes Entrepreneurship Education Competition, and assistance in applying for and securing additional Federal, State, Private and Public Institutional relief funding.

By the close of FY21 Culpeper Tourism had permanently shifted to a dual operating department - destination awareness and business and industry support. Destination awareness goals – to grow Culpeper's domestic and international tourism economy, raise awareness of Culpeper's tourism products, increase consumer consideration to travel and convert to visitation. Business and industry support goals – provide direct and indirect assistance with funding, operations, supply chain and logistics, marketing and communications, technology and data protection and workforce.

Marketing Plan

Culpeper Tourism updated the departments marketing plan during the Q3-Q4 of FY21, refreshing our guiding principles, key areas of focus, situational analysis, goals and objective, target market and audience, brand platform and architecture, and messaging strategy.

Marketing Guiding Principles

These principles guide Culpeper Tourism's marketing efforts, providing a clear direction for how strategies are developed and tactics executed. These are at the core of every marketing initiative

Culpeper Tourism will create and manage, and will provide a map for Culpeper Tourism and industry partners to follow.

- **Welcoming to All**
All marketing efforts will reflect the value we place on diversity, equity and inclusion. We will tell the true, full story of Culpeper and its history. We will be intentional about engaging and representing diverse communities.
- **“Go There and Do That”**
Our content, programs and initiatives should motivate our audience to come and experience Culpeper for themselves. Is it informative? Does it provide value? Does it align with the key attributes that travelers are looking for?
- **Strategic Stewardship**
We will maximize our budget by focusing on fewer, bigger and better initiatives. We believe in quality over quantity. We will be efficient without sacrificing impact.
- **Strength in Product Diversity**
We cannot be all things to all people at all times. We will position Culpeper as a premier destination by marrying product offerings with traveler desires, as informed by research. It is important to lead with the drivers but also leverage our differentiators.
- **Partner Engagement**
Our partners are as diverse as our products, and our resources must reflect this variance. We will listen to our partners through consistent contact and open communication, and we will respond by looking holistically at partner integration rather than taking a “one size fits all” approach.
- **Impact through Evolution**
“Because that’s how we’ve always done it” has no place in our strategy. We will constantly search for creative solutions and innovations to ensure we are meeting our consumers where they are with what they want.
- **Research-led Decision Making**
Research and analytics will inform marketing strategy in all stages, from planning to implementation to evaluation. We do not “set and forget” marketing plans; we implement, analyze and adjust as needed to ensure we achieve our goals.

Key Areas of Focus

- **Health and Safety**
The ongoing pandemic continues to be a top concern in the minds of travelers. Recognizing the importance of highlighting health and safety guidelines as well as promoting travel responsibly, Culpeper Tourism will place a significant emphasis on safe travel messaging, striving to ensure travelers safety, while encouraging visitation.
- **Road Trips**
As the effects of COVID linger, road trips are a safe way for people to start traveling again. According to research, 63% of Americans plan to travel by car to see friends and family as their first trip in 2021. Culpeper has an advantage as a drive destination and will highlight safe and responsible road trips as a major theme in FY21 and FY22.

- **Disconnect to Reconnect**

Research indicates that the top motivators for travel in 2021 are disconnecting and taking a break from everyday life. Brand strategy should highlight Culpeper as a place to disconnect and reconnect. Culpeper Tourism will also leverage the State led *Share What You Love* campaign, that features disconnecting as a major theme and showcase experiences that will allow travelers to connect with their family and loved ones in a more authentic way.

- **Inclusivity**

Culpeper is committed to positioning itself as an inclusive and diverse destination that is welcoming to all travelers. Because of Culpeper's unique role in the history of America, it is important to prioritize making all travelers, especially Black travelers, feel welcome, safe and that they belong when they visit Culpeper. By highlighting Black travel experiences and deeply considering the experience of a Black traveler, the intent will be clear: to be more welcoming, inclusive, and to create a sense of belonging, not only for the Black traveler, but for all travelers.

Situational Analysis | Research

Tourism is an economic driver in Culpeper. In 2019, the Culpeper tourism industry generated \$45.7 million in domestic travel spending and supported 406 local jobs. On average, visitors spent \$125,225 a day. The travel industry has been a vital component of Culpeper's economy, accounting for over \$2.9 million in state & local tax revenues for Culpeper in 2019.

In 2020, COVID devastated the tourism and hospitality industry, specifically Culpeper's food industry, lodging, attractions, and small businesses.

The 2021 Traveler

The consumer in 2021-22 is going to think, act, feel and travel differently from any other year. With a year of "unprecedented" chaos, health concerns, working from home, social distancing, restricted travel and virtual everything, **there will be major pent-up demand to disconnect and relax**, as soon as it is safe to do so. But things are likely to look a little different.

With more remote working, **there will be a rise in the idea of "workcations"** as people will swap home offices for ocean offices. 'Zoom Gloom' is a real thing and with more time than ever being spent in a virtual space, **people will be eager to detach from their screens** and enjoy the real moments on a vacation. Many people experienced the real disappointment of canceling or postponing some of life's biggest moments, like weddings, birthdays, and anniversaries. **2021-22 will be the year to make up these missed memories.** And finally, anyone who knows a parent-in-quarantine knows they are in desperate need of a vacation, stat! 2021-22 will see a rise in couples and parents taking some much needed time away.

Media Habits and Decision Making

2020 saw an increase in digital consumption across the board as consumers had to find ways to connect, learn, work and entertain themselves from the confines of their homes.

Culpeper's audience is digitally savvy, connecting at least once a day to: social media; traditional TV; connected TV; online and streaming video; online articles and news outlets; traditional radio; and streaming audio. Research shows those who are exposed to **three or more destination marketing channels showed higher interest in visiting** within the next 12 months.

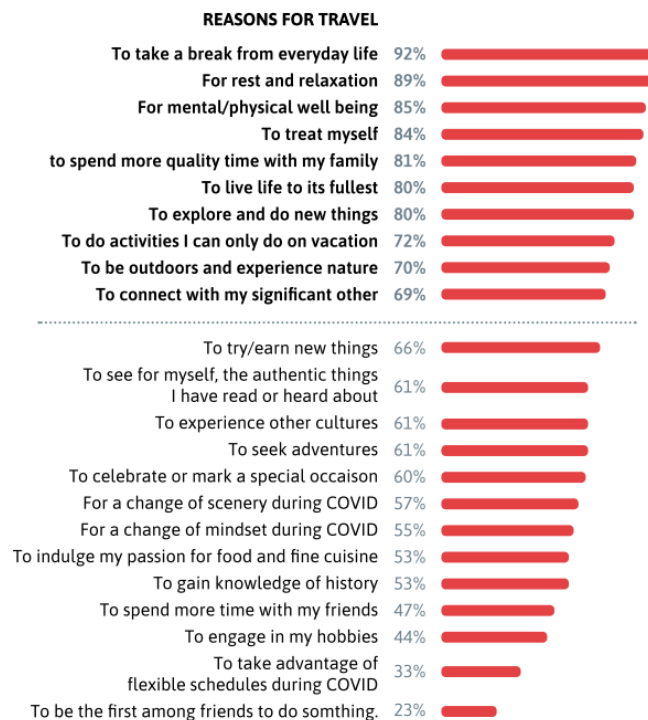
When it comes to decision-making, consumers are seeking trusted sources for information.

Friends and family remain the top source for travel inspiration and planning (66%), but audiences also sought information from **travel review sites** (50%), **destination websites** (42%), and **social media** posts from family/friends (38%) and brands/companies/influencers (27%) (Omnitrak).

Travel Motivators

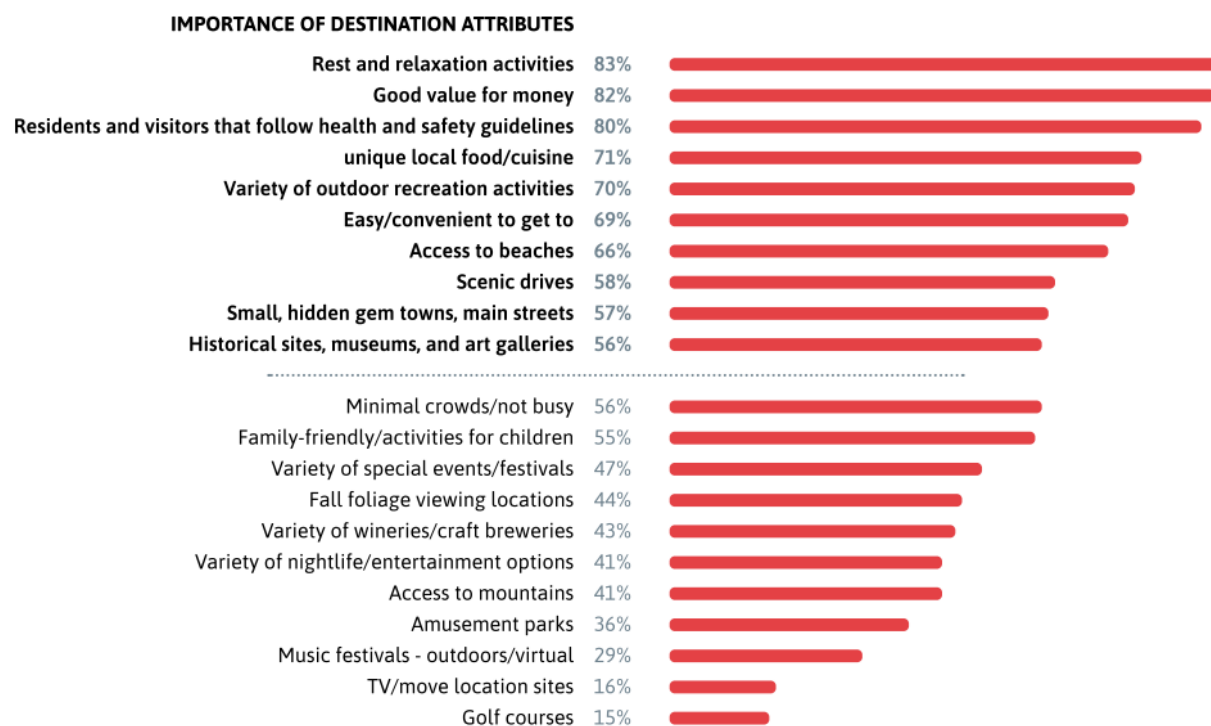
It comes as no surprise that after the stress and chaos of 2020, most people are looking to travel to relax and disconnect. Nearly the entire audience (92%) said they would travel to **take a break from everyday life**. Another top motivator is to reconnect-- whether it's with family, a significant other, or with themselves, travelers have indicated **spending more time with loved ones** (81%) and for their **mental health** (85%) as important parts of the travel experience.

Travel has always sparked the desire to explore new areas and try new things and those desires still rank high with travelers. 80% cite wanting to **explore and do new things** on vacation, 70% say they want to **be outdoors and experience nature**, and 66% want to **learn new things**. (Omnitrak)



Travel Motivators

After dreaming about a trip, deciding on a destination can be the hardest part. When choosing a destination, travelers are looking for a place that can offer **good value** (82%), **rest/relaxation activities** (83%), **residents that follow health/safety guidelines** (80%), and a **destination that is easy and convenient to get to** (69%). (Omnitrak)

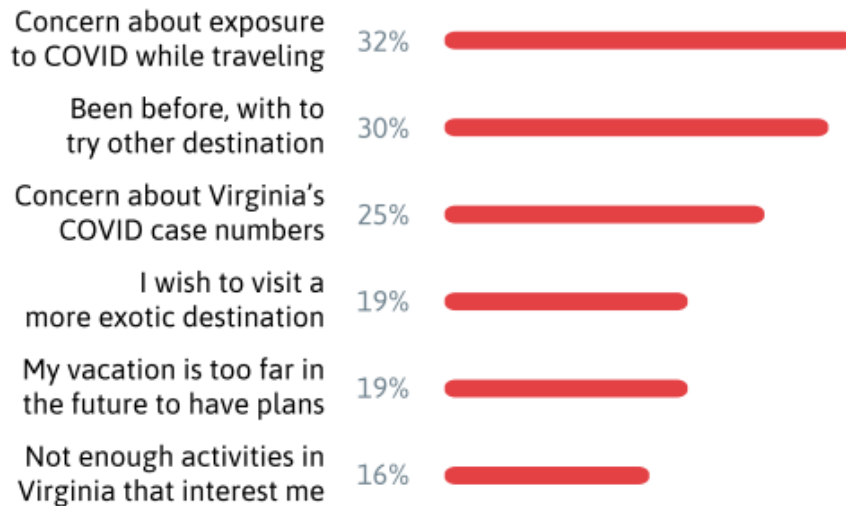


Travel Barriers

COVID-19 is the number one barrier to travel. While people miss traveling and there is growing confidence in future travel, the ongoing pandemic will continue to be a top concern on the minds of most travelers. Concerns about **exposure while traveling** as well as the **current number of cases in a destination** are top reasons for not traveling in the next 6-12 months (Omnitrak).

Along with health concerns, travelers are also worried about the **national economy** (85%) and their **finances** (55%) (Destinations Analyst). According to research, while Americans plan to prioritize leisure travel in their budgeting, they will be more budget-conscious while traveling (Destinations Analysts). Destinations that are perceived as good value and offer deals will be most attractive while the economy and personal finances are top concerns.

TRAVEL BARRIERS (NEXT 12 MONTHS)



Strengths and Challenges

Health and Safety

With the ongoing pandemic, travelers are most concerned with staying healthy and visiting destinations that are safe. While Virginia ranks high with in-state residents for health and safety guidelines, there is room for improvement with out of state (OOS) audiences. 79% of OOS travelers cite health and safety as a priority but only 22% agree that Virginia is following these mandates. (Omnitrak). **Data not available at local level.*

DESTINATION ATTRIBUTE IMPORTANCE VS. DESTINATION RATING - OUT OF STATE TARGET

Destination Attribute	VA	NY	MD	NC	SC	PA	WV	DC
Rest and relaxation activities	51%	33%	41%	63%	58%	41%	38%	18%
Good value for money	36%	17%	29%	45%	40%	37%	36%	15%
Residents and visitors that follow health and safety guidelines	22%	42%	31%	19%	16%	24%	15%	31%
Unique local food/cuisine	22%	60%	37%	30%	34%	26%	14%	33%
Variety of outdoor recreation activities	60%	48%	48%	65%	54%	54%	51%	26%

Convenient Location

Located within driving distance of many large cities, Culpeper is not only easy to get to but also has a mild climate, which means less time traveling and more time exploring throughout the year. Culpeper's strength as a drive destination positions us well for the years ahead, as **63% of Americans will travel by car**, to see friends and family as their first trip in 2021-22 (Longwoods).

Destination Attributes

When it comes to specific travel experiences, Culpeper is known best for **food, history, historic downtown, outdoor recreation, and scenic beauty**. These are the core strengths of Culpeper's travel experiences and thus the core of Culpeper's marketing objectives.

Competition

Culpeper's location, while convenient, also poses a unique challenge when it comes to destination marketing. Culpeper is surrounded by communities that offer very similar travel experiences and when compared, Culpeper does not always outrank the competition when it comes to traveler perceptions. Examples: Orange County Virginia outranks Culpeper in traveler perception for wine. Albemarle County outranks Culpeper in traveler perception for outdoor recreation.

Moving Forward

It will be critical for Culpeper's marketing

Marketing Goals and Objectives

In general, Culpeper aims to increase awareness and consideration for Culpeper as a travel destination and turn that consideration into visitation through bookings and arrivals. The following goals and objectives are part of our integrated marketing efforts.

Awareness:

- Objective: Maintain awareness for Culpeper as a travel destination
- Objective: Maintain awareness for the Rich History | Modern Charm brand and brand extensions
- Measures of Success:
 - Paid media: reach, impressions, frequency, video views, keyword search
 - Earned media: placements, interactions, impression, lead placement

Consideration:

- Objective: Increase Culpeper's appeal as a leisure travel destination
- Objective: Show increase in site traffic related to marketing efforts
- Objective: Increase Culpeper's consideration among the competitive set

Engagement:

- Objective: Maintain high engagement levels with potential travelers

- Objective: Utilize Culpeper Tourism’s marketing efforts to convert travelers down the funnel toward visitation
- Measure of Success:
 - Social Media: audience acquisition, channel traffic, engagement rates, impressions, video views, subscribers
 - Owned Media: blog page views, audience acquisition, time on site, organic traffic, lead generation, requests for information, bounce rate, partner referrals, unique website traffic
 - Paid Media: keyword search, video views, cost per conversion, cost per completed view, cost per click

Impact:

- Objective: Increase overnight stays in Culpeper among the targeted audience as a result of Culpeper Tourism marketing efforts
- Measures of Success: Paid, Earned, and Owned Media: transient occupancy tax revenue, visitor center visitation, product development and growth, meals and beverage tax revenue, business open/closure rates

Partner Participation:

- Objective: Maintain high partner participation in marketing initiatives and cross promotion content calendar

Target Market and 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** – Living in single-family homes in suburban settings with kids of all ages living at home. Creating memories is what matters the most. Mostly looking for packages and value-driven options.
- **UNATTACHED** - Young and free or older without kids, these travel groups are smaller but pack a powerful spending punch. Establishing a relationship with the younger members of this group is key to keep spending strong in the future. They seek authentic travel experiences with culture, music, sports, adventure. They also like to visit local eateries, wineries, breweries, etc.
- **BUCKET LISTERS** – Married “empty nester” couples who are reconnecting with their loved ones. Their clever investments over the years allow them to indulge in the finer things in life. Their travels consist of outdoors, sporting events, wineries, gardens, golf, cultural and heritage sites.

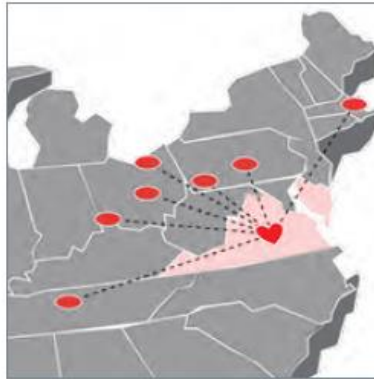
Geography

Domestic Target Markets (excluding Virginia)



Tier One

Baltimore, MD
New York City, NY
Philadelphia, PA
Raleigh/Greensboro, NC
Washington, DC



Tier Two

Boston, MA
Cincinnati, OH
Cleveland, OH
Columbus, OH
Harrisburg, PA
Nashville, TN
Pittsburgh, PA

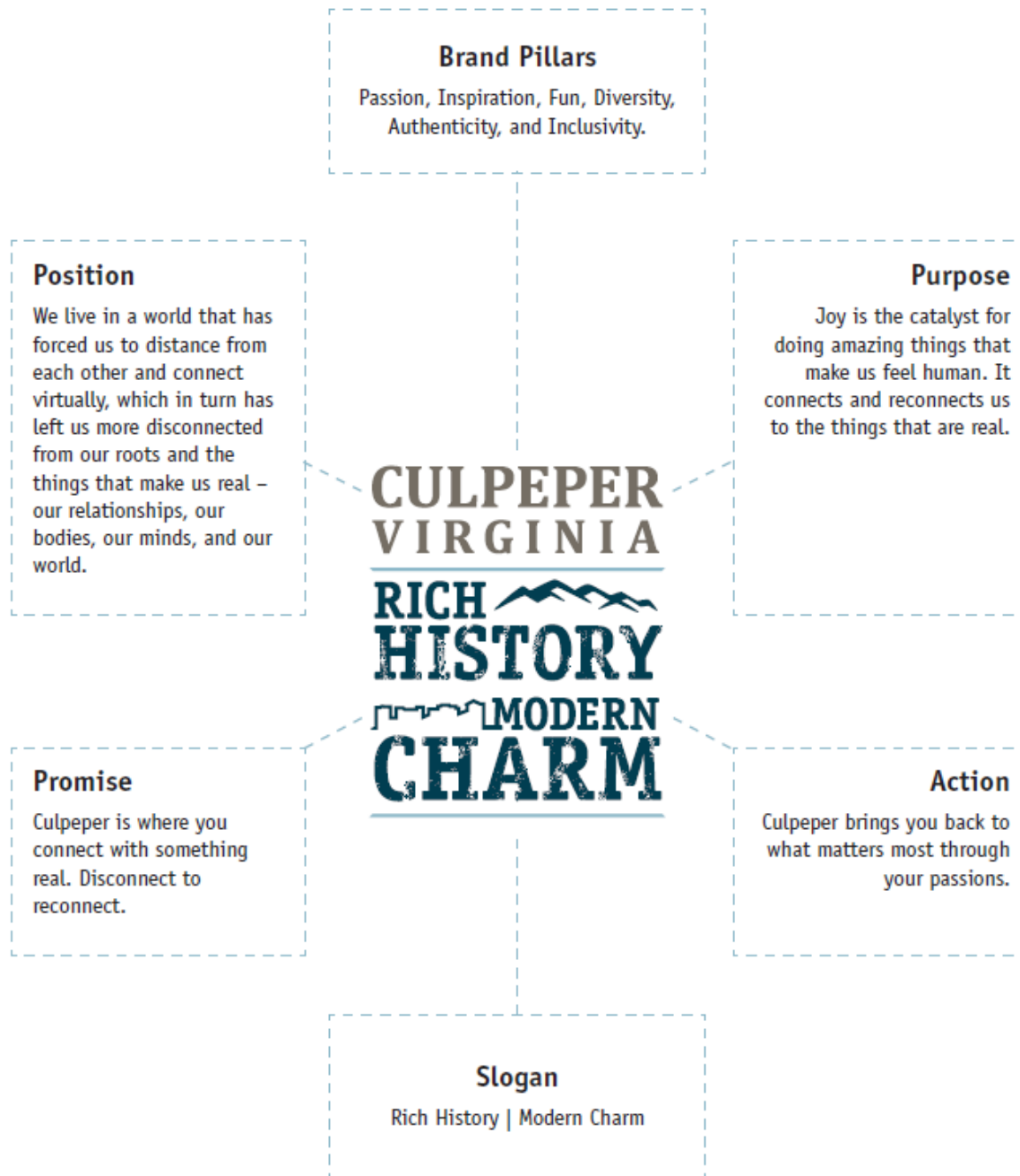


Tier Three

Atlanta, GA
Charlotte, NC
Chicago, IL
Greenville, NC
Hartford, CT
Tampa, FL

Brand Platform

FY21 encountered volatile shifts as a result of the coronavirus pandemic. Consumer behavior forever changed, discretionary spending changed, social interaction and congregation changed, consumer sentiment and travel motivators changed. As a result Culpeper Tourism's strategically held its brand platform in a 'paused' state. Culpeper's messaging strategy was completely revisited and revised during FY21.



Messaging Strategy

Culpeper Tourism 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).

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 Culpeper Tourism owns (flagship brand and brand extensions): 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

Foundational Messaging

- 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.
- Between the Rappahannock and Rapidan rivers you’ll discover the quiet, natural beauty of Culpeper, Virginia
- Crafted in the foothills of Virginia, Culpeper is a place where you can bridge the gap between farm and family, where you can taste, touch, and see the beauty of our agriculture, the artistry of our craftsman, and the bounty of our land. Come, explore, for we must take adventures to know where we truly belong.
- Culpeper is small town, but not a sleepy town. Culpeper is older than America, whether it’s the businesses or the streets, there are so many things that are generational, they’ve been around for such a long time their now a fabric, weaving the people together.
- Culpeper is a blend between the historical and the modern, it’s got that old town charm while still having some really modern sensibilities.
- Culpeper is a small town with a city-sized heart.

Content Themes

- **Eat.Drink.Love**
Topics include wine, craft beer, cider, spirits, heritage cuisine, chefs + recipes, safe dining experiences, agritourism, and farm-to-fork.

- **History & Heritage**

Topics include American birth stories, presidential linkages, museums, living history sites, educational travel, historic battlefields, women's history, black history, and outdoor museum experiences and tours.

- **Family Fun**

Topics include family-friendly attractions, establishments and value travel.

- **Outdoors**

Topics include: hiking, biking, paddling, camping, parks, trails, scenic drives, sustainable tourism, mountains, equestrian, and outdoor sporting.

- **Arts & Culture**

Topics include music + performances, art, craftsmanship, street art, hands-on experiences, workshops and tours.

- **Vibrant Community**

Topics include: diversity + inclusion, Davis + Main, downtown parklets, lodging, LOVEworks, first Fridays, events, holiday celebrations, LGBT-friendly, notable Virginians in Culpeper and local favorites.

Additional Research Impacting Culpeper Tourism's FY21-22 Marketing Plan

Trends & Insights

- **"Zoom Gloom"**

1,270% increase in Zoom downloads between February and March 2021. People are spending most of their time on virtual calls for work or to catch up with friends and family. People will be eager to take a break from all the screen time.

- **"Life on Pause"**

Missing out on life's big moments in 2020, memorable trips, anniversaries, weddings, birthdays, etc. 2021-22 will be a time to re-do these moments when it is safe to do so.

- **"The Parent Tax"**

Parents who are having to bear the full burden of teleworking, homeschooling, and home-making are having a much different experience than those without children during quarantine. They will be eager for a vacation and a break.

- **User-Gen Content**

2020 saw the use of raw, untouched images and this trend will continue. Brands utilized Live features on social, tik tok, reels, user-gen images and videos, placing customers in spots, which added to credibility and authenticity.

- **Branded Activism**

2020 saw many brands taking a stand and showing their values especially with DEI.

- **Nostalgia**

People are seeking comfort from the familiar, which is why Nostalgia marketing has taken off. Many brands created spots with nostalgic feel-- (think: Jeep and "Groundhog Day" spot, Cobra Kai/Karate Kid for Quickbooks, Discover Card spot) 2020 saw huge trends in 90's, this trend will continue into 2021-22.

- **Rise of Rural**

In 2020, search data already showed that nearly 90% of overall searches were for trips to rural areas. Cabin rentals are expected to be especially popular, accounting for 33% of total accommodation searches in 2020, a drastic +143% increase from 2019.

- **Solo Travel Takes a Pause**

Solo travel is taking a downturn in the years ahead. In 2020, the share of bookings for single accommodations on HomeToGo have dropped by 44% compared to 2019, with most looking to travel with an average of six companions.

- **More Last-Minute Trips**

When it comes to flexibility, more travelers are booking spontaneous last-minute trips. The average number of days between booking to check-in is now 50 days, down -37.5% from the average lead time pre-pandemic.

- **An Eye on Cleanliness**

With increased scrutiny on cleanliness due to COVID-19, search data cites that 45% of travelers included enhanced cleaning within their top three decision-making factors. This will likely lead to an increase in health and safety measures from vacation rental managers and owners alike.

- **No Footprint Travel**

There is a major overall theme emerging in the travel world today, and that theme is ECO-FRIENDLY. Travelers from all generations are more conscious of the impact that their travel has on the environment, and even on the local economy. In a new effort to lessen one's personal footprint when traveling, travelers are now embracing more eco-friendly, carbon-neutral methods of getting from one place to another. Not only that, but the types of hotels stayed at, if any at all, local transportation choices, and food that is eaten while at that destination are all being looked at as well. Offline travel – with focus on immersive experience more so than sharing the experience on social media.

- **Offline Travel**

It seems that in today's travel world you can look around and see at least half the people around you attached to their cell phones, tablets, laptops, and other technologies. People are constantly connected, and constantly sharing their travel experience. Expect to see fewer people doing this in 2021-22, as the new idea of embracing 'offline travel' is taking off. Travelers are focusing more on really immersing themselves into their travel situation nowadays, rather than immediately talking about them and sharing photos. Cell phones aren't forgotten when traveling, but wifi and data are turned off, allowing you to enjoy your surroundings fully!

- **Always OOO**

In 2021, we will see a rise in people swapping home offices for ocean offices (workcations).

- **Glampervan Road Trips**

With travel restrictions forcing people to take domestic holidays, travelling by road (rather than rail or air) is the obvious choice in the viral age, as being in your own vehicle provides the most security. Plus, it gives a wonderful sense of freedom after a prolonged period of being at home.

- **"Bleisure" Travel**

Perhaps mixing business and travel isn't such a new concept to many people in the workforce today, but it is becoming quite the permanent trend within the travel world, with even higher bleisure travelers expected in 2021-2022. Many companies are opting to mix business with pleasure when it comes to travel to conferences or cross-country meetings, allowing employees more time to enjoy themselves while away and even adding more recreation opportunities themselves. There are options for family members to join the trip as well. There are several benefits to bleisure travel, both for the employees and the companies, such as higher in-office incentives, better attitudes, and more productivity overall.

- **Farm to Fork Travel**

More and more people are becoming increasingly aware of what they eat and where it comes from, which is why 2021 is going to be the year of the rise of Farm to Fork Travel! Several health-conscious travelers are making the more frequent decision to travel based upon what they want to eat and see exactly where it came from, especially vegan travelers. With an increasing global pressure to go meatless by 2050, new methods of farming, harvesting, and producing food, in general, have gained the public spotlight, and there are many travelers willing to base a trip off of just that!

- **Solo Travel / Co-living**

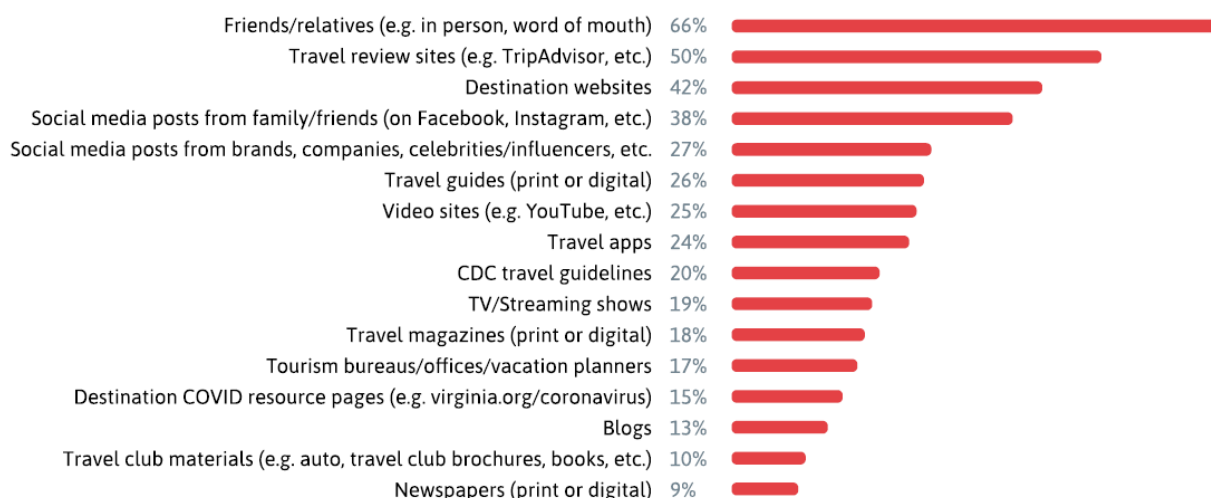
While Solo Travel isn't exactly a new trend in the travel world, co-living is. Many solo travelers are looking to save money and time while also branching out of their comfort zone and meeting new people while traveling, which is why co-living has become quite a big new trend. Unlike hostels or Airbnbs, co-living arrangements allow you to meet up with like-minded travelers and not only share more permanent living space but share travel experiences and knowledge during your stay together as well. Co-living is more for those who want to travel on their own schedule without being required to lease something out or pay an arm and a leg to overnight stay over and over again.

- **Train Travel**

The Greta Thunberg's of this generation are all aboard with the idea of reducing their travel footprint and opting in for train travel versus air travel. Overall, trains are more energy-efficient methods of travel per passenger mile than both planes and cars, putting off less-harmful carbon emissions due to them not being released directly into the upper atmosphere. They are also more cost-efficient for travelers, with fewer increases in fuel prices overall.

SOURCES CURRENTLY USED FOR SELECTING LEISURE DESTINATIONS

(Omnitrack, 2020)



Major Department Projects

- **FY21 Media Strategy** – Department worked off a primarily owned and earned media strategy in FY21, as budget was earmarked for COVID-19 response, content creation and influencer marketing. The department spearheaded a fall/holiday content campaign throughout September and October. Although the pandemic hit everyone hard, there were still many silver lining stories, mentions, photographs and videos shared on behalf of the Culpeper Tourism industry. Top highlights included:
 - Culpeper Tourism Socially Distant Safe Activities blog, released July 2, 2020
 - Culpeper Tourism **Summer Destination** video released July 7, 2020
 - Virginia’s **WanderLove** video release July 15, 2020
 - Culpeper Tourism monthly blog - **Trails and Walks**- safe accessible travel options during COVID-19 – released August 2020
 - Virginia Tourism feature piece “**Stand for LOVE: Supporting Virginia’s Black-Owned Restaurants**” featured Culpeper’s Love’s Kitchen – August 2020
 - Virginia Bride Magazine - **Virginia Wedding Inspiration – Timeless Love (Styled Shoot)** – August 27, 2020 | Seriously Sweet on Davis Street was featured for their cookies
 - Culpeper Tourism monthly blog – **Safe travel in September** – released September 3, 2020
 - Mashed – **The Best Steakhouse In Every State** – September 3, 2020 | Piedmont Steakhouse

- Travel Awaits – **Food and Culture: The Perfect Road Trips From Washington, DC to Culpeper, VA** – September 2020
- Virginia Travel Blog – **Need a Weekend Getaway? Hit the Rails with These 5 Virginia Destinations** – September 11, 2020 | Culpeper Amtrak Station (CLP)
- WanderLOVE Road Trip video – **Northern VA Road Trip from D.C. to Culpeper** – September 2020
- Culpeper Tourism monthly blog – **Outdoors in October** – released October 1, 2020
- Touristica International – **Vacation in Virginia’s Blue Ridge** – spotlight on Culpeper as ‘must visit small town’ – October 2020
- Touristica International – **WanderLOVE Road Trip – D.C. to Culpeper** – October 2020
- Hosted Instagram micro influencer Sarah Smith – October 2020
- Culpeper Tourism monthly blog – **Fall in Culpeper** – released November 3, 2020
- Big 7 Travel – **The 25 Best Burgers In Virginia** – November 2020 | Grill 309
- Culpeper Tourism **Fall destination** video released November 8, 2020
- Culpeper Tourism **Holiday destination** video released November 8, 2020
- Blue Ridge Outdoors – **48 Hour Itinerary for Culpeper** - November 2020 issue
- Visit Culpeper VA – **Road Trip Itinerary: Northern Neck to Culpeper** – November 22, 2020
- Visit Culpeper VA – **Road Trip Itinerary: Lexington to Culpeper** – November 22, 2020
- Visit Culpeper VA – **Road Trip Itinerary: Richmond to Culpeper** – November 22, 2020
- Visit Culpeper VA – **Road Trip Itinerary: Nelson to Culpeper** – November 22, 2020
- Visit Culpeper VA – **Road Trip Itinerary: Washington, D.C. to Culpeper** – November 22, 2020
- Visit Culpeper VA – **Road Trip Itinerary: Winchester to Culpeper** – November 22, 2020
- Visit Culpeper VA – **Road Trip Itinerary: Richmond to Culpeper (Route 3 to Route 1)**– November 21, 2020
- Culpeper Tourism monthly blog – **Holiday’s in Downtown Culpeper** – December 2020
- Discover America – feature piece by Tim Murphy on the Diggin’ in Virginia XLIX event from Beauregard Farm in November 2020.
- Virginia Travel Blog - **Virginia Destinations that Go Above & Beyond for Visitor Safety 2021** – January 2021 | Culpeper, VA

- Culpeper Tourism month long **Black History campaign** – February 2021
- **WJMA – Local Issues** – Director Paige Read on-air 30 minute interview segment discussing state of industry and Culpeper
- Culpeper Tourism month long **Women History campaign** – March 2021
- ABC 7 – **Road Trippin’ Series** – April-June 2021 (three month campaign)
- Culpeper Tourism monthly blog – **Spring in Culpeper** – April 2021
- Virginia Travel Blog - **8 Craft Beer Towns in Virginia That You Need to Visit** – Updated April 15, 2021
- Visit Culpeper VA - **The Parklet Project: Creating Community Spaces Across Culpeper** – April 30, 2021
- **Outdoor piano brings music downtown in Virginia community** – the Associated Press picked up the Culpeper Star Exponent article featuring Culpeper Tourism’s **Culpeper Keys First Public Piano**. All Virginia papers owned by Lee Enterprises ran the story as well as the Washington Post, U.S. News, AP Wire, and more.
- Culpeper Tourism monthly blog – **Culpeper Parklets** – May 2021
- COLLECTORstudios – **Vlog Mini Series (4 episodes)** – May 2021
- DC Travel Magazine – **75 Best Ice Cream Shops in Virginia** – May 2021 | Bruster’s Real Ice Cream, Scoop on Davis, and Out-Bache Ice Cream
- Nomarama – **Social Media Takeover (highlight video, reel, photos)** – May 2021
- Atlas Obscura - **Graffiti House, Brandy Station, Virginia** – June 2021
- Virginia Travel Blog – **Craft Beer Towns** – Culpeper received an honorable mention – June 2021
- Culpeper Quarterly - **The Parklet Project: Creating Community Spaces Across Culpeper** – June 2021
- Culpeper Tourism Municipal video release – June 2021
- NBC4 Washington – **Juneteenth 2021: Events, Festivals and Celebrations** – featured the Juneteenth Cel-liberation in Culpeper – June 2021
- **Digital Landscape Navigation and Response** – FY21 was a continuation of FY20 with extreme external digital landscape changes. In the first few months of 2020, information and news reports about COVID-19 was rapidly shared on social media and social networking sites. The COVID-19 pandemic has been referred to as the first social media infodemic. Google and all major Social Media platforms underwent rigorous algorithm changes resulting in the fourth straight year of above average market rate increases for digital market share and consumer reach. Zoom saw growth up to 370% compared to the same period in FY20.

- **Website Updates – VisitCulpeperVA.com** – Tourism and Economic Development Specialist made ongoing listing updates to the COVID-19 webpage to reflect partner hours of operation and method of sales for consumers. FY21 budget was heavily focused on the COVID-19 webpage build out as well as the COVID-19 resources page which listed financial opportunities for partners. As restrictions were been lifted, both pages were quietly disabled. Additional design updates have taken place on the homepage and the header photos have been rotated to accurately reflect the subpage categories on the website.
- **Virginia Tourism WanderLove Grant** – Director secured a \$10,000 grant from Virginia Tourism Corporation in July 2020 to participate in the Commonwealth’s WanderLove campaign – an integrated campaign, that provided travel inspiration for epic Virginia Road Trips. The campaign featured outdoor recreation, hidden gems, small towns, and VTC’s signature LOVEworks program. No local match was required.
- **Virginia Tourism Corporation Recovery Marketing Program Grant** – Director secured a \$10,000 grant from Virginia Tourism Corporation in December 2020 for paid marketing, advertising and promotional efforts focused on encouraging safe travel and visitation to Culpeper and the Commonwealth. No local match was required.
- **American Battlefield Protection Program Grant** – In partnership with the Friends of Cedar Mountain Battlefield, Director secured an \$80,000 grant to study the Civil War Rapidan Front and the 1863-63 Winter Encampment in Culpeper County. Research began in the fall of 2020 under the leadership of historian John Salmon and Landscape Architect and Historic Preservationist Glenn Stach. The majority of the grant research work was complete at the end of FY21, but historical mapping and troop movement graphics carried over into FY22.
- **Virginia Foundation for Healthy Youth** – In August 2020 working with Culpeper County, Director secured a grant to provide Free Rental passes to Lake Pelham Adventures for all incumbent 9th grade students in Culpeper County Public Schools. The Virginia Foundation for Healthy Youth empowers Virginia’s youth to make healthy choices by reducing and preventing youth tobacco and nicotine use, substance use, and childhood obesity.
- **Virginia Regional Transit (VRT)** – Director worked with Town Planning and Zoning and Culpeper County to assist the Virginia Department of Rail and Public Transportation to bring daily services through the Virginia Breeze Express Connection via the Piedmont Express route. As a result of the local and state partnership, there are three daily locations for riders in Culpeper: 1. Target Parking Lot, 2. Brandy Station Park & Rider, and 3. Commerce Street HUB.
- **Culpeper Harvest Days Farm Tour 2020** – the 2020 farm tour was celebrated on September 19th and 20th, and with perfect weather and interactive marketing, the

attendance reached record numbers. Attendance clicks were 30 percent higher than the average since 2013, recording over 7,300. Clicks are recorded by volunteers at each farm and are compiled at the conclusion of the weekend. Since individuals probably visit several farms, this is NOT the total number of people who participated in the FT. In the past we used passport information to back-calculate the number of participants and the economic impact to the county. The passport was a page in the brochure where venue volunteers stamped a visitor's brochure to indicate which farms were visited. Attendees who wanted to be entered to win a door prize would submit their passport with home location and FT spending information. This year we did not use the passport as a safety measure to minimize personal contact to protect volunteers and visitors. Instead we used historical data to estimate the attendance and the benefit to Culpeper. Average attendance since 2013 has been about 1500 people. Average economic impact since 2013 has been \$85,000. With the higher click count, we can estimate the number of attendees as 1500-1900 and the economic impact was between \$85,000 and \$110,000. Electronic maps and social media allowed us to connect with more people. We were able to track over 700 visitors who downloaded our new Farm Tour app, which provided attendees with a digital brochure. With the success of the app, we plan to expand offerings through the app in the future, which will also provide us with additional information about visitors. In addition to the app, an increase in interactive social media engagement, led to a significant increase in the number of people reached through Facebook (5,596), and the number of individuals engaging in our posts (increase of 2,431%). The success of this approach resulted in more Farm Tour Facebook page likes, and will be our basis for social media advertising and interaction for 2021.

- **#ArtintheOpen Fall 2020** – in an effort to drive foot traffic and visitation to downtown Culpeper, staff ran a mini #ArtintheOpen fall campaign, October-November 2020. Hosting five outdoor live music performances on the pop-up stage in the Depot courtyard. Program was very well received.
- **Culpeper Paranormal Private Experience** – department sponsored a private VIP event with Culpeper Paranormal as a COVID-19 alternative to routine fall tours – October-November 2020.
- **Culpeper Tourism Fall Paid Media SEO Campaign** – search engine optimization campaigns ran end of September 2020 and October 2020 promoting Culpeper as road trip destination. Campaign results for September- served impressions 109,481 with 201 a 0.18 percent CTR (click through rate). Campaign results for October- served impressions 677,394 with a 0.14 percent CTR (click through rate). Combined designated market area (DMA) reach:

DMA	Average CTR
Columbia SC	0.21%
Philadelphia	0.16%
Wilmington DE	0.15%
Greenville/New Bern NC	0.15%
Greensboro/High Point/Winston-Salem NC	0.15%
Baltimore	0.14%
Charleston SC	0.13%
Salisbury MD	0.13%
Wilkes Barre/Scranton PA	0.12%



- **Culpeper Tourism Fall Paid Media Co-Op Video Campaign** – month long video ad campaign, September 2020, targeting in-state and out of state mid-atlantic drive markets, users with interests in travel, small towns and the outdoors. The campaign ran through a Virginia Tourism Corporation Leisure Media co-op. Results: 214,160 impressions, 0.14 percent CTR (click through rate), 140,749 completed views with a 65.72 percent VCR (video completion rate). Combined designated market area (DMA) reach:

DMA	Average CTR
Roanoke/Lynchburg, VA	0.11%
Philadelphia, PA	0.10%
Baltimore, MD	0.10%
Norfolk/Portsmouth/Newport News, VA	0.10%
Washington, DC	0.10%
Greensboro/High Point/Winston-Salem, NC	0.09%
Raleigh/Durham, NC	0.09%
Richmond/Petersburg, VA	0.09%
Pittsburgh, PA	0.09%
Harrisburg/Lancaster/York, PA	0.09%
Wilkes Barre/Scranton, PA	0.09%
Johnstown/Altoona, PA	0.09%
Charlottesville, VA	0.06%

- **Culpeper Tourism Fall Paid Media In-House Video Campaign** – video ad campaigns ran November 9, 2020 – December 9, 2020 within Facebook and Google platforms to increase awareness of the many reasons to visit Culpeper... ads targeted users with interests in wine, history, travel and the outdoors. The campaign had a 987.2 percent increase compared to the same time period in 2019. Top demographics were women (56 percent) and users 25-34 (21 percent). Summary for Google: The :45 video spots outperformed the :36 video spots within the Video Campaign. The higher view rates on the longer videos indicates that users were interested in learning more. It is recommended for future campaigns that all videos have a :45 and/or :60 version. Summary for

Facebook: The Facebook were optimized for brand awareness and saw an overall brand recall lift of 8.16 percent. The History Lovers audience had the highest recall lift rate at 9.56 percent, followed closely by the Wine Lovers audience at 9.23 percent. Males produced more link clicks to the website than females. The majority of the clicks and video views were earned from users in the Northern Virginia region. Overall, the History Lovers audience was the top performing within Facebook.

- **Heritage Tourism** – in December 2020, Director began working with Dr. Gary Strobel, professor emeritus at Montana State University, a world renowned witness tree expert to identify Culpeper witness trees. Majority of work was conducted virtually throughout FY21. Dr. Strobel is set to visit Culpeper in September 2021, where a local team will tour Culpeper battlefield and historically significant land with Dr. Strobel to conduct final assessments on Culpeper’ witness trees. Goal of this effort is to build a witness tree tour for the Hike with a Historian program.
- **Virginia Tourism Drive 2.0** - DRIVE 2.0 debuted in December 2020. Its implementation began in January 2021. Virginia Tourism Corporation (VTC) completed a long-term strategic plan to help increase tourism visitation and spending across the Commonwealth. This plan is titled “Drive 2.0,” and will build on the existing findings and conclusions from the 2013 Statewide Tourism Plan. This strategic plan is a result of conversations with Virginia’s tourism industry and tourism partners as we look to the future and plan for success. It focuses on answering two key questions:

What should we be promoting?

What should we be building?

The tourism industry is an overly saturated and extremely competitive market. In order to succeed and thrive, Virginia communities must continue to develop new tourism product and focus on winning strategies to evolve and grow. When we increase tourism development, we increase the visitor experience, economic impact to communities and our marketing competitiveness. Drive 2.0 will help us do just that. Culpeper Tourism Director working with Virginia Tourism Corporation on implementing results regionally within the Rappahannock Rapidan footprint, while researching sources for product development growth funding.

- **LOVEWorks Photo Session** | Department led initiative to help drive foot traffic to the historic downtown district during a historically low revenue month – Culpeper Tourism hosted a FREE Valentine’s Day mini photo session in front of the LOVEWorks sculpture. Due to weather, this event was rescheduled twice and finally took place right before spring. Staff and photographer captured 22 families, groups and individual shots over the course of two days. The program was favorably received and supported by downtown merchants and business owners. It is on the list of consideration for FY22 programming.

- **Culpeper Toursim Department SOP Update** – In March 2021 Director developed an internal SOP (standard of operating procedures) in regards to Photography and Video/Film Creative Content Development. A primary mission of Culpeper Tourism and Economic Development is to advertise, market, and promote Culpeper, Virginia as a travel destination, filming site, and investment opportunity. As such, the procurement of goods and services to support such functions can vary widely. Many of the goods and services are for targeted audiences to achieve specific results, and as such are not always conducive to a competitive bid process. Photography and video/film creative content is unique due to the creativity, expertise, and specific talent of each photographer or film/production company, including specific locations and subject matter, and often cannot be compared directly with each other. Culpeper Tourism and Economic Development needs for photography and video/film footage are often based on specific marketing projects, conferences, cooperative agreements, or joint ventures, and are often part of a larger process, which led to a newly formed SOP for creative content development. Results of the updated SOP included updates to and or the creation of the following forms:
 - Request for Use of Photography & Video form + Usage Agreement for Photography & Video Form.
Use: When media or outside entities request the use of photography and/or video footage from Culpeper Tourism, we ask that they complete these two forms. One form serves as a formal request with a description of the assets they would like to use, where the assets would be used, how long they would be used, etc. The other form serves as the terms and conditions for usage and requires a signature.
 - Model Release Form
Use: Models sign this form on the day of a photo shoot. Models under the age of 18 require a parent or legal guardian to sign for them.
 - Property Release Form
Use: Property or business owners sign this form on the day of a photo shoot.
 - Photographer Release Form
Use: A photographer (or the copyright owner) signs this form when giving Culpeper Tourism permission to use their photos and/or video footage in our marketing. A detailed description of the images and/or video being shared is required.
 - Photo & Digital Media Licensing Terms & Conditions
Use: Culpeper Tourism uses these terms and conditions when licensing a photo and/or video that has previously been created (as opposed to hiring a photographer to produce a photo shoot).
 - Creative Brief with Special Terms and Conditions

Use: Culpeper Tourism uses this document when hiring a photographer to produce a photo shoot. It includes a shot list, details on location, time of day, models, appropriate contacts, photo and video specifications, number of assets to be delivered, due date, delivery method, and terms & conditions.

- Partner Usage Permission Form

Use: Culpeper Tourism uses this form when sharing images and video with select industry partners (state agencies, state associations, regional coalitions, branded trails, etc.). It details who is being given permission to use what assets and how those assets may be used.

- **Hike with a Historian** – due to COVID-19 restrictions staff only produced six consumer hikes during FY21, all six tours sold out.
- **Culpeper Tourism Spring Road Trippin Series | ABC7** – three month long paid media campaign with ABC7 Washington DC. Campaign results:
 - 100.13% impression reach
 - 97.85% completion rate
 - 1,063.5 hrs spent viewing the Culpeper commercial
 - Device:
 - Roku at 58.48%
 - Amazon Fire TV Stick at 16.98%
 - Samsung TV at 8.01%
 - Others at 16.35%
 - Day part Distribution
 - Midday at 34.08%
 - Morning at 23.5%
 - Afternoon at 24.67%
 - Night at 17.36%
 - Overnight at 0.38%
- **Culpeper Keys** – On May 3 Director Paige Read unveiled Culpeper Keys first public piano in celebration of National Travel and Tourism Week. This project and program was a year and half in the making. In late 2019, Culpeper Tourism received our first donated piano. Partnering with Culpeper County Public Schools, Culpeper Tourism opened a design contest for advanced art students. We kept the guiding principles of the contest simple: Show us what you love about Culpeper.
Art teacher, Marla Bell led her independent art students through this process during the spring of 2020, preparing them to display their work for public voting at the Germanna Community College Art Show on March 14th and 15th, but COVID struck. We adjusted and took the vote online. Voters had four designs to choose from, there was the “Davis Street and Barn” design by Amanda Doty; “Culpeper County” by Maris Teodoro; “Blue Ridge Mountains” by Naomi Colgan, and this beautiful design “Thank You for Visiting Culpeper” by Jordan Wilson. The winning announcement was quiet, it was May 11th

2020, and Virginia was in full lock down. But that didn't stop our artist, in fact the lock down provided ample space and time for Jordan to come to the Visitor Center and work independently as she brought her design to life. The Culpeper Keys program seeks to provide access to musical opportunity, foster creativity and build a sense of community. This piano will live at the Visitor Center year round, spending the warmer months outside and the winter months indoors. It is available to anyone who wishes to bring some music into their lives. Music like travel and tourism is powerful, it brings people together and builds communities.

- **Culpeper Tourism Parklet Blog Mini Campaign** – staff ran a mini paid campaign featuring the Culpeper Parklet blog. Campaign results:
 - Run Dates: 4/24/21-5/23/21
 - 14,254 people reached
 - 35,006 impressions
 - 463 clicks
 - 1.84% CTR (0.90% Benchmark)
 - The highest performing ad by clicks and CTR is the static Community Front Porch ad with 396 clicks (62% of all clicks) and a 2.10% CTR (133% over benchmark)
 - 80% of engaged viewers are women, with most being 55-65+
 - The campaign has helped drive an overall increase of 29% in pageviews of the site overall compared to the previous period, and has led to a 30% increase in new users to the site
 - Top days: Sunday, Tuesday and Wednesday
 - A lot of comments were earned on the ads in support of visiting Culpeper, or sharing of their own experiences and future plans to travel – “This is a wonderful place to live. Great people too. My friends and I have lunched outdoors and it was great”, “We have a beautiful little town with wonderful people and some of the best restaurants around. You won’t be disappointed.”
- **Culpeper Wellness Week** – In May 2021 FY21 staff developed a Culpeper Wellness Week brand and program overview. Similar to restaurant week, services will be provided in a package deal at a discounted price. Goals of the program are to inspire individuals and our community partners to incorporate the Eight Dimensions of Wellness into their lives: Emotional, Financial, Social, Spiritual, Occupational, Physical, Intellectual, and Environmental. Program will launch in FY22, with the ultimate goal of running twice a year: Fall Back into Wellness Week and Spring Forward in Wellness Week, following daylight savings time.
- **Culpeper First Fridays** – In May 2021 staff designed and launched the Culpeper First Fridays program. First Fridays programming is designed to bring live activity into

commercial districts in an effort to drive visitation, patronage and revenue for the community. Culpeper Tourism strategically decided to launch the First Fridays programming under the radar, in an effort to prove to the downtown business district our commitment to providing quality performances, demonstrations and events. Our approach was a success, by the end of FY21 the department had delivered six performances over three months, which led to over a dozen partnerships from businesses and our main street organization, Culpeper Renaissance Inc., for the remainder of the 2021 calendar year. Utilizing the Culpeper Parklets and #ArtintheOpen Pop-Up stage, the long term goal of this new program is to provide an annual First Fridays season April through November each year.

- **Depot Bike Rentals** – Department assessed the need for a bike rack in front the Depot. Tourism and Marketing Specialist consulted with Public Works and a site evaluation was conducted. A preferred area has been identified. Project is still in research and development phase at the close of FY21.
- **Virginia Association of Destination Marketing Organizations (VADMO)** – Economic Development and Tourism Director Paige Read was elected to serve as the Board President for VADMO, leading efforts for legislative advocacy, industry education and consumer research.
- **Business Retention Efforts** – Department conducted routine annual virtual industry visits with many businesses amidst COVID-19. The team provided resources on loans and grants, training on unemployment, workplace safety and evolving COVID related policy and regulation. Businesses efforts were constantly highlighted on social media.
- **Film and Photography** – captured over 15 locations on film and video during FY21 (reduced output due to COVID-19 and limited resources and opportunities for safe consumer engagement).
- **Owned Media** – Department generated over 900 content messages during FY21.

Looking Ahead

Trends shaping our Industry:

COVID-19 devastated the travel industry. As restrictions have been dismissed and vaccination levels on the rise travel is beginning to see an uptick. That said, most travelers are still seeking safer outdoor activities. Many towns and cities throughout the US and the world have reallocated street space in response to the COVID-19 pandemic. Results suggest that there is broad public support for these types of interventions that allow for more walking and livelier town centers about 40-45%. Although the pandemic has pushed the travel metrics to the lowest point, it has been projected that the travel industry recovery will be slow and a multi-year process.

The below represents a combination a collection of themes, sentiments and factors impacting travel, tourism and hospitality:

- **TRAVEL = AN IMPORTANT PART OF QUALITY OF LIFE.** More than half of all Americans say they are saving specifically for travel, with Millennials leading the charge. In fact, spending money on travel experiences increases happiness according to a 20-year study conducted by Dr. Thomas Gilovich at Cornell University.
- **TRAVEL = DISCONNECT TO CONNECT.** Travel means rest, relaxation and recharging.
- **TRAVEL = TOGETHERNESS.** Travel means making time for yourself and loved ones. It is about making memories.
- **TRAVEL = GAINING NEW PERSPECTIVE.** Travel opens up our hearts and minds to new possibilities and places.
- **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:** Today’s consumers are seeking authentic travel experiences. Travelers desire one of-a-kind, niche, and local experiences.
- **PERSONIFICATION OF THE BRAND:** As today’s savvy consumers look for convenience, crafting memorable, authentic, easy-to-share experiences will be fundamental for strengthening relationships between brands and consumers. Destinations need to fill 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, and interests.
- **HEALTH & WELLNESS:** Workism, a phenomenon where professionals are working more than ever, has taken a toll on consumers with stress, distraction, and anxiety. As a result, consumers are becoming more enthusiastic in taking care of their mind and body. Indeed, the definition of health and wellness is about the state of well-being physically, emotionally and mentally; and it is even infused with consumers’ everyday life at home, work, community and travel. According to Euromonitor International, the \$639 billion wellness tourism industry is a fast-growing segment of global tourism with projected growth of 7.5% in the next five years.
- **MEANING OF FAMILY:** The traditional notions of family life has taken a new meaning. “Family” is no longer defined by two parents and children. Family life is transforming – family members are no longer bonded through genetic kinship but voluntary kinship such as close friends, pets or networks.
- **PERSONALIZATION:** According to key industry sources Adobe and Skift, 57% of U.S. travelers feel that brands should tailor their information based on personal

preferences or past behaviors. 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. However, personalization is only meaningful if travelers are empowered.

- **CONTENT TRIFECTA:** In the era of content contextualization, brands diversify content through branded/owned content, influencer content, and user-generated content. The psychology of following and sharing on social media requires a deeper understanding of travelers. By using the right combination of content, brands can enhance the consumer journey along with search and share culture.
- **TRUST IN THE DIGITAL AGE:** 57% of vacationers trust personal recommendations from their social circle and rely on online sources such as travel websites and online travel reviewers and trusted sources. Approximately 80% of travelers read 6-12 reviews prior to booking, and 53% won't commit to a booking until they read reviews. 65% of consumers want to see more experiences – tours, excursions, unique events, etc. – offered from online travel agents like Expedia and TripAdvisor. 40% of U.S. respondents have used travel review sites when planning their most recent trip.
- **DIGITAL ACCELERATION:** Every minute there are:
 - 4.3 million Google searches
 - 510,000 FaceBook comments
 - 3.5 million YouTube videos watched
 - 350,000 tweets
 - 6 million Amazon shoppers
 - 69,000 Instagram photos posted
- **DIGITAL IS TAKING OVER THE WORLD:** Pew Research Center recently revealed interesting facts about American adults' online connectivity. Not surprisingly, consumers are constantly connected. 77% of Americans go online on a daily basis; 26% almost constantly and 43% several times a day. Only 11% of adults say they don't use the internet.
- **VIDEO:** 75 million people in the U.S. watch online videos every day. Video continues to be an effective marketing content according to IMPACT. As micro-videos gain popularity and videos make inroads into the mobile word, online video traffic will continue to accelerate, reaching 82% of all internet traffic by the end of 2021.
- **TV:** The line between linear and non-linear TV continues to blur. 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.

Website Activity -- Google Analytics

FY21 budget was greatly impacted by COVID-19 and the resulting programs. Content creation took a back burner to business support, relief and training. Culpeper Tourism was absent in the digital marketing landscape for seven out of the twelve months of FY21. The result of this absence is evident in the analytics below.

	FY21
Total Number of Visits	91,865
Total Unique Visits	90,767
New vs. Return Users	90,363 vs. 15,376
Page Views	243,455
Page Views per Unique Visit	2.09

Social Media

In FY21 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.

	FY21 Number of Likes
Visit Culpeper VA Facebook	11,361
Visit Culpeper VA Instagram	3,018
Visit Culpeper VA YouTube	350,947 view 202 subscribers
Visit Culpeper VA Twitter	816
Culpeper Arts	708
Culpeper Civil War	185
Culpeper Harvest Farm Tour	1,473
Town of Culpeper	2,425

Visitor Center

Due to COVID, the Visitor Center remained closed for most of FY21:

- Friday, November 20, 2020 – Sunday, January 3, 2021: The Visitor Center was open Fridays, Saturdays, Sundays from 10am – 5pm
- Friday, February 12 – Sunday, March 21, 2021: The Visitor Center was open on Fridays, Saturdays, Sundays from 10am – 6pm
- Beginning on Thursday, March 25, 2021, the Visitor Center reopened seven days per week from 10am – 6pm.
- **FY21 (July 1, 2020 – June 30, 2021):** Note, the dates when the Visitor Center reopened at the top of the page. In addition, because the Visitor Center started opening at 10am rather than 8am, the number of people coming in the Visitor Center to wait for the train dropped dramatically. Removing chairs in order to maintain social distancing guidelines contributed to this decline as well. However, changing the hours and removing the chairs has been beneficial to the Visitor Center and staff. Before the pandemic, Visitor Center staff spent an inordinate amount of time fielding detailed questions and assuaging upset riders, essentially acting as customer service representatives for Amtrak. Staff still fields many Amtrak

questions, but without the daily onslaught of Amtrak questions/problems (that staff handled with grace), staff has even more energy to engage with visitors.

	FY21
Visitors (excluding Amtrak)	6,964
Amtrak Riders	473
Total Number of Visitors	7,993
Number of People Represented in Guest Book	3,270
Percentage of People signing Guest Book Compared to Visitors (excluding Amtrak)	35%

ECONOMIC DEVELOPMENT

State of the Industry

Culpeper Overview

FY21 was dominated by the coronavirus pandemic. Mandatory shutdowns, prolonged restrictions, school and daycare closures, enhanced unemployment benefits, and unstable economic indicators resulted in a tumultuous year. Product and raw material shortages impacted every industry from manufacturing to construction to small business and food service. The below data is a snapshot of the Culpeper economy during FY21.

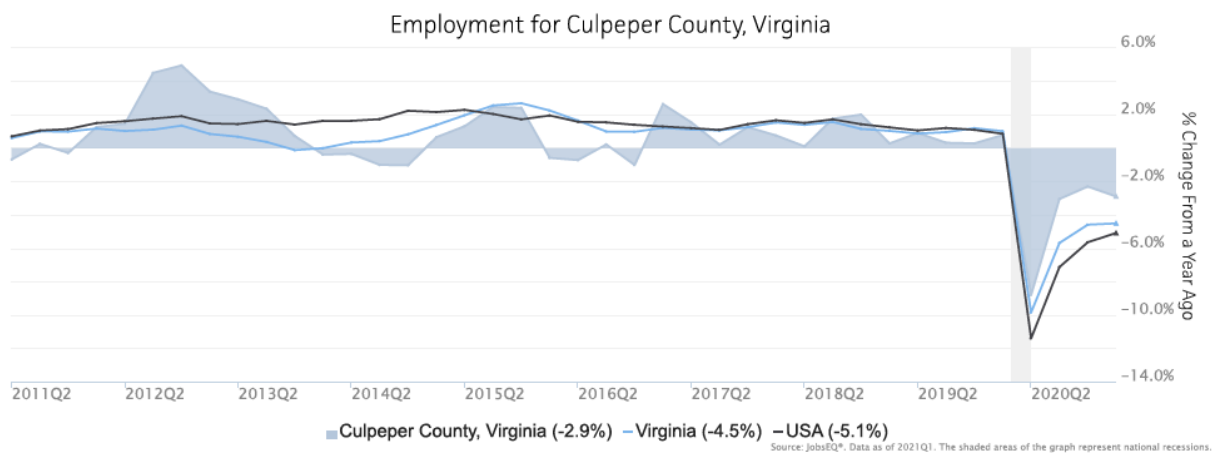
Culpeper County Economic Overview

Demographic Profile

- The population in Culpeper County, Virginia was 51,101 per American Community Survey data for 2015-2019.
- The region has a civilian labor force of 25,899 with a participation rate of 64.8%. Of individuals 25 to 64 in Culpeper County, Virginia, 24.4% have a bachelor's degree or higher which compares with 33.5% in the nation.
- The median household income in Culpeper County, Virginia is \$77,935 and the median house value is \$298,900.

Employment Trends

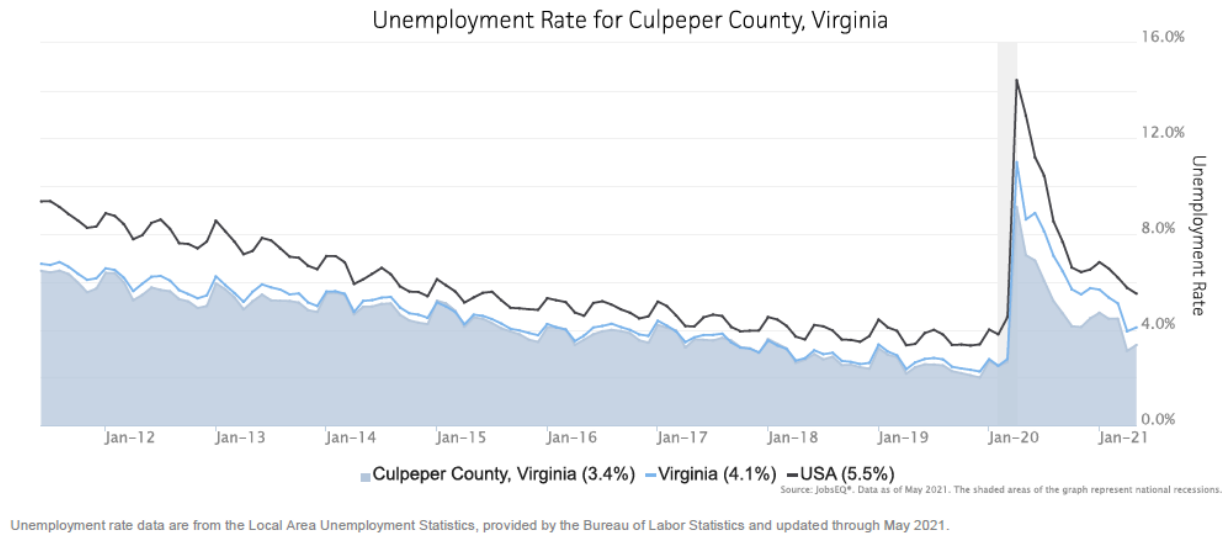
As of 2021Q1, total employment for Culpeper County, Virginia was 17,062 (based on a four-quarter moving average). Over the year ending 2021Q1, employment declined 2.9% in the region.



Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q4 with preliminary estimates updated to 2021Q1.

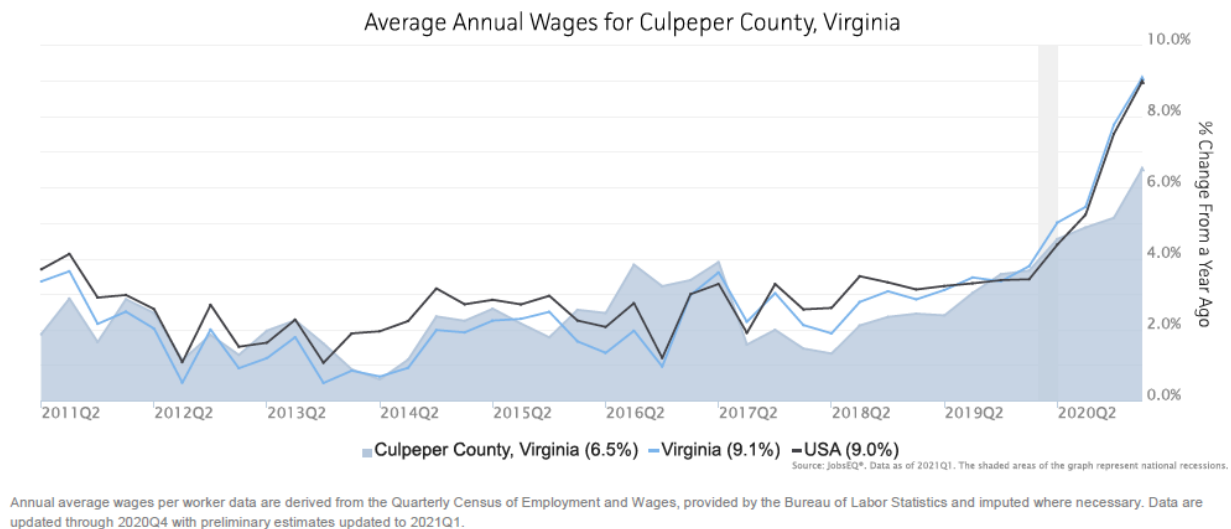
Unemployment Rate

The unemployment rate for Culpeper County, Virginia was 3.4% as of May 2021. The regional unemployment rate was lower than the national rate of 5.5%. One year earlier, in May 2020, the unemployment rate in Culpeper County, Virginia was 7.1%.



Wage Trends

The average worker in Culpeper County, Virginia earned annual wages of \$46,388 as of 2021Q1. Average annual wages per worker increased 6.5% in the region over the preceding four quarters. For comparison purposes, annual average wages were \$63,393 in the nation as of 2021Q1.



Cost of Living Index

The Cost of Living Index estimates the relative price levels for consumer goods and services. When applied to wages and salaries, the result is a measure of relative purchasing power. The cost of living is 43.5% higher in Culpeper County, Virginia than the U.S. average.

Cost of Living Information

	Annual Average Salary	Cost of Living Index (Base US)	US Purchasing Power
Culpeper County, Virginia	\$46,388	143.5	\$32,320
Virginia	\$64,488	115.3	\$55,947
USA	\$63,393	100.0	\$63,393

Source: [JobsEQ®](#)

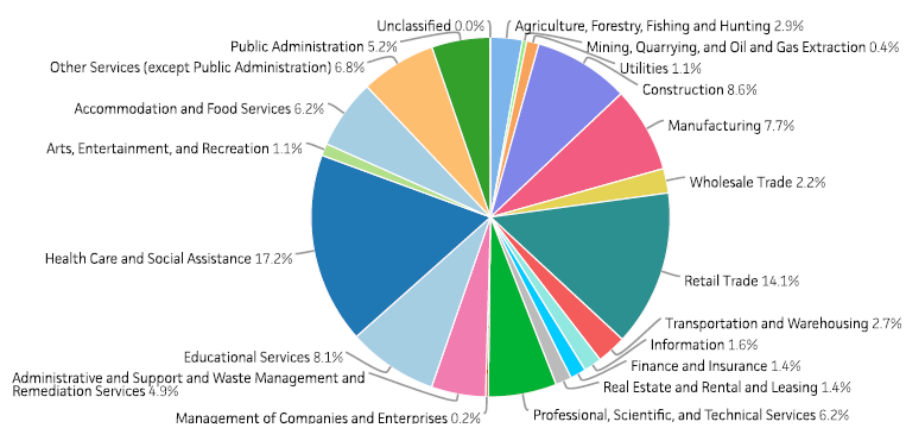
Data as of 2021Q1

Cost of Living per C2ER, data as of 2021Q1, imputed by Chmura where necessary.

Industry Snapshot

The largest sector in Culpeper County, Virginia is Health Care and Social Assistance, employing 2,927 workers. The next-largest sectors in the region are Retail Trade (2,397 workers) and Construction (1,467). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Utilities (LQ = 2.07), Agriculture, Forestry, Fishing and Hunting (2.00), and Other Services (except Public Administration) (1.58).

Total Workers for Culpeper County, Virginia by Industry



Source: JobsEQ®, Data as of 2021Q1

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q4 with preliminary estimates updated to 2021Q1.

Sectors in Culpeper County, Virginia with the highest average wages per worker are Management of Companies and Enterprises (\$141,083), Professional, Scientific, and Technical Services (\$78,136), and Information (\$73,219). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Other Services (except Public Administration)

(+250 jobs), Health Care and Social Assistance (+161), and Professional, Scientific, and Technical Services (+137).

Over the next 5 years, employment in Culpeper County, Virginia is projected to expand by 621 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +1.8% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+279 jobs), Educational Services (+55), and Accommodation and Food Services (+51).

Occupation Snapshot

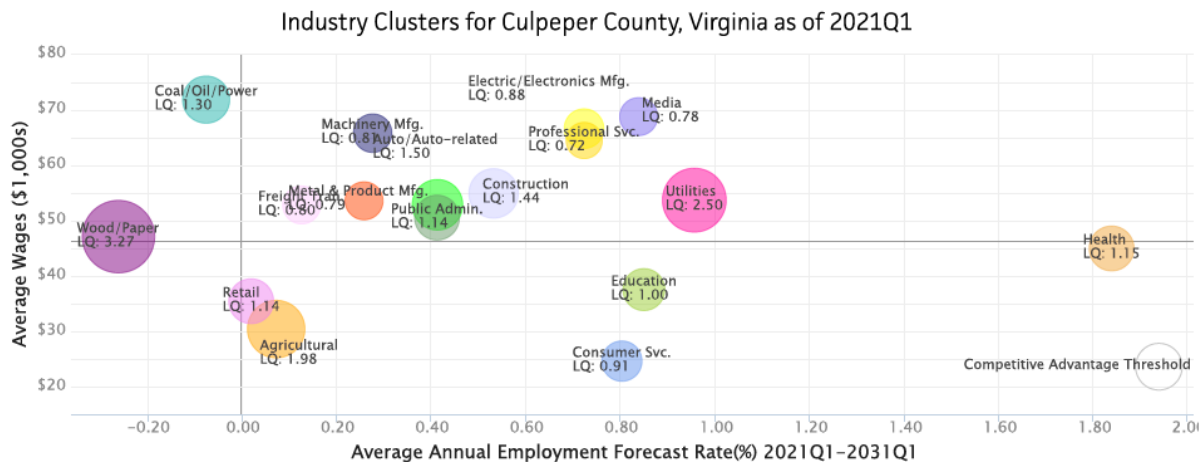
The largest major occupation group in Culpeper County, Virginia is Sales and Related Occupations, employing 1,853 workers. The next-largest occupation groups in the region are Office and Administrative Support Occupations (1,721 workers) and Transportation and Material Moving Occupations (1,387). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Community and Social Service Occupations (LQ = 1.52), Construction and Extraction Occupations (1.38), and Farming, Fishing, and Forestry Occupations (1.38).

Occupation groups in Culpeper County, Virginia with the highest average wages per worker are Legal Occupations (\$113,700), Management Occupations (\$112,900), and Computer and Mathematical Occupations (\$89,300). The unemployment rate in the region varied among the major groups from 1.6% among Community and Social Service Occupations to 11.1% among Food Preparation and Serving Related Occupations.

Over the next 5 years, the fastest growing occupation group in Culpeper County, Virginia is expected to be Healthcare Support Occupations with a +2.5% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Healthcare Support Occupations (+123 jobs) and Food Preparation and Serving Related Occupations (+62). Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Sales and Related Occupations (1,341 jobs) and Food Preparation and Serving Related Occupations (1,018).

Industry Clusters

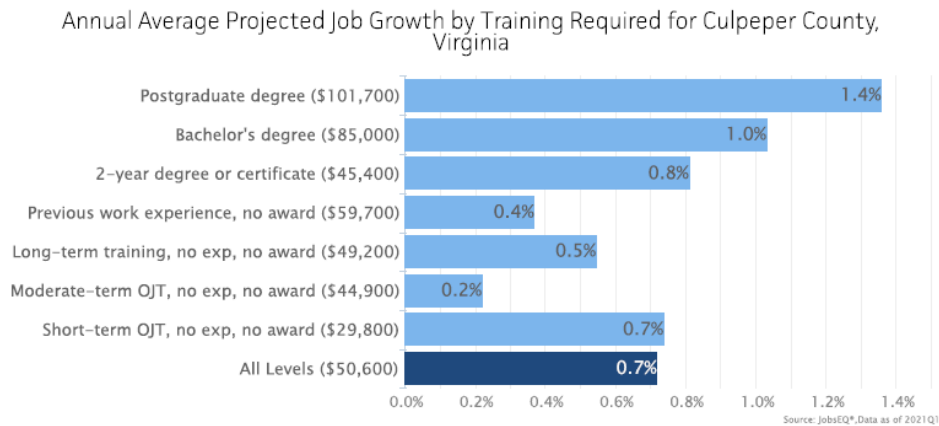
A cluster is a geographic concentration of interrelated industries or occupations. The industry cluster in Culpeper County, Virginia with the highest relative concentration is Wood/Paper with a location quotient of 3.27. This cluster employs 456 workers in the region with an average wage of \$47,177. Employment in the Wood/Paper cluster is projected to contract in the region about 0.3% per year over the next ten years.



Location quotient and average wage data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics, imputed where necessary, and updated through 2020Q4 with preliminary estimates updated to 2021Q1. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

Education Levels

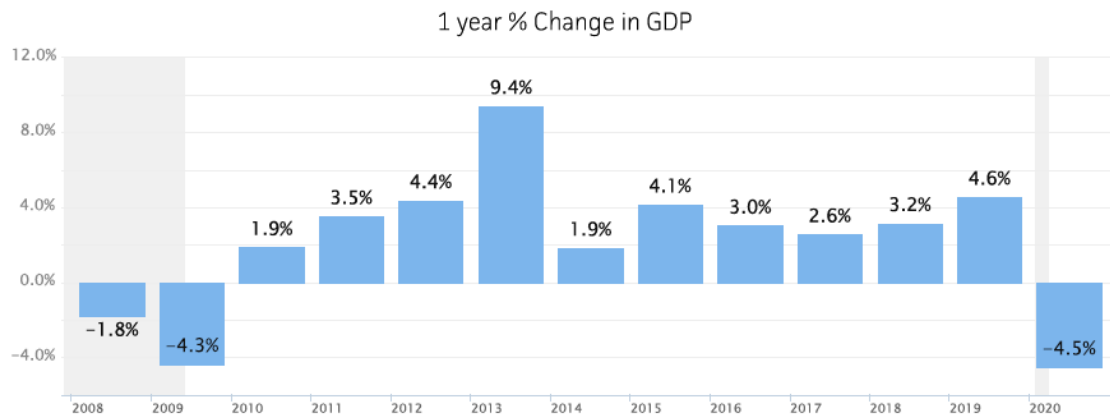
Expected growth rates for occupations vary by the education and training required. While all employment in Culpeper County, Virginia is projected to grow 0.7% over the next ten years, occupations typically requiring a postgraduate degree are expected to grow 1.4% per year, those requiring a bachelor's degree are forecast to grow 1.0% per year, and occupations typically needing a 2-year degree or certificate are expected to grow 0.8% per year.



Employment by occupation data are estimates as of 2021Q1. Education levels of occupations are based on BLS assignments. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

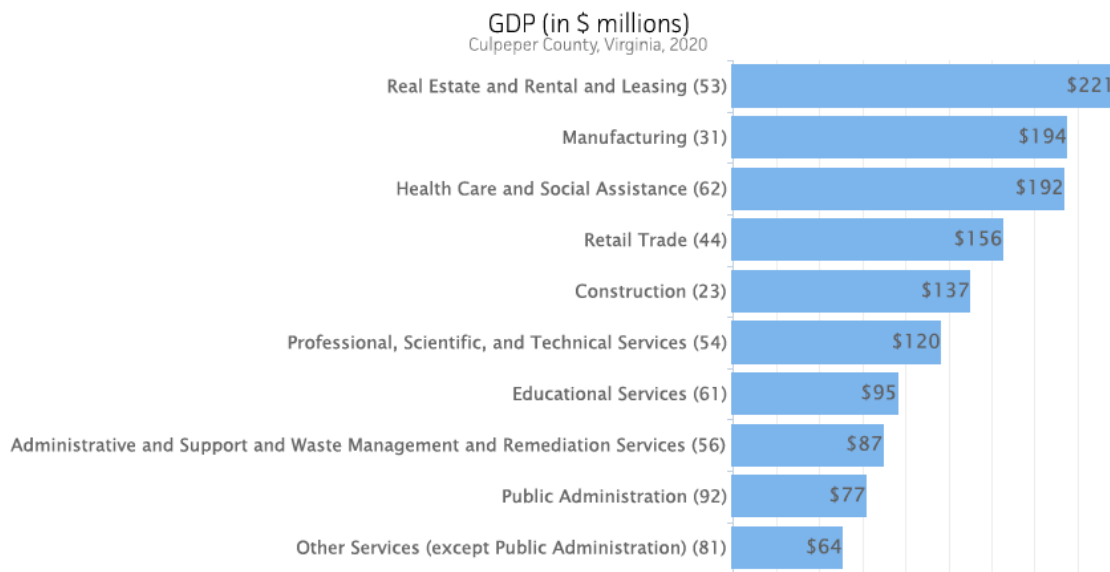
Gross Domestic Product

Gross Domestic Product (GDP) is the total value of goods and services produced by a region. In 2020, nominal GDP in Culpeper County, Virginia contracted 4.5%. This follows growth of 4.6% in 2019. As of 2020, total GDP in Culpeper County, Virginia was \$1,660,843,000.



Gross Domestic Product data are provided by the Bureau of Economic Analysis, imputed by Chmura where necessary, updated through 2020.

Of the sectors in Culpeper County, Virginia, Real Estate and Rental and Leasing contributed the largest portion of GDP in 2020, \$221,269,000. The next-largest contributions came from Manufacturing (\$193,515,000); Health Care and Social Assistance (\$191,729,000); and Retail Trade (\$156,382,000).



Gross Domestic Product data are provided by the Bureau of Economic Analysis, imputed by Chmura where necessary, updated through 2020.

Data Notes and FAQ

What is a location quotient?

A location quotient (LQ) is a measurement of concentration in comparison to the nation. An LQ of 1.00 indicates a region has the same concentration of an industry (or occupation) as the nation. An LQ of 2.00 would mean the region has twice the expected employment compared to the

nation and an LQ of 0.50 would mean the region has half the expected employment in comparison to the nation.

What is separation demand?

Separation demand is the number of jobs required due to separations—labor force exits (including retirements) and turnover resulting from workers moving from one occupation into another. Note that separation demand does not include all turnover—it does not include when workers stay in the same occupation but switch employers. The total projected demand for an occupation is the sum of the separation demand and the growth demand (which is the increase or decrease of jobs in an occupation expected due to expansion or contraction of the overall number of jobs in that occupation).

What is a cluster?

A cluster is a geographic concentration of interrelated industries or occupations. If a regional cluster has a location quotient of 1.25 or greater, the region is considered to possess a competitive advantage in that cluster.

What is the difference between industry wages and occupation wages?

Industry wages and occupation wages are estimated via separate data sets, often the time periods being reported do not align, and wages are defined slightly differently in the two systems (for example, certain bonuses are included in the industry wages but not the occupation wages). It is therefore common that estimates of the average industry wages and average occupation wages in a region do not match exactly.

What is NAICS?

The North American Industry Classification System (NAICS) is used to classify business establishments according to the type of economic activity. The NAICS Code comprises six levels, from the “all industry” level to the 6-digit level. The first two digits define the top level category, known as the “sector,” which is the level examined in this report.

What is SOC?

The Standard Occupational Classification system (SOC) is used to classify workers into occupational categories. All workers are classified into one of over 804 occupations according to their occupational definition. To facilitate classification, occupations are combined to form 22 major groups, 95 minor groups, and 452 occupation groups. Each occupation group includes detailed occupations requiring similar job duties, skills, education, or experience.

Culpeper County Industry Spotlight

Spotlight Summary

Total – All Industries

Culpeper County, Virginia – 2021Q1

EMPLOYMENT



17,062

Regional employment / 148,015,702 in the nation

WAGES



\$46,388

Avg Wages per Worker / \$63,393 in the nation

0.4% ↑

Avg Ann % Change Last 10 Years / +0.6% in the U.S.



100.0%

% of Total Employment / 100.0% in the U.S.



2.7% ↑

Avg Ann % Change Last 10 Years / +3.2% in the U.S.



TOP OCCUPATION GROUPS



TOP INDUSTRIES

Avg Ann % Change in Employment, Last 10 Years

0.8 % ↑



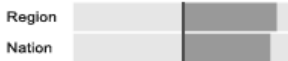
Elementary and Secondary Schools

-0.6 % ↓



Restaurants and Other Eating Places

7.1 % ↑



Individual and Family Services

EMPLOYMENT



WAGES



4-Digit Industry	Empl	Avg Ann Wages	LQ	5yr History	Annual Demand	Forecast Ann Growth
Elementary and Secondary Schools	1,129	\$39,999	1.28		112	0.7%
Restaurants and Other Eating Places	945	\$16,954	0.95		168	1.0%
Individual and Family Services	793	\$33,279	2.42		128	3.8%
General Medical and Surgical Hospitals	704	\$51,251	1.03		58	0.6%
Justice, Public Order, and Safety Activities	642	\$52,150	2.92		61	0.4%
General Merchandise Stores, including Warehouse Clubs and Supercenters	455	\$26,650	1.87		64	-0.1%
Other Professional, Scientific, and Technical Services	405	\$99,628	3.30		42	1.1%
Grocery Stores	331	\$25,392	1.03		49	0.1%
Services to Buildings and Dwellings	323	\$44,815	1.08		43	1.4%
Employment Services	317	\$36,894	0.87		38	0.5%
Remaining Component Industries	11,009	\$42,161	1.17		1,219	0.1%
Total - All Industries	17,062	\$46,388	1.00		1,985	0.7%

- Employment is one of the broadest and most timely measures of a region's economy. Fluctuations in the number of jobs shed light on the health of an industry. A growing employment base creates more opportunities for regional residents and helps a region grow its population.
- Since wages and salaries generally compose the majority of a household's income, the annual average wages of a region affect its average household income, housing market, quality of life, and other socioeconomic indicators.

Staffing Pattern

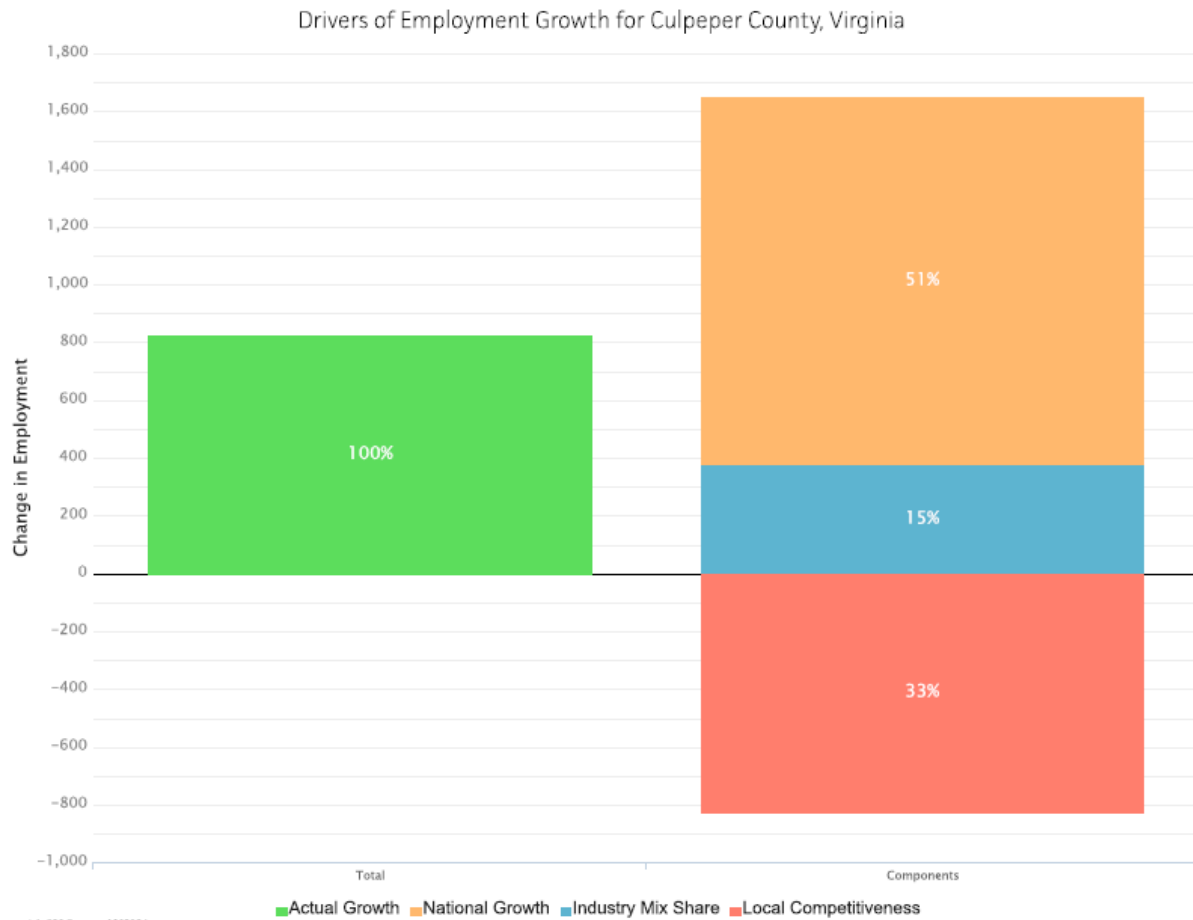


6-digit Occupation	Empl	Avg Ann Wages	Annual Demand
Retail Salespersons	551	\$27,000	83
Cashiers	532	\$23,700	97
Fast Food and Counter Workers	411	\$24,100	84
Personal Care Aides	393	\$24,600	75
Stockers and Order Fillers	320	\$28,000	44
Registered Nurses	316	\$69,500	20
Office Clerks, General	309	\$36,300	37
Nursing Assistants	250	\$28,400	31
Construction Laborers	248	\$33,100	30
Heavy and Tractor-Trailer Truck Drivers	247	\$44,600	30
Remaining Component Occupations	13,460	\$59,200	1,584
Total	17,035		

- The mix of occupations points to the ability of a region to support an industry and its flexibility to adapt to future demand. Industry wages are a component of the cost of labor for regional employers.

Drivers of Employment Growth

Over the ten years ending 2020, employment in Total - All Industries for Culpeper County, Virginia added 823 jobs. After adjusting for national growth during this period and industry mix share, the part of this employment change due to local competitiveness was a loss of 826 jobs—meaning this industry was less competitive than its national counterpart during this period.



- Shift-share analysis sheds light on the factors that drive regional employment growth in an industry. A positive change in local competitiveness indicates advantages that may be due to factors such as superior technology, management, and labor pool, etc.
- National growth is due to the overall growth or contraction in the national economy. Industry mix share is the growth attributable to the specific industries examined (based on national industry growth patterns and the industry mix of the region).

Employment Distribution by Type

The table below shows the employment mix by ownership type for Total - All Industries for Culpeper County, Virginia. Four of these ownership types — federal, state, and local government and the private sector — together constitute “Covered Employment” (employment covered by the Unemployment Insurance programs of the United States and reported via the Quarterly Census of Employment and Wages).

“Self-Employment” refers to unincorporated self-employment and represents workers whose primary job is self-employment (that is, these data do not include workers whose primary job is a wage-and-salary position that is supplemented with self-employment).



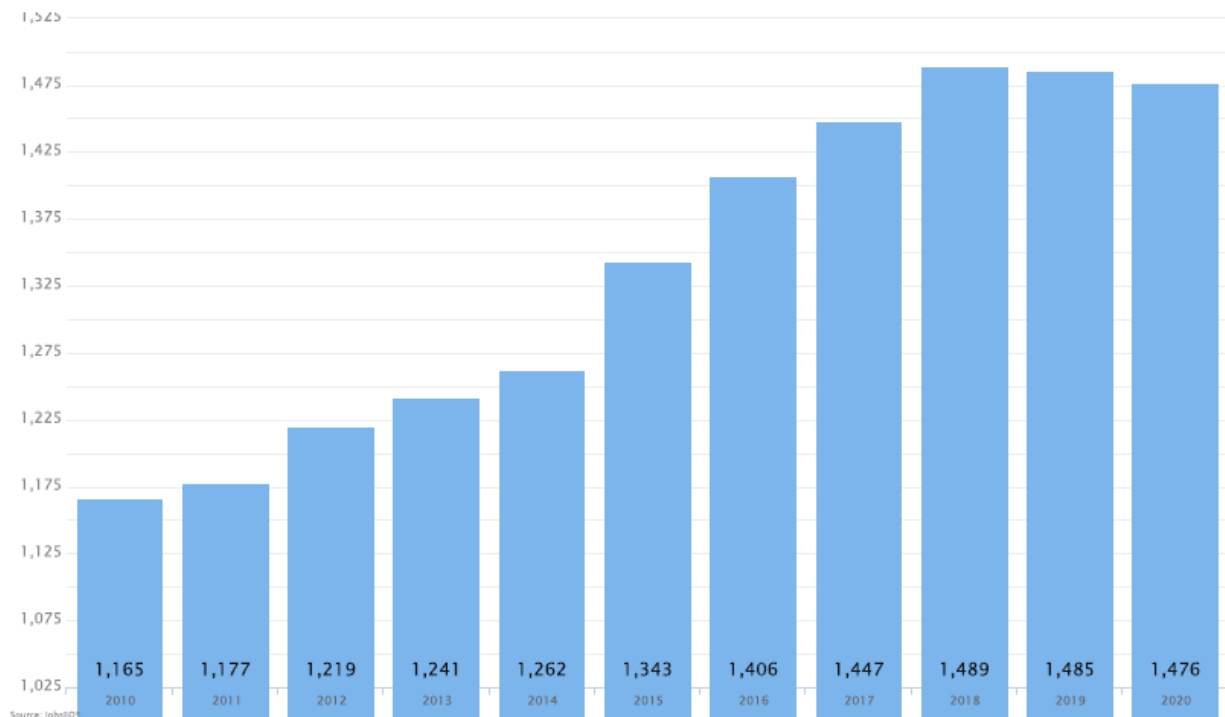
	Empl	%
Private	12,136	71.1%
Self-Employment	1,522	8.9%
Local Government	2,296	13.5%
State Government	709	4.2%
Federal Government	229	1.3%
Other Non-Covered	170	1.0%

Source: JobsEQ®

- Strong entrepreneurial activity is indicative of growing industries. Using self-employment as a proxy for entrepreneurs, a higher share of self-employed individuals within a regional industry points to future growth.

Establishments

In 2020, there were 1,476 Total - All Industries establishments in Culpeper County, Virginia (per covered employment establishment counts), an increase from 1,165 establishments ten years earlier in 2010.

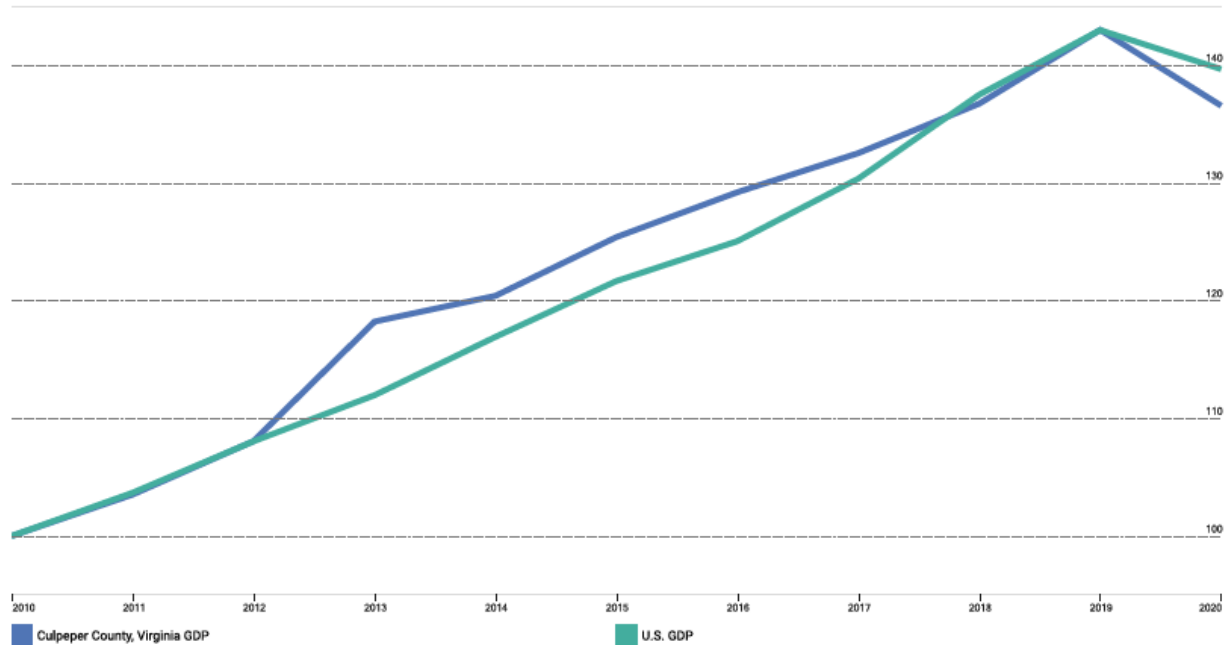


- New business formations are an important source of job creation in a regional economy, spurring innovation and competition, and driving productivity growth. Establishment data can provide an indicator of growth in businesses by counting each single location (such as a factory or a store) where business activity takes place, and with at least one employee.

GDP & Productivity

In 2020, Total – All Industries produced \$1.7 billion in GDP for Culpeper County, Virginia.

GDP: Indexed 2010 = 100



100.0 %

Industry Share of Total GDP /
100.0 % in the nation



3.2 % ↑

Avg Ann % Change Last 10 Yrs /
3.4 % in the nation

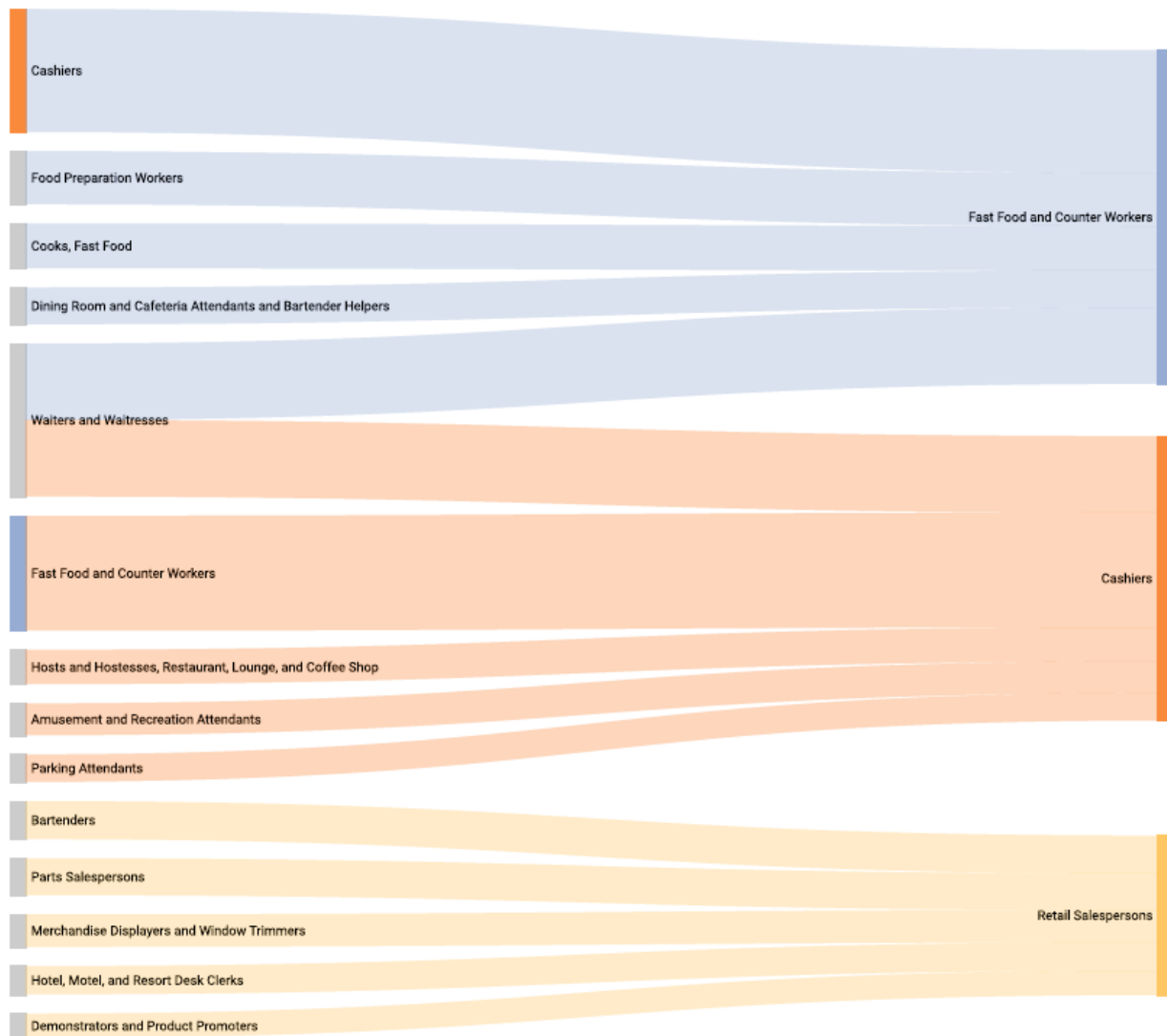


\$155k

Output per Worker /
\$224k in the nation



- Gross domestic product (GDP) is the most comprehensive measure of regional economic activity, and an industry's contribution to GDP is an important indicator of regional industry strength. It is a measure of total value added to a regional economy in the form of labor income, proprietor's income, and business profits, among others.
- Growth in productivity (output per worker) leads to increases in wealth and higher average standards of living in region.



- The graphics on this page illustrate relationships and potential movement (from left to right) between occupations that share similar skill sets. Developing career pathways as a strategy promotes industry employment growth and workforce engagement.

Data Notes and FAQ

- Industry employment and wages (including total regional employment and wages) are as of 2021Q1 and are based upon BLS QCEW data, imputed by Chmura where necessary, and supplemented by additional sources including Census ZBP data. Employment forecasts are modeled by Chmura and are consistent with BLS national-level 10-year forecasts.
- Occupation employment is as of 2021Q1 and is based on industry employment and local staffing patterns calculated by Chmura and utilizing BLS OES data. Occupation wages are per the BLS OES data and are as of 2020.

- GDP is derived from BEA data and imputations by Chmura. Productivity (output per worker) is calculated by Chmura using industry employment and wages as well as GDP and BLS output data. Supply chain modeling including purchases by industry are developed by Chmura.
- Postsecondary awards are per the NCES and are for the 2018-2019 academic year.
- Establishment counts are per the BLS QCEW data.
- Figures may not sum due to rounding.

What is annual demand?

Annual demand is a sum of the annual projected growth demand and separation demand. Separation demand is the number of jobs required due to separations—labor force exits (including retirements) and turnover resulting from workers moving from one occupation into another. Note that separation demand does not include all turnover—it does not include when workers stay in the same occupation but switch employers. Growth demand is the increase or decrease of jobs expected due to expansion or contraction of the overall number of jobs.

Culpeper's Economic Development message:

Discover Culpeper: You'll find Culpeper in the heart of Virginia. This strategic mid-Atlantic location offers companies 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 Opportunity:

The below data represents the sourced opportunities at the State level with Virginia Economic Development Partnership (VEDP) for FY21, July 2020 through June 2021.

Project Counts by Target Sector	Number of Leads
Other	11
Food & Beverage Processing	26
Supply Chain/Distribution	14
Life Sciences	23
Information/Communications Tech	40
Corporate Services	19

Manufacturing Non-F&B/Life Sciences	117
---------------------------------------	-----

Project Counts by Number of Potential Jobs	Number of Leads
<50 FTEs	109
50-100 FTEs	43
100-250 FTEs	54
250-500 FTEs	25
500+ FTEs	31

Project Counts by Potential Capital Investment	Number of Leads
<\$10M	141
\$10M-50M	54
\$50M-100M	26
\$100M-\$500M	25
\$500M+	16

A portion of these leads are converted to investment throughout the Commonwealth. Here is a snapshot of the leads that were shared with Culpeper’s regional EDO – Central Virginia Partnership for Economic Development:

Sourced opportunities with properties in consideration at quarter end – regional pipeline snapshot (tallied for fiscal end)

Region	Regional Share of VA	Lead	Info Gathering	Active	Proposal	Pre-announcement
Central Virginia Partnership	4%	16	22	4	4	0

*Not all projects had specific locations listed. A project listing an EDO with multiple localities is only counted once

*Open pipeline figures exclude projects that have no stage listed or that closed (won, lost, disengaged) in the quarter

Central Virginia Partnership as a region did not convert a single lead during FY21. This is alarming. As a region we need to become more competitive, and as a locality, there is a lot of room for improvement in our strategy and approach to lead conversion. At the end of the day, of the 250+ leads sourced by Virginia Economic Development Partnership, the overwhelming majority, 90 percent were looking for an already existing building to occupy, or a five tier site – land that is shovel ready. Culpeper has neither of these assets currently.

Culpeper Development Sites

At the end of FY21 Culpeper had two State certified development sites:

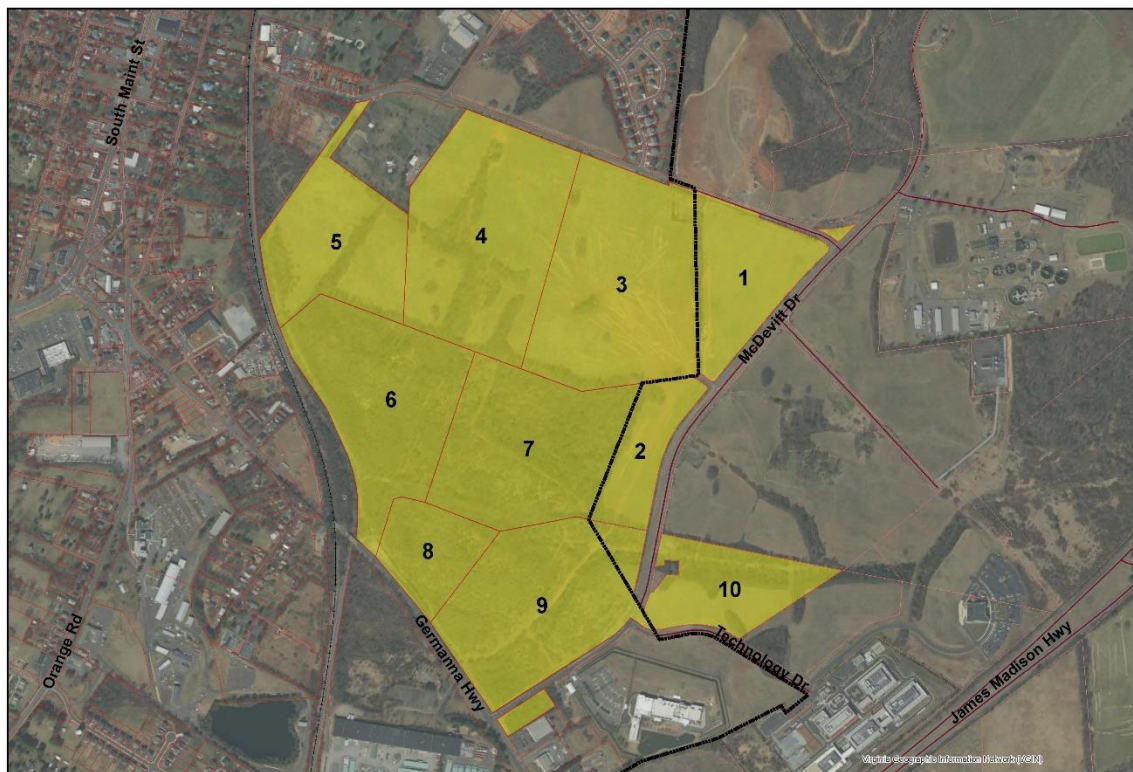
Wingspread Industrial Site

Certification Type	VEDP Business Ready	Certification Type	VEDP Business Ready
Largest Parcel Size	135 acres	Largest Parcel Size	55 acres
Total Size	266 acres	Total Size	98 acres
Site Ownership	Private	Site Ownership	Private
Zoning	Light Industrial	Zoning	Light Industrial
Distance to Closest Highway	1 mile to U.S. Hwy 522	Distance to Closest Highway	1 mile to U.S. Hwy 522

PowerGrid

Department is working with land owners and the County to certify the following group of sites off McDevitt Drive. There are ten individual sites, owned by four different entities. This collection of sites is referred to as 'The Hill'

Greenfield Development Sites



0 500 1,000 2,000 Feet
Map prepared by the Town of Culpeper GIS Department on 04/22/2021



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.

Major Department Projects

- **Culpeper Cares Small Business Recovery Grant** – In July 2020 Town Council and the Culpeper County Board of Supervisors allocated a combined \$3.2 million dollars to capitalize the Culpeper Cares Small Business Recovery Grant. The program was aimed to assistance Culpeper businesses and 501c3 non-profit organizations who incurred a 25 percent economic injury due to the coronavirus pandemic with relief funds ranging from \$10,000 - \$20,000. Recipients were able to use the grant award to help cover rent/mortgage, payroll, insurance, operating costs (utilities), e-commerce conversion, and personal protection equipment products. The program was managed by Town Tourism and Economic Development staff but was available County-wide. The grant was offered in three rounds, July 2020 – December 2020, resulting in a total of \$2,906,440 awarded. The Town applied the remaining \$375,449 to Federal CARES Act approved use.
- **Culpeper Recovers SWaM Business Rent | Mortgage Relief Grant** – Tourism and Economic Development secured a \$850,000 Community Development Block Grant from the Virginia Department of Housing and Community Development agency to develop and operate a Small Business Recovery Grant program aimed at helping Culpeper small businesses with rent and or mortgage relief in response to the economic downtown caused by COVID-19. The resulting program – Culpeper Recovers SWaM Business Grant afforded small, women and minority owned businesses the opportunity to be reimbursed for six months of qualified rent or mortgage costs up to \$10,000 per recipient. Tourism and Economic Development staff launched this grant program in February 2021. In May 2021, Tourism and Economic Development secured an additional \$318,000 under the Community Development Block Grant program to expand the Culpeper Recovers program to reach 501c3 non-profit organizations. Total small business and non-profit support from this program will be \$1,168,000. The program was still open and active at the close of FY21, carrying over into FY22.
- **Culpeper Downtown Micro Marketing Leverage Grant** – Tourism and Economic Development secured a \$25,000 Downtown Investment Grant to capitalize a micro marketing leverage grant for tourism and hospitality businesses within Culpeper's historic downtown district. The Tourism and Economic Development department dedicated an additional \$11,000 to the program, launching a \$36,000 grant fund in October 2020. Businesses were eligible to be reimbursed for qualified marketing and advertising costs up to \$1,500. This program was designed to provide assistance for businesses seeking to reengage customers and visitors after the prolonged COVID-19

shutdown. Program resulted in assisting 24 business, with end-user projects ranging from murals, social media campaigns, awning and window display upgrades, to a downtown scavenger hunt program called Mice on Main.

- **Culpeper Competes** – Tourism and Economic Development secured a \$45,000 Community Business Launch grant from the Virginia Department of Housing and Community Development to develop and operate an entrepreneurship education competition program – Culpeper Competes. The nine-week education program provided new and existing entrepreneurs with the tools and information necessary to open a new business, and or to scale and grow an existing business. On April 13, 2021 twelve out of the programs twenty-seven participants competed ‘pitch’ style for \$45,000 in grant money. Five businesses walked away with awards ranging from \$500 to \$20,000.
- **COVID Relief Funding Assistance-** staff worked with business, organizations and partners to help apply for and secure COVID-19 related assistance, relief and loans. Final results of these efforts are still being calculated, as certain relief programs extended past the close of the fiscal year. Below is a quick reference chart of verified assistance secured in Culpeper County at the close of FY21. Please note, we are only able to verify public assistance, private and non-profit grants and loans are not publicly published. That said, staff worked with our partners on the following private and non-profit sector grants and assistance programs:

VA 30 Day Fund
LISC (Local Initiative Support Corporation)
People Inc.
Virginia Career Works
Amazon Neighborhood Small Business Relief Fund
Farmer Relief Fund
Others

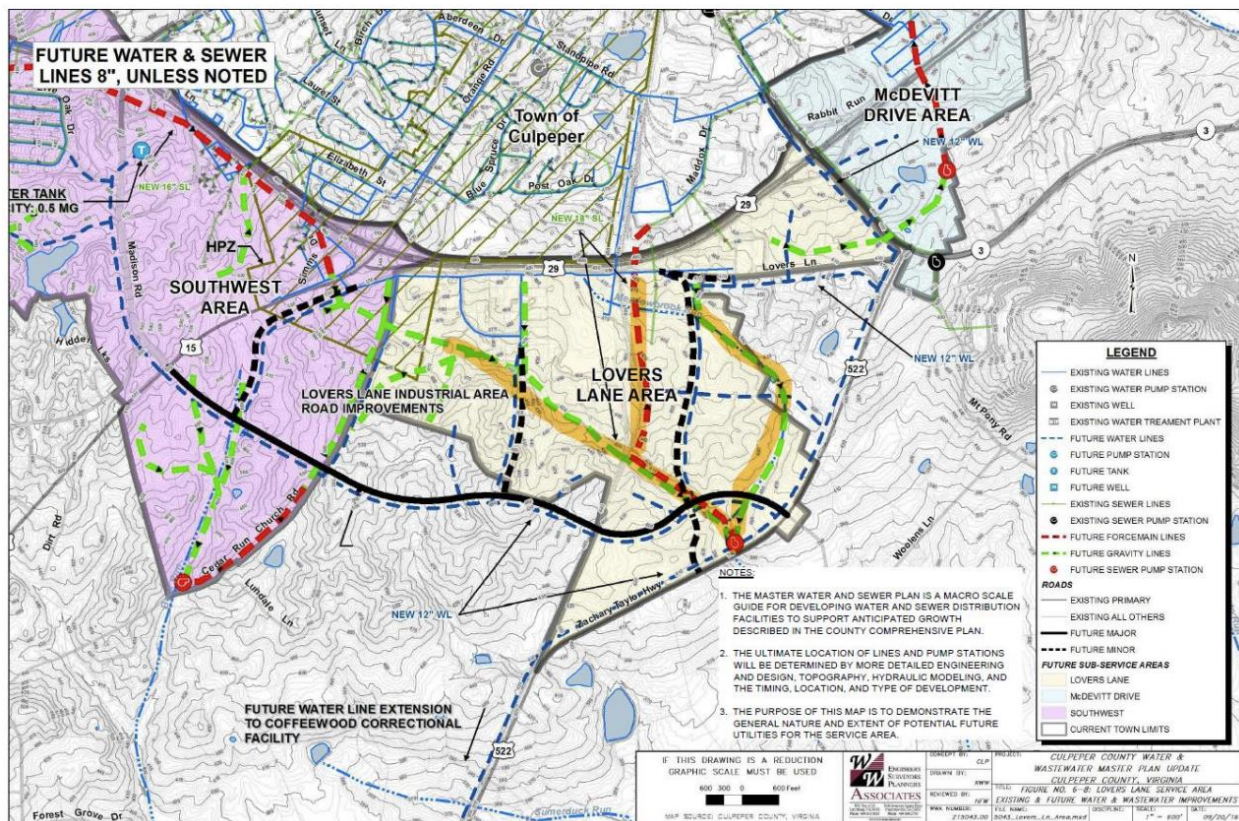
Southern Smoke Foundation
Business for All – powered by Alice
Google Ad Grants
The Facebook Small Business Grants Program
Truist
eBay – Up & Running

PROGRAM	NUMBER OF BUSINESSES- ORGANIZATIONS ASSISTED	FUNDS AWARDED
Paycheck Protection Program Round One Sub 150K	529	\$18,951,488.32
Paycheck Protection Program Round One Plus 150K	74	\$36,317,142.37
Economic Injury Disaster Loan Advance Round One	505	\$1,608,000.00
Economic Injury Disaster Loan Round One	295	\$14,585,400.00

Culpeper Cares	165	\$2,906,440.00
Rebuild Virginia Round One	15	\$422,587.00
Culpeper Recovers	67	\$575,998.28
Grand Total		\$75,367,055.97

- **UVA Propel Program** – brought the UVA Propel Program to Culpeper and our industry partners. A community project-based learning program called Propel. The Propel initiative engages student teams to support real-world project challenges faced by local small businesses, start-ups, and non-profit organizations. Students receive instruction through a Management Consulting and Decision Analytics course and are mentored by UVA alums from leading consulting firms. Projects can address a wide range of business and technology problems including, market entry, marketing strategy, logistics, ecommerce, data analytics, financial analysis, business process mapping, and more. There is no charge to participating organizations.
- **GO Virginia | Digital Resiliency and Pandemic Recovery Project Grant** – Director worked with the Central Virginia Small Business Development Center to secure a \$131,220 GO Virginia grant, to help existing businesses and new ventures address growth challenges and improve economic resiliency by addressing digital presence and e-commerce gaps as well expanding the capacity to serve the region's business development needs. The proposal emphasizes services to rural localities and under-resourced communities. By the close of FY21, we had served 27 new regional companies, the majority of which were startups.
- **GO Virginia | Advancing Regionally Significant Sites** – Director worked with Central Virginia Partnership for Economic Development, in collaboration with Culpeper and Louisa, this grant will assist two regionally identified industry sites for attracting target sector companies. Culpeper - The proposed project will leverage funds for design or engineering services related to water and wastewater utilities for the sites. The result will be the enhancement of the Wingspread site and neighboring parcels in Culpeper to accommodate the water/sewer needed to make the Tier 4 site, neighboring parcels, and an existing industrial facility more marketable.

For Culpeper, the area south of US 29 and Lovers Lane, between US 15 on the west and US 522 on the east, has over 500 acres zoned light industrial. Currently, 266 of these acres, known as the Wingspread site, are at Tier 4 in the VEDP site readiness classification. This engineering work covers a total of 532 acres as it includes the SLC Financial site (73 acres), the Red Ace site (84 acres), Cannon Crossing site (20 acres), and an additional 89 acres currently operated by Continental. The current sewer service to this entire acreage is limited to 10,000 gallons per day (gpd). Future development for these sites is critically dependent on our ability to provide increased water and sewer volumes.



The Culpeper EDA will provide the matching funds for this engineering work. Work should commence July-December 2021. The goal is the information will reduce the risk for companies looking to build a facility in this area. The Town and County will also be able to use this information for utility, land use, zoning and development planning.

- **Culpeper Incentives** – review of the current incentives we offer to qualified businesses:
 - Can receive reimbursement of 100% of Machinery and Tools (M&T) taxes for three years for investments over \$500,000
 - With fewer than 26 employees can received this incentive for investments over \$250,000
 - That invest over \$3,000,000 can receive an additional 50% of M&T taxes for years 4 and 5
 - Can receive up to 50% of the new real and personal property taxes for approved employee training for a period of five years
 - Can receive up to 25% of the new real and personal property taxes for approved employee training for an additional five years (years 6-10)

Technology Zones

Grants within Technology Zones equal up to 80% of all taxes paid to the County and Town for the five years after project completion. Initial year grant also includes cost for all site plan and building plan fees (County).

- Braggs Corner Technology Zone
- Brandy Station Technology Zone
- Elkwood Technology Zone
- Lovers Lane Technology Zone
- McDevitt Drive Technology Zone

FY21 Incentive payouts for the 2020 tax year were over \$55,000.00.

- **Culpeper Rail** - The Culpeper Economic Development Advisory Committee expressed interest in identifying and assessing potential growth strategies through rail enhancements and programming. The below was provided as an update to the committee:
 - Existing rail and spurs
 - 9 inactive spurs
 - 7 active spurs and side tracks
 - 6 miles of double track from Hwy 522 to CFC
 - 5 bridges
 - 10 major road crossings
 - Potential rail sites
 - Wingspread
 - Dalro
 - Continental
 - Cost to expand
 - \$260,000 per switch
- **GO Virginia Region 9 Council** - Economic Development and Tourism Director Paige Read was elected to serve on the GO Virginia Region 9 Council for a three year term expiring July 2024.
- **Virginia Economic Development Partnership** - Economic Development and Tourism Director Paige Read was elected to serve on the State agencies Business Development and Marketing Advisory Committee for a four year term expiring July 2025.
- **Federal Policymaker Visit** – Hosted U.S. Senator Tim Kaine, and Congresswoman Abigail Spanberger on Friday, May 7th for a round table discussion on COVID survival, COVID relief packages and spending, the upcoming infrastructure bill, and workforce challenges. The discussion was followed up by a walking tour of downtown Culpeper, where we showcased the parklet program and visited Far Gohn Brewing Company, Raven’s Nest Coffee House, and Miranda Ventures.
- **Small Business Training** – in partnership with the Central Virginia Small Business Development Center, we delivered over 120 workshop and training opportunities to industry partners in Culpeper. Topics covered included, but were not limited to: Access

to Capital, Management, Startups, Sales & Marketing, Finances, COVID, Technology, Operation & Logistics and Legal.

- **Town of Culpeper | Small Business** – four year lookback report, generated on June 15, 2021, on number of licensed operating businesses within the Town of Culpeper.

<u>Category</u>	2021		2020		2019		2018	
	<u>New</u>	<u>Closed</u>	<u>New</u>	<u>Closed</u>	<u>New</u>	<u>Closed</u>	<u>New</u>	<u>Closed</u>
Contracting	0	0	1	8	2	3	3	3
Professional	8	2	11	21	13	6	7	10
Repair & Personal Bus	26	2	64	48	35	34	21	23
Retail	19	1	35	33	32	39	17	23
Utilities	0	0	0	0	2	0	0	0
Wholesale	0	0	1	2	1	1	1	1
Other	0	0	1	3	1	0	0	0
<i>Total</i>	<i>53</i>	<i>5</i>	<i>113</i>	<i>115</i>	<i>86</i>	<i>83</i>	<i>49</i>	<i>60</i>
<i>(Total # of Businesses Jan. 1)</i>	790		807		757		758	

INFORMATION TECHNOLOGY

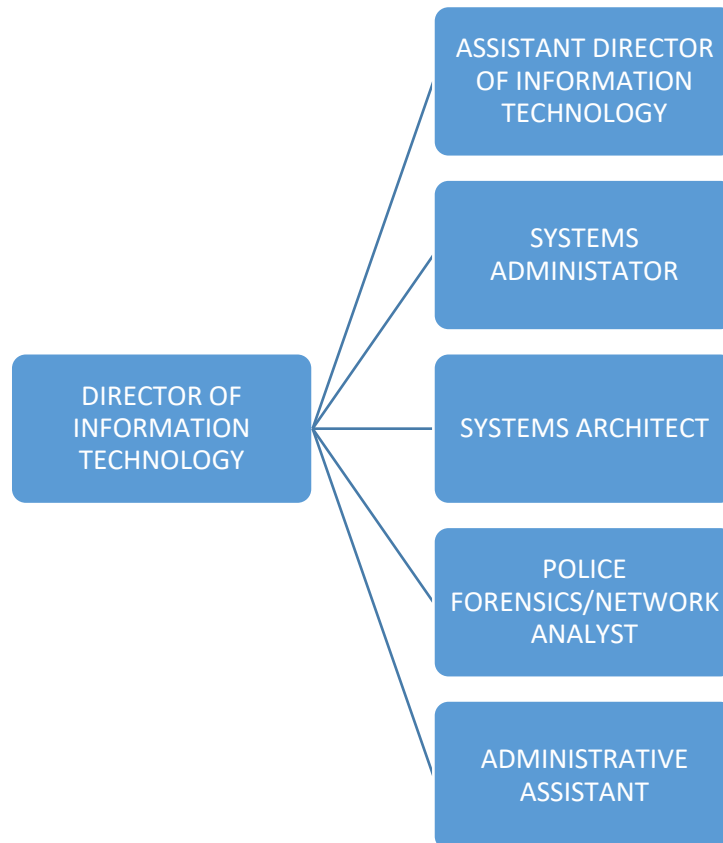
INTRODUCTION

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

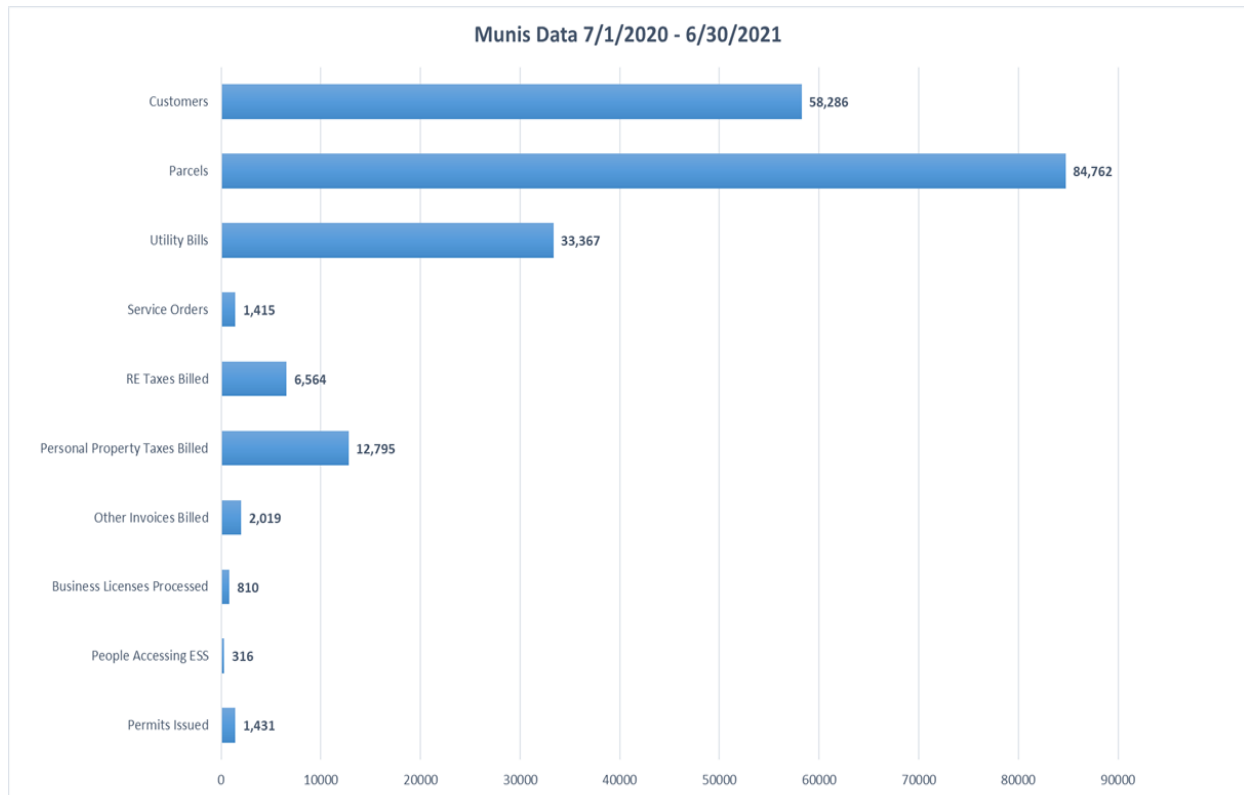
PROJECT HIGHLIGHTS AND UPDATES

Computing and Server Services

- Ordered and configured laptops to allow employees to telework when required.
- Replaced all Universal Power Supplies (UPS) with larger units for additional uptime for all network equipment while providing analytics for reviewing and troubleshooting.
- Evaluated and reviewed several systems within the network to identify security vulnerabilities.
- Developed new Information Technology Security Network Policy
- Performed monthly patching on all servers to ensure compliance for security.
- Evaluated and reviewed several systems within the network to identify security vulnerabilities
- Installed new wiring between the floors to the Town Hall Generator to fix the generator from running continuously.

ERP Financial Software

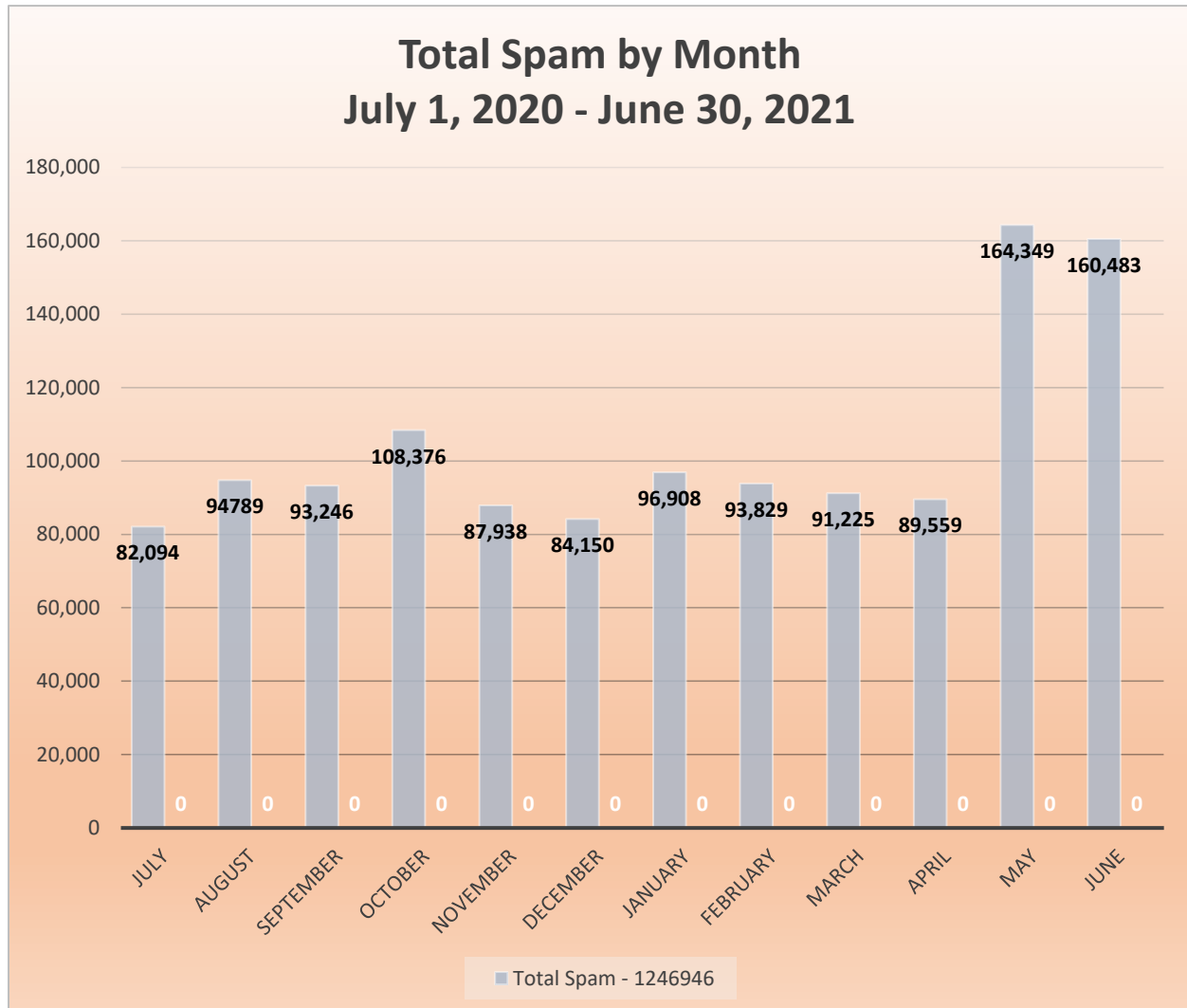
- Assisted with conversion and implementation of Personal Property Tax to the new ERP system.
- Assisted with conversion and implementation of Utility Tax to the new ERP system.
- Implemented Citizen Self Service Portal
- Assisted with conversion and implementation of interface between the AMR and ERP system
- Upgraded vendor cashiering to a new version.
- Implemented new online payment system, including integration with the ERP system.
- Implemented a new SSL certificate for content management server (CMS)
- Upgraded content management software to latest version.
- Created tutorial video for staff to understand how to use templates for Planning permit
- Configured and tested cashiering program’s receipt printer for check scanning.



Security

- Upgraded and configured new network switches at all facilities to stabilize the internal Town network for advanced troubleshooting, increase performance and stability.
- Installed all Wireless Access Points (WAP's) across the network. The new wireless networks are managed from a single portal that allows devices to connect automatically at each location without the need of user interaction.
- Configured additional security on the WAP's to protect the Local Area Network (LAN) for the Town.
- Upgraded Virtual Private Network (VPN) that requires application based approval for users to access the network.
- Implemented 2 Factor Authentication (2FA) as an extra layer of security for logging into the network.
- Removed segmented networks to stabilize and secure the overall Town Network.
- Removed all unnecessary routing from the switches to allow faster throughput.
- Monitored firewalls at Town Hall for inconsistencies in data traffic.
- Updated IP addresses for gateway portal.
- Reviewed firewall security reports.
- Reviewed managed services reports quarterly with the vendor.

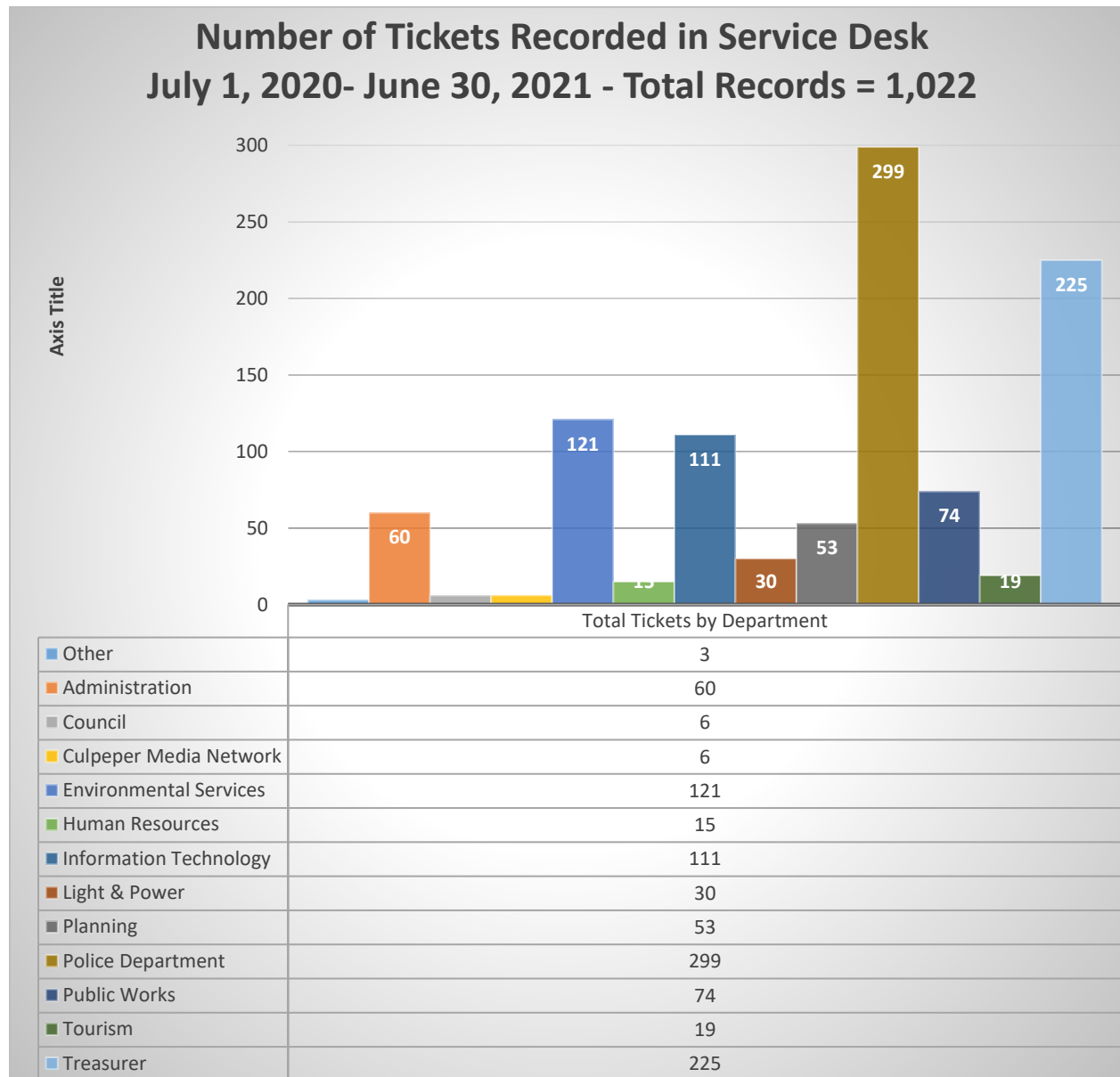
- Administered user accounts for network access, created email accounts for users and departments, programmed phones for any changes that was needed and set up appropriate permissions for users to access network resources (database, shared folders, computers, etc.)
- Upgraded and implemented camera systems at two locations.
- Upgraded town's website to include Content Management



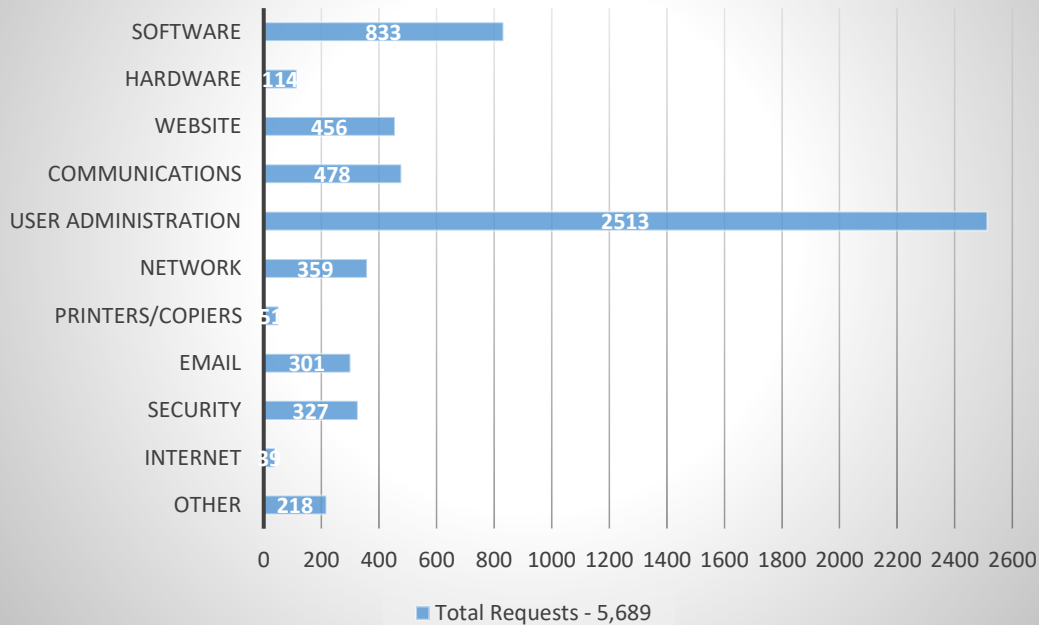
Public Safety

- Removed legacy hardware, installed and configured a hybrid cloud infrastructure at the Police Department. This included the migration and conversion of all servers.
- Added a feature in the National Crime Information Center (NCIC) though Computer Aided Dispatch (CAD) that will automatically run a registered owners when their tag is run through their system.

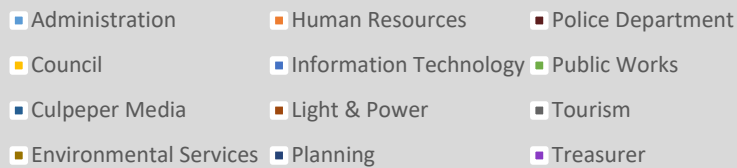
- Forensically extracted and analyzed devices.
- Completed upgrade of radio systems in police vehicles.
- Installed radio antenna at police department.
- Installed License Plate Reader camera.



Requests by Category July 1, 2020- June 30, 2021



Estimated Incidents by Department Outside of Service Desk July 1, 2020 - July 30, 2021 - Total Records = 4,478



FY22 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.
- 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.
- 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 upgrade.
- 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.
- Complete configuration and full utilization of Tyler Content Management Enterprise Edition.
- Continue to develop a strategy to check all servers and network devices to ensure any issues they have experienced are addressed.
- Initiate process for upgrading to new version of Enterprise Resource Planning (ERP) system.
- Implement new Voice Over Internet Protocol (VOIP) system.
- Implement new e-Parking system.
- Complete remediation of all found points of interest from the Network Security audit.
- Formalize schedules for vulnerability scans that regularly probe restricted areas of the network and produce reports that provide information on potential risks.
- Complete Disaster Recovery (DR) Plan.
- Complete E-Notify system.

Acronyms

AD – Active Directory

AGOL – ArGis online

CAD – Computer Aided Dispatch
CJIS – Criminal Justice Information Systems
CMS – Content Management Service
CPU – Central Processing Unit
DR – Disaster Recovery
ERP – Enterprise Resource Planning
GIS – Geographical Information System
LAN – Local Area Network
MDT – Mobile Data Terminal
NCIC – National Crime Information Center
NFS – Network File System
NRCS – Natural Resources Conservation Services
PD – Police Department
SQL – Structured Query Language
2FA – 2 Factor Authentication
UPS – Universal Power Supply
VOIP – Voice Over Internet Protocol
VPN – Virtual Private Network
WG – Watchguard
WAP – Wireless Access Point

CULPEPER MEDIA NETWORK

The past year has provided Culpeper Media Network 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. Culpeper Media Network helps to build a stronger, more informed community - all while providing a significant return on investment.

Our Audience

Our audience is primarily female between the ages of 35 and 64. Our broadcast on Comcast and Fios reaches approximately 8,200 households. Most of those that tune in want to see civic events, non-profit programming, and government meetings.

Foundations

Government Meetings – Culpeper Media Network 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 – 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 has completed their program "Crafty Creations" with us after 66 episodes. We look forward to a new monthly spotlight program that covers the entirety of operations at Parks & Rec.

Civic Events – The Pandemic has greatly hindered our coverage of community events. As we begin seeing signs of normalcy, we look forward to broadcasting more of what makes Culpeper special. Up next are 3rd Thursdays and Historical programs featuring Civil War history.

An Investment in Culpeper

Culpeper Media Network continues to keep track of services provided to non-profits 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 July of last year, Culpeper Media Network has logged a *minimum* of 250 hours of service to numerous organizations. The cost of these services, by outside vendors, would exceed \$10,000. We continue to work with Town & County organizations to save money. A more recent example is the consultation and installation of additional lighting for the Culpeper Police Department. With consultations, equipment rental to internal agencies, production work and on-line meeting solutions, we have saved Culpeper over \$25,000 this year alone.

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. Culpeper Media Network 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.

Government meetings have changed and we had a hand in making it work. Personnel from multiple boards were not able to attend the meetings in-person (when they resumed). Working with County IT, we changed the workflow of the meetings to allow persons to not only participate in the meetings via audio, but also to make the video accessible as well.

We have been acting as Public record for a number of government meetings. These included the Library Board, Public Works, CEDAC, and Economic Development Authority.

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. This pandemic program totaled 17 agencies with over 100 airings.

Accessibility has become paramount in our COVID impacted world. We continue to have every live meeting captioned, with those captions accessed after the meeting as well. We are currently working to make captioning for additional programming possible as well.

With the decrease in civic programming, we have turned inward to cataloging our programs for archiving. We look to have searchable digital archives of over 300 programs within the month. We will continue to expand this until all of our analog material is digitally converted.

As the worst of the Pandemic seems to have passed, we look to incorporate some of these changes in future programming to make Culpeper accessible to all.

What is Next?

One of the most exciting projects we continue to work on is the expansion of our signal distribution. We currently had a Fire TV stick application. This allows smart TV owners access to a library of our programming. We are hoping to engage further with a live stream option not only to Fire TV users, but also to a YouTube audience.

Other projects moving forward include a new bulletin board system, incorporations of live feeds from downtown cameras, and more.

Culpeper Media Network 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 Culpeper Media Network 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 we will implement and not others. What will always be present is an organization that will always strive to bring the best of Culpeper to our Community.