



**TOWN COUNCIL WORK SESSION**  
**Monday, March 13, 2023 @ 7:00pm in the Town Hall Conference Room**  
View meeting online LIVE at <https://www.frontroyalva.com/673/Town-Hall-Live>

1. Roll Call

**7:00pm** 2. Fiscal Year 2023-2024 Proposed Budget Presentation — *BJ Wilson*

**8:00pm** 3. Items Slated for the Consent Agenda at the March 27<sup>th</sup> Regular Meeting — *BJ Wilson (A-D)*

- A. Riverton Pump Station Engineering
- B. Professional Annual Auditing Services
- C. Various Single-Phase Pad-Mounted Transformers
- D. Three-Phase Pad-Mounted Transformer
- E. Resolution approving Town's participation in proposed settlement of opioid-related claims against pharmaceutical manufacturers and distributors with settlement funds to be used to help remediate damages caused by the opioid epidemic — *George Sonnett*
- F. Proclamation for Front Royal Karate Club's 50<sup>th</sup> Anniversary Celebration — *Mayor Cockrell*

**8:10pm** 4. Staff Retreat Preparation

- Public Works Capital Projects — *Robbie Boyer*
- Comprehensive Plan Update — *Lauren Kopishke*

**9:00pm** 5. Open Discussion

6. Adjourn



## Work Session Agenda Statement

Item #02

Meeting Date: March 13, 2023

---

**Agenda Item:** Fiscal Year 2023-2024 Proposed Budget Presentation

**Summary:** Staff will review highlights of the FY23-24 Proposed Budget with Town Council.

**Budget/Funding:** N/A

**Staff Recommendation:** Staff recommends for council to discuss any items included in the FY24 proposed budget to be further reviewed and allow staff to gather information to provide during a future work session.

# Proposed FY 2023-2024 Budget Work Session

March 13, 2023



102 E. Main Street | Front Royal, VA 22630 | [frontroyalva.com](http://frontroyalva.com)

# NEXT STEPS

- **TBD** - Discuss 2023 Real Estate & Personal Property Tax Rates to be advertised
- **TBD** – Advertisement for Public Hearing of Tax Rates
- **TBD**– Public Hearing & Approval of Town Tax Rates
- **April 5, 2023** – Advertisement for Annual Appropriation Ordinance
- **April 10<sup>th</sup>, 2023** – Additional Budget Work Session (if requested)
- **April 24, 2023** – Public Hearing & Request of Council approval for FY23-24 Appropriation Ordinance and Sewer Rate Ordinance



# FY 23-24 SNAP SHOT OF FUNDS

|                  | <u>FY24 Proposed</u> | <u>FY23 Budget</u> | <u>Difference</u> | <u>%</u> |
|------------------|----------------------|--------------------|-------------------|----------|
| General Fund     | 12,840,550           | 12,071,200         | 769,350           | 6.4%     |
| Streets          | 3,062,605            | 2,994,130          | 68,475            | 2.3%     |
| Special Projects | 971,020              | 752,495            | 218,525           | 29.0%    |
| Electric         | 20,115,190           | 19,615,720         | 499,470           | 2.5%     |
| Water            | 5,104,785            | 5,143,155          | (38,370)          | -0.7%    |
| Sewer            | 6,391,495            | 6,307,870          | 83,625            | 1.3%     |
| Solid Waste      | 1,190,790            | 1,069,035          | 121,755           | 11.4%    |
|                  | \$ 49,676,435        | \$ 47,953,605      | \$ 1,722,830      | 3.6%     |



# Snapshot - Total Budget

- \$49.7 million
- 3.6% increase of \$1.7 million
- \$16 million personnel
- Changes in full time positions from previous budget
  - Removed Assistant Town Manager/Added Director of IT
  - Full Time Custodian
  - Administrative Assistant/Deputy Clerk of Council
  - Sworn Police Officer/Community Resource Officer
  - Convert Part-Time WTP Maintenance Tech to Full Time



# Direct Impact to Employees

- Inclusion of Compensation Study Salaries - \$425,117
- 1% C.O.L.A. - \$129,170
- 2% Average Merit Increase - \$280,075
- 1.7% Health insurance increase \$28,185
- Admin Assistant/Deputy Clerk of Council (Partial Year)- \$40,545
- One additional Certified Police Officer/C.R.O. - \$68,910
- Convert Part-Time WTP Maintenance Tech to Full Time - \$52,540
- Employee appreciation - \$4,000
- Holiday Luncheon - \$4,000
- Employee Wellness Program - \$7,500



# General Fund Highlights

- Drug Court - \$50,000
- Town Scholarships - \$3,000
- Black Box Telephone System Upgrade - \$30,000
- Police GIS Maintenance - \$24,300
- Special Events
  - National Night Out - \$1,500
  - Fireworks - \$12,000
  - Festival of Leaves - \$4,000
  - Halloween Event - \$4,000
- Tourism - \$233,000
- Trolley - \$47,295



# General Fund Capital/Debt Expenditures

- Fleet Maintenance Building Rehabilitation Debt Service - \$230,635
- Police Body Worn Camera Lease - \$32,440 (Year 4 of 5)
- Police Radio System Debt Service - \$71,245 (Year 5 of 10)
- Police Department Construction Debt Service-\$358,700 (Note ends 2031)
- Repayment Economic Development Access Grant \$216,665 (Year 2 of 3)
- Warren County VRA Bond \$148,020 (Ends 2035)
- Street Sweeper Loan \$26,685 (Year 6 of 10)



# Electric Expenditure Highlights

- Electric Rate Study - \$50,000
- Happy Creek Substation Expansion - \$200,000 (Year 2 of 5)
- Manassas Substation - \$200,000 (Year 2 of 3)
- Traffic Signalization - \$200,000
- Automated Metering Infrastructure - \$300,000



# Water Expenditure Highlights

- Clearwell 1 & 2 Repairs - \$50,000
- Enrix Traveling Screen Replacements - \$75,000 (Year 1 of 2)
- Repair Raw Water Settling Basins - \$75,000 (Year 1 of 2)
- Flow Meters Guardhill Pump Station - \$25,000
- 4-H Water Station Upgrade \$75,000 (Year 2 of 4)
- Water Treatment Plant Security Upgrades - \$25,000
- Replacement of Jamestown Pressure Reducing Vault - \$80,000
- Replace Jamestown PRV Vault - \$80,000
- Waterline Upgrades Royal Ave- \$624,000 (In conjunction Primary Paving)



# Sewer Expenditure Highlights

- Asset Management Program - \$25,000
- #2 Final Clarifier Drive - \$90,000
- Replace Monitoring Cabinet - \$11,300
- I&I Abatement - \$200,000



# Water/Sewer Debt Service

- WWTP Upgrade - \$1,968,880 (Ends 2037)
- Water Plant Upgrade - \$767,800 (Ends 2026)
- Water Plant Upgrade - \$204,740 (Ends 2034)



# Solid Waste Highlights

- No vehicle/equipment replacements currently budgeted
- The Town will be soliciting a request for proposals to have a firm take an overall look at solid waste collection and provide recommendations on the future of the Town's solid waste
- Staff will return to Council with recommended rate increase and applicable budget amendment



# Highway Maintenance Highlights

- Bridge Inspection/Load Ratings - \$23,000
- Primary Paving
  - Commerce Ave (2<sup>nd</sup> to 6<sup>th</sup>) - \$164,246
  - Commerce Ave (E 6<sup>th</sup> to N Royal) - \$136,389
  - N Royal Ave (Commerce to E 6<sup>th</sup> St) - \$134,007
- Shenandoah Avenue Street Light Project Additional Funding - \$160,000
- Prospect Street Bridge Rehabilitation - \$300,000 (Seed money)



# Vehicles/Equipment

- Fleet Maintenance – \$25,000 Replace 2002 GMC 3500 (Year 2 of 3)
- Horticulture - \$25,000 Replace #731 (2008 F250) w/ Crew Cab Dump Truck (Year 2 of 3)
- Police Dept - \$159,000 Replace three Ford Explorers (all over 100,000 miles)
- W/S Line Maintenance - \$30,000 Trenchbox Replacement
- W/S Line Maintenance - \$50,000 Replace 2004 Utility Van (Year 2 of 2)
- HWY – \$80,000 – Replace 2002 GMC Dump Truck (Year 2 of 2)
- HWY - \$30,000 – Replace 1988 Asphalt Roller (Year 5 of 5)
- HWY - \$30,000 – Replace 2002 Rubber Tire Loader (Year 3 of 3)
- HWY - \$20,000 – Snow Plow Replacements (Year 2 of 4)
- HWY - \$25,000 – Salt Brine Mixer Equipment



# NEXT STEPS

- **TBD** - Discuss 2023 Real Estate & Personal Property Tax Rates to be advertised
- **TBD** – Advertisement for Public Hearing of Tax Rates
- **TBD**– Public Hearing & Approval of Town Tax Rates
- **April 5, 2023** – Advertisement for Annual Appropriation Ordinance
- **April 10<sup>th</sup>, 2023** – Additional Budget Work Session (if requested)
- **April 24, 2023** – Public Hearing & Request of Council approval for FY23-24 Appropriation Ordinance and Sewer Rate Ordinance



# Questions Proposed FY 2023-2024

## Budget Work Session



102 E. Main Street | Front Royal, VA 22630 | [frontroyalva.com](http://frontroyalva.com)



## Work Session Agenda Statement

Item # 03A

Meeting Date: March 13, 2023

---

**Agenda Item:** Riverton Pump Station Engineering

**Summary:** Council is requested to approve a task order for Potesta Engineering in the amount of \$162,900 to investigate the Riverton Pump Station. This proposal covers the design phases, regulatory phases, bidding, and construction phase for replacing both existing pumps, installed in the early 1980's, and adding a third pump to the existing stub out. This pump station collects all the sewer from the 522N corridor; replacement parts are hard to find and have an extensive delivery time when the Town is able to locate parts. Replacement pumps will be of same model type of pumps currently used by the Town, which will provide the Town the ability to have spare interchangeable parts.

In accordance with the Virginia Public Procurement Act, Potesta Engineering was awarded a contract with the Town of Front Royal for Environmental Engineering Services by Town Council on June 27, 2022. The Town of Front Royal requires Council's approval to procure engineering services exceeding \$25,000. Currently, there is \$570,000 allowed for this project on purchase order #28885.

**Budget/Funding:** Funds were previously budgeted for Riverton Pump Station and were set aside on Town purchase order number 28885 under the following line item:

9801-R47009 Wastewater Treatment Plant Professional Services \$162,900.00

**Staff Recommendation:** Staff recommends approving as presented under Consent Agenda for March 27<sup>th</sup>.



## Town of Front Royal Public Works

### MEMORANDUM

**TO:** Michelle Campbell, Manager of Purchasing

**CC:** B.J. Wilson, Finance Director

**FROM:** Robert B Boyer, Public Works Director

**DATE:** February 16, 2023

**SUBJECT:** Recommendation to approve Engineering Proposal for Riverton Pump Station

We have reviewed the engineering proposal from Potesta Engineering out of Winchester, VA to investigate the Riverton Pump Station. This proposal covers replacing both existing pumps and adding a third pump to the existing stub out already in place. It also includes the check valves, VFD's, Wet well Stairs and back up generator. All of these items are the original hardware from when the pump station was installed in the early 80's. This proposal covers the design phases, regulatory phases, bidding and construction phases for a total of **\$162,900.00**. There's currently **\$570,000.00** on a purchase order for this project. We recommend moving forward with the proposal to allow the pump station updated. This pump station collects all the sewer from the 522N corridor and Viscose City Area.

If you have any questions or need any further information, please contact me at 540-692-4789.

Thank You.



**VIA EMAIL ONLY**

February 9, 2023

Mr. Robert Boyer, AICP  
Director of Public Works  
Town of Front Royal Public Works  
PO Box 1560  
800 Crosby Road-Extended  
Front Royal, Virginia 22630

RE: Revised Proposal for Task Order  
Upgrade of Riverton Pump Station  
Front Royal, Virginia  
Potesta Project No. 0103-22-0102-030

Dear Mr. Boyer:

Potesta & Associates, Inc. (POTESTA) is pleased to provide the Town of Front Royal (Town) with this revised proposal for permitting, design, bidding and construction phase services associated with upgrading the Town's Riverton pump station (Riverton) which is located along Queens Highway. This proposal has been prepared based upon an August 17, 2022 meeting between the Town and POTESTA, and subsequent communications between the Town and POTESTA.

**BACKGROUND**

The Town owns and operates a sanitary dry pit/wet pit pump station where the pumps at the pump station are old, and finding parts for repair is becoming increasingly difficult. Currently the Town is upgrading their Influent Pump Station and have previously upgraded their Crooked Run Pump Station (both pump stations have similar dry pit/wet pit design) by replacing the aging pumps with dry pit Flygt pumps. The Town desires a similar upgrade for this pump station but intends to add a third pump in addition to replacing the two existing pumps. In addition, the Town desires to replace the corroded wet-well spiral staircase, the existing emergency generator which is housed on the top (3<sup>rd</sup>) floor, and the comminutor.

The proposed upgrade can be summarized as follows:

1. Replace two existing pumps with two Flygt pumps.
2. Add a third Flygt pump (the PS already has the third wet-well stub-out).

3. Replace pneumatic check valves with Swing Check Valves.
4. Upgrade electrical equipment (motor control center, switchboard, and variable frequency drives [VFD]) to accommodate the new pumps.
5. Replace wetwell platform and staircase.
6. Replace the existing comminutor.
7. Repair or replace the existing emergency generator.

Construction services are anticipated to be procured by the design-bid-build method.

## **SCOPE OF SERVICES**

POTESTA proposes to perform the tasks described in the following sections in order to complete the requested scope of services.

### **Preliminary Design Phase Services**

The Town has not completed preliminary engineering for upgrading the pumps like they had previously completed for the Influent Pump Station design; therefore, POTESTA anticipates providing preliminary engineering.

POTESTA anticipates review of the existing pump station by:

- Reviewing information provided by the Town, such as original drawings, upgrade drawings, reports, specifications, and other related documents.
- Conducting site visit to view, measure, and confirm available space, equipment including pumps, comminutor, wet-well stairwell and emergency generator, related mountings, valves, and fittings, VFDs, electrical service, and other related electrical equipment. Review existing generator to determine need to replace or repair.
- Developing recommended options for new pumps and VFDs for the new pumps. Recommendations to be based on available installation space and available electrical service.
- Developing recommendations on whether to repair or replace the existing emergency generator.
- Confirming permitting/notification requirements related to installation of new pumps, VFDs, emergency generator, etc.

- Evaluating system hydraulics for identifying pump duty points and whether downstream system can meet capacity of third pump.
- Developing technical memorandum summarizing preliminary finding and provide recommendations and costs.

### **Regulatory Phase Services**

The preliminary engineering effort will identify permitting/notification requirements needed by the Town to obtain a certificate of construction (CTC) and certificate of operation (CTO) from the Virginia Department of Environmental Quality (VDEQ). Based on the installation of a third pump, it is possible that the capacity may increase more than 25 percent, therefore requiring a CTC and CTO application. If a CTC is required, POTESta will develop a design report for submittal to VDEQ. POTESta will also review the existing emergency generator on whether it meets air permitting requirements through VDEQ.

### **Design Phase Services**

#### ***Task D1 – Site/Facility Mapping***

POTESta anticipates completing mapping/measurements of the internal structure and layout of the pump station and compare historic drawings versus site observations, etc. No further field survey of the existing features and exterior grounds is expected at this time. POTESta assumes that original and upgrade drawings of this pump station exist and will be used for this effort.

#### ***Task D2 – Drawings***

POTESta anticipates:

- A. Site visits/meeting to initiate the final design effort and to meet with the Town to gather further input and information.
- B. Meeting at the site with the vendor of the proposed pumps to obtain input on the design.
- C. Preparation of design construction drawings (assumed for the purposes of this proposal to include the following):
  - 1. One title and index sheet.
  - 2. One general notes and legend sheet.

3. Site plan drawings presenting existing features and demolition plan.
4. Section drawings presenting existing features and demolition plan.
5. Site plan drawings showing proposed work associated with installation of the pumps.
6. Site plan drawings showing proposed work associated with the and installation of the emergency generator.
7. Site plan drawings showing proposed work associated with the installation of the comminutor.
8. Structural drawings depicting the proposed pump pads and platform/spiral staircase.
9. Electrical drawings presenting modification of existing electrical distribution system.
10. Miscellaneous detail drawings.

It will be necessary for the Town to provide POTESTA available record drawings (or construction, if record drawings are not available) of the pump station.

### ***Task D3 – Technical Specifications***

We will prepare technical specifications for the project. We anticipate inclusion of the following sections:

- **DIVISION 1 – GENERAL REQUIREMENTS**
  - Summary of Work
  - Drawing Index
  - Basis of Payment
  - Alternates
  - Submittals
  - Temporary Facilities
  - Traffic Regulation
  - Material and Equipment
  - Testing Process Systems
  - Project Close Out
  - Operation and Maintenance Data
  - Demonstration and Training

- **DIVISION 2 – SITE WORK**
  - Dewatering
  - Existing Utilities and Structures
  - Audio-Video Color Recording
  - Clearing and Grubbing
  - Trenching, Backfilling and Compacting
  - Building Demolition
  - Excavation Support and Protection
  - Earthwork
  - Erosion and Sedimentation Control
  - Manholes and Cleanouts
  - Paving and Surfacing
  - Lawn Restoration
- **DIVISION 3 – CONCRETE**
  - Cast-in-Place Concrete
- **DIVISION 9 – FINISHES**
  - Painting
- **DIVISION 11 – EQUIPMENT**
  - Wastewater Pumping Equipment
  - Emergency Generator
- **DIVISION 15 – MECHANICAL**
  - Piping - General Provisions
  - PVC Pipe
  - Pressure and Leakage Tests for Ductile Iron Pipe and Fittings
  - Valves
- Separate specifications for electrical or structural work may be provided as appendices.

In addition, we anticipate comparing these technical specifications with General Conditions provided by the Town's General Conditions for Construction Contracts to confirm there are not conflicts. We will forward a draft of the technical specifications to the Town for review and comment, and will copy and collate the technical specifications for use by bidders.

***Task D4 – Preliminary Opinion of Probable Construction Costs***

A preliminary opinion of probable construction cost will be prepared. The preliminary opinion of probable construction cost will be broken down into typical work items.

We anticipate preparing the opinions with the draft and final submittal. We do not anticipate preparing estimates of total project cost.

### **Bidding Phase Services**

#### ***Task B1 – Bidding Phase Services***

POTESTA anticipates providing the following services:

1. Attending a pre-bid meeting at the Town site, providing a technical presentation of proposed construction, and answering contractor questions. We have assumed one contract will be bid and, hence, one pre-bid meeting.
2. Preparing a memorandum summarizing the pre-bid meeting, that will be issued to the Town.
3. Answering contractor questions after the pre-bid meetings; we will copy the Town on responses.
4. Preparing and forwarding addenda if required; included will be forwarding a draft of the addenda to the Town for review and approval.
5. Forwarding plans and specifications to potential bidders, and maintaining the official plan holders list and distributing the list to interested parties when requested.
6. Assisting the Town in review of the bids.

It is assumed that the Town will initiate the procurement process, including advertising the bid.

### **Construction Phase Services**

#### ***Task C1 – Construction Administration/Observation Services***

POTESTA has included construction administration in the scope of services, and hence proposes to complete the following construction administration tasks during construction of the project.

- Attend pre-construction conference and provide a memorandum of the meeting.
- Review and approve shop drawings and samples (if required), including review of revised shop drawings if necessary. We anticipate a nominal 15 submittals (electric, concrete, rebar, pipe, valves, pumps, comminutor, emergency generator, etc.). Reviewed submittals will be saved as PDF files for the Town's use in storing project records.

- Review substitutes and “or equal” items, and issue written acceptance/denials.
- Provide a “tracking” form for the status of shop drawing submittals.
- Attend construction progress meetings at the project site. We have assumed POTESta’s engineer will attend and there will be one progress meeting per month, for an 8-month period (we have assumed we will be meeting throughout the shop drawing review phase in addition to the construction phase). *Note: We do not anticipate being the party to prepare and distribute meeting minutes.*
- Issue written clarifications or interpretations of the requirements of the contract documents, including issuance of additional specifications and drawings.
- Help prepare change orders for the work of a minor nature, including issuance of additional specifications and drawings, if necessary.
- Provide record drawings showing “record” features; record drawings will be prepared in electronic format (AutoCAD). It will be necessary for the contractor to provide surveyed record horizontal coordinates and elevations of key features. Record drawings will be developed in a manner that results in provision of cross referencing to accepted shop drawing submittals.\*

\* *If the Town determines that these items are unnecessary or POTESta’s involvement is not required, we can reduce our scope of services.*

POTESta is not proposing to provide a technician onsite during construction due to the “aboveground” nature of construction. We do anticipate our professional engineer or staff observing construction contemporaneous with progress meetings.

It is assumed the Town will:

- Prepare the contract documents or provide them to POTESta to collate with technical specifications.
- Receive delivery of bonds and certificates of insurance from contractor.
- Provide legal services with regard to issues pertaining to the work as the Town requires, contractor raises, or POTESta reasonably requests.
- Arrange for safe access to and make all provisions for POTESta to enter upon public and private property as required for POTESta to perform services under the agreement.

- Attend pre-construction conference, construction progress, and other related meetings.
- Review, meet, comment on and accept contractor's preliminary (and subsequent adjustments to) progress schedule, preliminary schedule of shop drawing and sample submittals, and preliminary schedule of values (for progress payments), if these submittals are required.
- Review contractor work plan.
- Review contractor invoices (i.e., Applications for Payment) and issue written recommendations for payment or denial.

## **COST AND SCHEDULE**

We are prepared to commence work on this project upon receipt of written notice to proceed, proposed dates of completion are noted in the following table. POTESta proposes to perform this work on a lump-sum basis in accordance with our July 13, 2022 "Contract for Services," which is considered a part of this proposal. Estimated costs are summarized below. No additional costs will be incurred without your prior approval.

We will invoice monthly based on progress.

***Estimated Costs and Schedule Associated with Regulatory, Design,  
Preliminary Design, Bidding, and Construction Phase Services for  
Upgrade of Pump Station***

| <b>Task</b> | <b>Description</b>                                                            | <b>Estimated Cost</b>                 |
|-------------|-------------------------------------------------------------------------------|---------------------------------------|
| <b>P</b>    | <b>Preliminary Design Phase Services</b>                                      |                                       |
|             | Preliminary Design Phase Services                                             | \$ 24,500                             |
|             | <b><i>Total Estimated Preliminary Design Phase Services:</i></b>              | <b><i>\$ 24,500</i></b>               |
| <b>R</b>    | <b>Regulatory Phase Services</b>                                              |                                       |
|             | Regulatory Design Phase Services                                              | \$ 7,500                              |
|             | Regulatory Design Phase Services with CTC application submittal (if required) | \$ 3,500                              |
|             | <b><i>Total Estimated Regulatory Phase Services:</i></b>                      | <b><i>\$ 7,500<br/>or *11,000</i></b> |

| Task     | Description                                         | Estimated Cost                    |
|----------|-----------------------------------------------------|-----------------------------------|
| <b>D</b> | <b>Design Phase Services</b>                        |                                   |
| D1       | Site/facility Mapping                               | \$ 7,500                          |
| D2       | Drawings                                            | \$ 43,000                         |
| D3       | Technical Specifications                            | \$ 11,700                         |
| D4       | Preliminary Opinion of Probable Construction Costs  | \$ 7,800                          |
|          | <b>Total Estimated Design Phase Services:</b>       | <b>\$ 70,000</b>                  |
| <b>B</b> | <b>Bidding Phase Services</b>                       |                                   |
|          | Bidding Phase Services                              | \$ 15,200                         |
|          | <b>Total Estimated Bidding Phase Services:</b>      | <b>\$ 15,200</b>                  |
| <b>C</b> | <b>Construction Phase Services</b>                  |                                   |
|          | Construction Phase Services                         | \$ 42,200                         |
|          | <b>Total Estimated Construction Phase Services:</b> | <b>\$ 42,200</b>                  |
|          | <b>TOTAL ESTIMATED COST:</b>                        | <b>\$ 159,400<br/>or *162,900</b> |

*\*if CTC submittal is required*

POTESTA will perform the work in accordance with the following schedule:

- Submit draft technical memorandum for the Town's review within approximately 45 days after notice to proceed is received from the Town.
- Submit draft Design Drawings and Technical Specifications for the Town's review within approximately 75 days after notice to proceed is received from the Town.
- Submit final bid-ready Design Drawings and Technical Specifications within approximately 20 days after receipt of comments from the draft review.

## CLOSING

POTESTA is prepared to commence with this project upon receipt of the authorization to proceed. Services by POTESTA on this project will be completed in accordance with the July 13, 2022 "Contract for Services," which is considered part of this proposal. Please indicate your acceptance by signing in the space provided at the bottom of this proposal and returning to POTESTA to serve

Mr. Robert Boyer  
February 9, 2023  
Page 10

as our formal notice to proceed on this project. Please complete the invoice routing information below to include the name and address to whom the invoice should be sent and any individuals that should receive copies.

We appreciate this opportunity to submit a proposal and look forward to working with you on this project.

Sincerely,

POTESTA & ASSOCIATES, INC.



K. Joe Knechtel, PE  
Senior Engineer

KJK:TCM/mh

| AUTHORIZATION (Signature Required to Proceed) |       |
|-----------------------------------------------|-------|
| _____                                         | _____ |
| Signature                                     | Date  |

| POTESTA Invoice Routing Information (Client to Complete)                              |        |
|---------------------------------------------------------------------------------------|--------|
| Name:                                                                                 | Title: |
| Mailing Address:                                                                      |        |
| Telephone:                                                                            | Email: |
| Copies to:                                                                            |        |
| <input type="checkbox"/> Check here if invoice addressee/address is same as proposal. |        |

Project No. 0103-22-0102-010



## Work Session Agenda Statement

Item #03B

Meeting Date: March 13, 2023

---

**Agenda Item:** Professional Annual Auditing Services

**Summary:** The Town solicited a request for proposals to obtain proposal from qualified firms authorized for professional auditing to assist the Town in compiling the Annual Comprehensive Financial Report (ACFR, previously known as CAFR). All guidelines as set forth in the Virginia Public Procurement Act have been followed.

Council will be requested to approve awarding a contract for financial audit services to UHY LLP for a period of one year with the option to renew the contract for four additional one year terms.

**Budget/Funding:** Town Council Professional Services line item 1101-43002 with the following prices

| Year Ending June 30 | Financial Audit | Single Audit (per major program) |
|---------------------|-----------------|----------------------------------|
| FY23                | \$50,000        | \$5,000                          |
| FY24                | \$50,000        | \$5,000                          |
| FY25                | \$51,500        | \$5,100                          |
| FY26                | \$53,000        | \$5,200                          |
| FY27                | \$54,500        | \$5,300                          |

**Staff Recommendation:** Staff recommends approving as presented under the Consent Agenda for the March 27<sup>th</sup> Regular Meeting



# Town of Front Royal, Virginia

---

Purchasing, Department of Finance

March 3, 2023

RE: RFP #38-2022 FINANCIAL AUDIT SERVICES

The evaluation committee for the Financial Audit Services proposals has reached a consensus after proposals were scored and the committee was able to meet with one or more offerors. After elaborating on qualifications, performance data, and experience, the evaluation committee would like to request Town Council to award a contract to UHY LLP to provide financial audit services to the Town of Front Royal.

A handwritten signature in blue ink, appearing to read "B.J. Wilson", is written over a horizontal line.

B.J. Wilson, Director of Finance

A handwritten signature in black ink, appearing to read "Laura McIntosh", is written over a horizontal line.

Laura McIntosh, Director of Human Resources

A handwritten signature in black ink, appearing to read "Sharon Pendleton", is written over a horizontal line.

Sharon Pendleton, Manager of Finance

# PROPOSAL TO PROVIDE PROFESSIONAL SERVICES

TOWN OF FRONT ROYAL, VA

RFP#38-2022  
FINANCIAL AUDIT SERVICES

**ORIGINAL**

JANUARY 18, 2023

SUBMITTED BY:

**JACK REAGAN, PARTNER**  
UHY LLP  
7900 WESTPARK DRIVE, SUITE T420  
MCLEAN, VA 22102  
(703) 893-2660 PHONE | (703) 893-2123 FAX  
JREAGAN@UHY-US.COM



# FEES

We strive to keep our fees at the most reasonable level consistent with the highest professional standards. We look forward to a long-term relationship with the Town, one that is professionally satisfying and makes sound business sense for all parties. We are innovative-minded professionals with great experience but without the premium price. Open, ongoing communication is an important component of our service. We will meet with your designated audit liaison regularly.

## TOTAL ALL-INCLUSIVE MAXIMUM PRICE

UHY understands the pressures and concerns regarding fees for our governmental clients. Our fees reflect a significant discount from our standard hourly rate. Based upon our understanding of your financial information, we propose the following all-inclusive maximum price:

| SERVICE                          | 2023     | 2024   | 2025   | 2026   | 2027   |
|----------------------------------|----------|--------|--------|--------|--------|
| Financial Audit                  | \$50,000 | 50,000 | 51,500 | 53,000 | 54,500 |
| Single Audit (per major program) | \$5,000  | 5,000  | 5,100  | 5,200  | 5,300  |

We have assumed that the Town will have one major programs which will require audit. If there are more programs that are required to be audited, each major program above this will cost \$5,000 per program.

The fees are all inclusive of the work to be performed and include general conversations with management on issues affecting the Town. We do not charge for routine discussions relating to our ongoing services or out-of-pocket costs. However, if any inquiry leads to work approaching the project level, we will meet with your management to agree on the scope of the services and final deliverables.

If our fee estimate is not in line with your expectations, we would be happy to discuss further and assess the balance between scope, cost and value. We have taken measures to be price sensitive on all our engagements and encourage a candid dialogue regarding our rates. Our proposed hourly rates for additional services, by level, are as follows:

| POSITION                       | HOURLY RATE |
|--------------------------------|-------------|
| Partner                        | \$465       |
| Manager / Supervisory          | \$280       |
| Senior Accountant / Specialist | \$260       |
| Staff                          | \$205       |



## Work Session Agenda Statement

Item #03C

Meeting Date: March 13, 2023

---

**Agenda Item:** Various Single Phase Pad-Mounted Transformers

**Summary:** On February 23, 2023, the Town held a public opening for request of quotations for various transformers and received 2 quotations in accordance with the Virginia Public Procurement Act.

Council is requested to approve the purchase of (5) 25 kVA and (5) 50 kVA Single-Phase URD Pad-Mounted Transformers in the amount of \$47,855.00 from Jerry's Electric, Inc., in Colman, SD.

**Budget/Funding:** 9401-R47502 Line Extensions \$47,855.00

**Staff Recommendation:** Staff recommends approving as presented under the Consent Agenda on the March 27<sup>th</sup> Regular Meeting.

Town of Front Royal  
Department of Energy Services  
P.O. Box 1560  
Front Royal, Virginia 22630-1560  
(540) 635-3027 Fax: (540) 631-3620  
*"Powering the community since 1894"*



# Memo

To: The Purchasing Department  
From: Carey Saffelle, Director of Energy Services  
Date: February 27, 2023  
Re: Single Phase Pad-Mounted Transformer Purchase Recommendation

Handwritten initials "CS" in a circle, likely representing Carey Saffelle.

---

The Department of Energy Services has received bids for the purchase of five (5) 25 kVA and five (5) 50 kVA, Single-Phase, URD Pad-Mounted Transformers. We recommend awarding the bid, totaling \$47,855.00, to Jerry's Electric Inc. Funds for this purchase are available on PO# 00030583.

Thank you,

Carey Saffelle  
Director  
Department of Energy Services  
Town of Front Royal

## BID TABULATION SUMMARY



Town of Front Royal, VA

Bid Tabulation Summary  
IFB #07-2023 25 kVA & 50 kVA Single-Phase  
URD Pad-Mounted Transformers  
Bid Opening Date: 2/23/2023  
Opening Time: 2:00 PM

|                                                            | <b>Jerry's Electric, Inc.<br/>Colman, SD</b> | <b>WESCO/Anixter<br/>Ashland, VA</b> | <b>No Response</b> |
|------------------------------------------------------------|----------------------------------------------|--------------------------------------|--------------------|
| <b>Description</b>                                         | <b>LUMP SUM</b>                              | <b>LUMP SUM</b>                      | <b>LUMP SUM</b>    |
| 25 kVA Single-Phase URD Pad-Mounted<br>Transformers, 5 ea. | \$22,740.00                                  | \$41,741.50                          |                    |
| 50 kVA Single-Phase URD Pad-Mounted<br>Transformers, 5 ea. | \$25,115.00                                  | \$50,096.75                          |                    |

The **VENDOR SPREAD SHEET** is generated from the initial, raw information collected.

No award decision has been made.

Prepared by: Michelle Campbell, Purchasing Manager

Department of Purchasing  
102 E Main Street  
Front Royal, VA 22630  
Website: [www.frontroyalva.com](http://www.frontroyalva.com)  
Phone 540-636-6889



## Work Session Agenda Statement

Item #03D

**Meeting Date: March 13, 2023**

---

**Agenda Item:** Three-Phase Pad-Mounted Transformer

**Summary:** On March 2, 2023, the Town held a public opening for the request of quotations of a 1000 kVA Three-Phase Pad-Mounted transformer and received 4 quotations in accordance with the Virginia Public Procurement Act.

Council is requested to approve the purchase of a 1000 kVA Three-Phase Pad-Mounted transformer, totaling \$63,941.47 with a lead time of 3-5 weeks, to Wesco/Anixter, of Ashland, VA.

**Budget/Funding:** 9401-47502 Line Extensions \$63,941.47

**Staff Recommendation:** Staff recommends approving as presented under the Consent Agenda at the March 27<sup>th</sup> Regular Meeting.

**Town of Front Royal**  
**Department of Energy Services**  
P.O. Box 1560  
Front Royal, Virginia 22630-1560  
(540) 635-3027 Fax: (540) 631-3620  
*"Powering the community since 1894"*



# Memo

To: The Purchasing Department  
From: Carey Saffelle, Director of Energy Services  
Date: March 7<sup>th</sup>, 2023  
Re: Three-Phase Pad-Mounted Transformer purchase recommendation

---

The Department of Energy Services received four bids for the purchase of a – 1,000kVA, Three-Phase, Pad-Mounted Transformer ranging from \$58,096.00 - \$106,042.43. However, the lowest bid of \$58,096.00 has a lead time of 85-87 weeks. For that reason, we recommend awarding the bid to the next lowest, totaling \$63,941.47 and a lead time of 3-5 weeks, to Wesco/Anixter (Mfg. Maddox). Funds for this purchase are available in 9401-47502 Line Extensions.

Thank you,

Carey Saffelle  
Director of Energy Services  
Town of Front Royal

## BID TABULATION SUMMARY



Town of Front Royal, VA

Bid Tabulation Summary  
IFB #09-2023 1000 kVA Three-Phase Pad-  
Mounted Transformer Re-Bid  
Bid Opening Date: 3/2/2023  
Opening Time: 2:00 PM

|                                                              |             |                                             |                                                  |                                |
|--------------------------------------------------------------|-------------|---------------------------------------------|--------------------------------------------------|--------------------------------|
|                                                              | WEG         | Wesco/Anixter<br>Mfg. Maddox<br>Ashland, VA | Wesco/Anixter<br>Mfg. US Electric<br>Ashland, VA | Larson Electronics<br>Kemp, TX |
| Description                                                  | LUMP SUM    | LUMP SUM                                    | LUMP SUM                                         | LUMP SUM                       |
| 1000 kVA 277/480 Three-Phase Wye Pad-<br>Mounted Transformer | \$58,096.00 | \$63,941.47                                 | \$64,948.65                                      | \$106,042.43                   |

The **VENDOR SPREAD SHEET** is generated from the initial, raw information collected.

No award decision has been made.

A handwritten signature in black ink, appearing to read "Michelle Campbell", is written over a horizontal line.

Prepared by: Michelle Campbell, Purchasing Manager

Department of Purchasing  
102 E Main Street  
Front Royal, VA 22630  
Website: [www.frontroyalva.com](http://www.frontroyalva.com)  
Phone 540-636-6889



## Work Session Agenda Statement

Item # 03E

Meeting Date: March 13, 2023

---

**Agenda Item:** Resolution approving Town's participation in proposed settlement of opioid-related claims against pharmaceutical manufacturers and distributors with settlement funds to be used to help remediate damages caused by the opioid epidemic.

**Summary:** In 2021, nationwide settlements were reached to resolve all opioids litigation brought by states and local political subdivisions against the three largest pharmaceutical distributors—McKesson, Cardinal Health, and AmerisourceBergen ("Distributors")—and against manufacturer Janssen Pharmaceuticals, Inc. and its parent company Johnson & Johnson (collectively, "J&J"). These "2021 National Settlements" have been finalized, and payments have already begun. In all, the Distributors will pay up to \$21 billion over 18 years, and J&J will pay up to an additional \$5 billion over no more than nine years.

In late 2022, agreements were announced with three pharmacy chains—CVS, Walgreens, and Walmart—and two additional manufacturers—Allergan and Teva. In January 2023, each of those pharmacy chains and manufacturers confirmed that a sufficient number of states had agreed to the settlements to move forward. As with the 2021 National Settlements, states and local governments that want to participate in the 2022 National Settlements now will have the opportunity to "opt in." The greater the level of subdivision participation, the more funds will ultimately be paid out for abatement.

**Budget/Funding:** N/A

**Staff Recommendation:** That Council pass a resolution approving Town's participation in proposed settlement of opioid-related claims against pharmaceutical manufacturers and distributors and authorizing and directing the Town Manager to execute the documents necessary to effectuate the Town's participation in the settlements. This can be placed under the Consent Agenda on the March 27<sup>th</sup> Regular Agenda.

## RESOLUTION

A RESOLUTION OF THE FRONT ROYAL TOWN COUNCIL APPROVING OF THE TOWN'S PARTICIPATION IN THE PROPOSED SETTLEMENT OF OPIOID-RELATED CLAIMS AGAINST TEVA, ALLERGAN, WALMART, WALGREENS, CVS, AND THEIR RELATED CORPORATE ENTITIES, AND DIRECTING THE TOWN ATTORNEY [AND/OR TOWN MANAGER] [AND/OR THE TOWN'S OUTSIDE COUNSEL] TO EXECUTE THE DOCUMENTS NECESSARY TO EFFECTUATE THE TOWN'S PARTICIPATION IN THE SETTLEMENTS

WHEREAS, the opioid epidemic that has cost thousands of human lives across the country also impacts the Commonwealth of Virginia and its counties, cities, and towns, including the Town of Front Royal, by adversely impacting the delivery of emergency medical, law enforcement, criminal justice, mental health and substance abuse services, and other services by Front Royal's various departments and agencies; and

WHEREAS, the Commonwealth of Virginia and its counties, cities, and towns, including the Town of Front Royal, have been required and will continue to be required to allocate substantial taxpayer dollars, resources, staff energy and time to address the damage the opioid epidemic has caused and continues to cause the citizens of the Commonwealth and Front Royal; and

WHEREAS, settlement proposals have been negotiated that will cause Teva, Allergan, Walmart, Walgreens, and CVS to pay billions of dollars nationwide to resolve opioid-related claims against them; and

WHEREAS, the Town Attorney [and/or the Town's outside counsel] has reviewed the available information about the proposed settlements and has recommended that the Town participate in the settlements;

NOW THEREFORE BE IT RESOLVED that the Front Royal Town Council, this \_\_\_\_ day of \_\_\_\_\_, 2023, approves of the Town's participation in the proposed settlement of opioid-related claims against Teva, Allergan, Walmart, Walgreens, CVS, and their related corporate entities, and directs the Town Attorney [and/or Town Manager] [and/or the Town's outside counsel] to execute the documents necessary to effectuate the Town's participation in the settlements, including the required release of claims against settling entities.

APPROVED:

\_\_\_\_\_  
Lori A. Cockrell, Mayor

ATTEST:

\_\_\_\_\_  
Tina L. Presley, Clerk of Council

---

This Resolution was approved at the Regular Meeting of the Town of Front Royal, Virginia Town Council conducted on \_\_\_\_\_, 2023 upon the following recorded vote:

|                          |              |                        |              |
|--------------------------|--------------|------------------------|--------------|
| Melissa DeDomenico-Payne | __ Yes __ No | H. Bruce Rappaport     | __ Yes __ No |
| Joshua L. Ingram         | __ Yes __ No | Duane R. "Skip" Rogers | __ Yes __ No |
| Amber F. Morris          | __ Yes __ No | R. Wayne Seacock       | __ Yes __ No |

\*\*\*\*\*

Approved as to Form and Legality:

\_\_\_\_\_  
George M. Sonnett, Jr., Town Attorney

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

DRAFT

New National Opioids Settlements: Teva, Allergan, CVS, Walgreens, and Walmart  
Opioids Implementation Administrator  
[opioidsparticipation@rubris.com](mailto:opioidsparticipation@rubris.com)

Front Royal town, VA  
Reference Number: CL-394002

***TO LOCAL POLITICAL SUBDIVISIONS AND SPECIAL DISTRICTS:***

**THIS PACKAGE CONTAINS DOCUMENTATION TO PARTICIPATE IN THE NEW NATIONAL OPIOID SETTLEMENTS. YOU MUST TAKE ACTION IN ORDER TO PARTICIPATE.**

**Deadline: April 18, 2023**

Five new proposed national opioid settlements ("*New National Opioid Settlements*") have been reached with **Teva, Allergan, CVS, Walgreens, and Walmart** ("*Settling Defendants*"). This *Participation Package* is a follow-up communication to the *Notice of National Opioid Settlements* recently received electronically by your subdivision or special district ("*subdivision*").

You are receiving this *Participation Package* because Virginia is participating in the following settlements:

- **Teva**
- **Allergan**
- **CVS**
- **Walgreens**
- **Walmart**

If a state does not participate in a particular Settlement, the subdivisions in that state are not eligible to participate in that Settlement.

This electronic envelope contains:

- *Participation Forms* for Teva, Allergan, CVS, Walgreens, and Walmart, including a release of any claims.

**The *Participation Form* for each settlement must be executed, without alteration, and submitted on or before April 18, 2023, in order for your subdivision to be considered for initial participation calculations and payment eligibility.**

Based upon subdivision participation forms received on or before April 18th, the subdivision participation rate will be used to determine whether participation for each deal is sufficient for the settlement to move forward and whether a state earns its maximum potential payment under the settlement. If the settlement moves forward, your release will become effective. If a settlement does not move forward, that release will not become effective.

Any subdivision that does not participate cannot directly share in the settlement funds, even if the subdivision's state is settling and other participating subdivisions are sharing in settlement funds. Any subdivision that does not participate may also reduce the amount of money for programs to remediate the opioid crisis in its state. Please note, a subdivision will not necessarily directly receive settlement funds by participating; decisions on how settlement funds will be allocated within a state are subject to intrastate agreements or state statutes.

In Virginia, participating counties and independent cities may receive some of the settlement funds directly, pursuant to the allocation framework set forth in the Virginia Opioid Abatement Fund and Settlement Allocation Memorandum of Understanding ("MOU"), which has been previously approved by all Virginia counties and cities, and the Virginia Opioid Abatement Fund statute, Va. Code § 2.2-2374. In addition, some towns are being asked to approve the settlements and submit participation forms because, due to the structure of the settlement agreements, towns above a certain population threshold must approve the settlements and submit participation forms in order to maximize the overall recovery for the Commonwealth and its subdivisions. Participating towns are not eligible to receive direct shares from the settlement funds—however, they may be able to apply for, request, or receive funds for opioid abatement programs through their counties. Participation by these towns will help to maximize the recovery for all of Virginia's counties, including the counties in which they are located.

You are encouraged to discuss the terms and benefits of the *New National Opioid Settlements* with your counsel, your Attorney General's Office, and other contacts within your state. Many states are implementing and allocating funds for these new settlements the same as they did for the prior opioid settlements with McKesson, Cardinal, Amerisource, and J&J/Janssen, but states may choose to treat these settlements differently.

Information and documents regarding the *New National Opioid Settlements* and how they are being implemented in your state and how funds will be allocated within your state allocation can be found on the national settlement website at <https://nationalopioidsettlement.com/>. This website will be supplemented as additional documents are created.

### **How to return signed forms:**

There are three methods for returning the executed *Participation Forms* and any supporting documentation to the Implementation Administrator:

- (1) *Electronic Signature via DocuSign*: Executing the *Participation Forms* electronically through DocuSign will return the signed forms to the Implementation Administrator and associate your forms with your subdivision's records. Electronic signature is the most efficient method for returning *Participation Forms*, allowing for more timely participation and the potential to meet higher settlement payment thresholds, and is therefore strongly encouraged.

- (2) *Manual Signature returned via DocuSign:* DocuSign allows forms to be downloaded, signed manually, then uploaded to DocuSign and returned automatically to the Implementation Administrator. Please be sure to complete all fields. As with electronic signature, returning manually signed *Participation Forms* via DocuSign will associate your signed forms with your subdivision's records.
- (3) *Manual Signature returned via electronic mail:* If your subdivision is unable to return executed *Participation Forms* using DocuSign, signed *Participation Forms* may be returned via electronic mail to [opioidsparticipation@rubris.com](mailto:opioidsparticipation@rubris.com). Please include the name, state, and reference ID of your subdivision in the body of the email and use the subject line Settlement Participation Forms – [Subdivision Name, Subdivision State] – [Reference ID].

Detailed instructions on how to sign and return the *Participation Forms*, including changing the authorized signer, can be found at <https://nationalopioidsettlement.com>. You may also contact [opioidsparticipation@rubris.com](mailto:opioidsparticipation@rubris.com).

**The sign-on period for subdivisions ends on April 18, 2023.**

If you have any questions about executing these forms, please contact your counsel, the Implementation Administrator at [opioidsparticipation@rubris.com](mailto:opioidsparticipation@rubris.com), or Tom Beshere at the Virginia Attorney General's Office at 804-823-6335 or [tbeshere@oag.state.va.us](mailto:tbeshere@oag.state.va.us).

Thank you,

National Opioids Settlements Implementation Administrator

*The Implementation Administrator is retained to provide the settlement notice required by the respective settlement agreements referenced above and to manage the collection of settlement participation forms for each settlement.*

**EXHIBIT K**  
**Subdivision and Special District Settlement Participation Form**

Will your subdivision or special district be signing the settlement participation forms for the Allergan and Teva Settlements at this time?

☐ Yes      ☐ No

|                                       |           |
|---------------------------------------|-----------|
| Governmental Entity: Front Royal town | State: VA |
| Authorized Signatory:                 |           |
| Address 1:                            |           |
| Address 2:                            |           |
| City, State, Zip:                     |           |
| Phone:                                |           |
| Email:                                |           |

The governmental entity identified above (“*Governmental Entity*”), in order to obtain and in consideration for the benefits provided to the Governmental Entity pursuant to the Agreement dated November 22, 2022 (“*Allergan Settlement*”), and acting through the undersigned authorized official, hereby elects to participate in the Allergan Settlement, release all Released Claims against all Released Entities, and agrees as follows.

1. The Governmental Entity is aware of and has reviewed the Allergan Settlement, understands that all terms in this Election and Release have the meanings defined therein, and agrees that by this Election, the Governmental Entity elects to participate in the Allergan Settlement as provided therein.
2. Following the execution of this Settlement Participation Form, the Governmental Entity shall comply with Section III.B of the Allergan Settlement regarding Cessation of Litigation Activities.
3. The Governmental Entity shall, within fourteen (14) days of the Reference Date and prior to the filing of the Consent Judgment, file a request to dismiss with prejudice any Released Claims that it has filed. With respect to any Released Claims pending in *In re National Prescription Opiate Litigation*, MDL No. 2804, the Governmental Entity authorizes the MDL Plaintiffs’ Executive Committee to execute and file on behalf of the Governmental Entity a Stipulation of Dismissal With Prejudice substantially in the form found at <https://nationalopioidsettlement.com>.
4. The Governmental Entity agrees to the terms of the Allergan Settlement pertaining to Subdivisions and Special Districts as defined therein.
5. By agreeing to the terms of the Allergan Settlement and becoming a Releasor, the Governmental Entity is entitled to the benefits provided therein, including, if applicable, monetary payments beginning after the Effective Date.
6. The Governmental Entity agrees to use any monies it receives through the Allergan Settlement solely for the purposes provided therein.



7. The Governmental Entity submits to the jurisdiction of the court in the Governmental Entity's state where the Consent Judgment is filed for purposes limited to that court's role as provided in, and for resolving disputes to the extent provided in, the Allergan Settlement.
8. The Governmental Entity has the right to enforce the Allergan Settlement as provided therein.
9. The Governmental Entity, as a Participating Subdivision or Participating Special District, hereby becomes a Releasor for all purposes in the Allergan Settlement, including, but not limited to, all provisions of **Section V (Release)**, and along with all departments, agencies, divisions, boards, commissions, Subdivisions, districts, instrumentalities of any kind and attorneys, and any person in their official capacity whether elected or appointed to serve any of the foregoing and any agency, person, or other entity claiming by or through any of the foregoing, and any other entity identified in the definition of Releasor, provides for a release to the fullest extent of its authority. As a Releasor, the Governmental Entity hereby absolutely, unconditionally, and irrevocably covenants not to bring, file, or claim, or to cause, assist in bringing, or permit to be brought, filed, or claimed, or to otherwise seek to establish liability for any Released Claims against any Released Entity in any forum whatsoever. The releases provided for in the Allergan Settlement are intended to be broad and shall be interpreted so as to give the Released Entities the broadest possible bar against any liability relating in any way to Released Claims and extend to the full extent of the power of the Governmental Entity to release claims. The Allergan Settlement shall be a complete bar to any Released Claim.
10. The Governmental Entity hereby takes on all rights and obligations of a Participating Subdivision or Participating Special District as set forth in the Allergan Settlement.
11. In connection with the releases provided for in the Allergan Settlement, each Governmental Entity expressly waives, releases, and forever discharges any and all provisions, rights, and benefits conferred by any law of any state or territory of the United States or other jurisdiction, or principle of common law, which is similar, comparable, or equivalent to § 1542 of the California Civil Code, which reads:

**General Release; extent.** A general release does not extend to claims that the creditor or releasing party does not know or suspect to exist in his or her favor at the time of executing the release that, if known by him or her, would have materially affected his or her settlement with the debtor or released party.

A Releasor may hereafter discover facts other than or different from those which it knows, believes, or assumes to be true with respect to the Released Claims, but each Governmental Entity hereby expressly waives and fully, finally, and forever settles, releases and discharges, upon the Effective Date, any and all Released Claims that may exist as of such date but which Releasors do not know or suspect to exist, whether through ignorance, oversight, error, negligence or through no fault whatsoever, and which, if known, would materially affect the Governmental Entities' decision to participate in the Allergan Settlement.

12. Nothing herein is intended to modify in any way the terms of the Allergan Settlement, to which the Governmental Entity hereby agrees. To the extent this Settlement Participation Form is interpreted differently from the Allergan Settlement in any respect, the Allergan Settlement controls.



I have all necessary power and authorization to execute this Settlement Participation Form on behalf of the Governmental Entity.

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

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

COPY



**Exhibit K**  
**Subdivision and Special District Settlement Participation Form**

|                                       |           |
|---------------------------------------|-----------|
| Governmental Entity: Front Royal town | State: VA |
| Authorized Signatory:                 |           |
| Address 1:                            |           |
| Address 2:                            |           |
| City, State, Zip:                     |           |
| Phone:                                |           |
| Email:                                |           |

The governmental entity identified above (“*Governmental Entity*”), in order to obtain and in consideration for the benefits provided to the Governmental Entity pursuant to the Agreement dated November 22, 2022 (“*Teva Settlement*”), and acting through the undersigned authorized official, hereby elects to participate in the Teva Settlement, release all Released Claims against all Released Entities, and agrees as follows.

1. The Governmental Entity is aware of and has reviewed the Teva Settlement, understands that all terms in this Election and Release have the meanings defined therein, and agrees that by this Election, the Governmental Entity elects to participate in the Teva Settlement as provided therein.
2. Following the execution of this Settlement Participation Form, the Governmental Entity shall comply with Section III.B of the Teva Settlement regarding Cessation of Litigation Activities.
3. The Governmental Entity shall, within 14 days of the Reference Date and prior to the filing of the Consent Judgment, file a request to dismiss with prejudice any Released Claims that it has filed. With respect to any Released Claims pending in In re National Prescription Opiate Litigation, MDL No. 2804, the Governmental Entity authorizes the Plaintiffs’ Executive Committee to execute and file on behalf of the Governmental Entity a Stipulation of Dismissal With Prejudice substantially in the form found at <https://nationalopiodsettlement.com>.
4. The Governmental Entity agrees to the terms of the Teva Settlement pertaining to Subdivisions as defined therein.
5. By agreeing to the terms of the Teva Settlement and becoming a Releasor, the Governmental Entity is entitled to the benefits provided therein, including, if applicable, monetary payments beginning after the Effective Date.
6. The Governmental Entity agrees to use any monies it receives through the Teva Settlement solely for the purposes provided therein.
7. The Governmental Entity submits to the jurisdiction of the court in the Governmental Entity’s state where the Consent Judgment is filed for purposes limited to that court’s role as provided in, and for resolving disputes to the extent provided in, the Teva Settlement.



8. The Governmental Entity has the right to enforce the Teva Settlement as provided therein.
9. The Governmental Entity, as a Participating Subdivision or Participating Special District, hereby becomes a Releasor for all purposes in the Teva Settlement, including but not limited to all provisions of Section V (Release), and along with all departments, agencies, divisions, boards, commissions, districts, instrumentalities of any kind and attorneys, and any person in their official capacity elected or appointed to serve any of the foregoing and any agency, person, or other entity claiming by or through any of the foregoing, and any other entity identified in the definition of Releasor, provides for a release to the fullest extent of its authority. As a Releasor, the Governmental Entity hereby absolutely, unconditionally, and irrevocably covenants not to bring, file, or claim, or to cause, assist or permit to be brought, filed, or claimed, or to otherwise seek to establish liability for any Released Claims against any Released Entity in any forum whatsoever. The releases provided for in the Teva Settlement are intended by Released Entities and the Governmental Entity to be broad and shall be interpreted so as to give the Released Entities the broadest possible bar against any liability relating in any way to Released Claims and extend to the full extent of the power of the Governmental Entity to release claims. The Teva Settlement shall be a complete bar to any Released Claim.
10. The Governmental Entity hereby takes on all rights and obligations of a Participating Subdivision or Participating Special District as set forth in the Teva Settlement.
11. In connection with the releases provided for in the Teva Settlement, each Governmental Entity expressly waives, releases, and forever discharges any and all provisions, rights, and benefits conferred by any law of any state or territory of the United States or other jurisdiction, or principle of common law, which is similar, comparable, or equivalent to § 1542 of the California Civil Code, which reads:

**General Release; extent.** A general release does not extend to claims that the creditor or releasing party does not know or suspect to exist in his or her favor at the time of executing the release that, if known by him or her, would have materially affected his or her settlement with the debtor or released party.

A Releasor may hereafter discover facts other than or different from those which it knows, believes, or assumes to be true with respect to the Released Claims, but each Governmental Entity hereby expressly waives and fully, finally, and forever settles, releases and discharges, upon the Effective Date, any and all Released Claims that may exist as of such date but which Releasors do not know or suspect to exist, whether through ignorance, oversight, error, negligence or through no fault whatsoever, and which, if known, would materially affect the Governmental Entities' decision to participate in the Teva Settlement.

12. Nothing herein is intended to modify in any way the terms of the Teva Settlement, to which Governmental Entity hereby agrees. To the extent this Election and Release is interpreted differently from the Teva Settlement in any respect, the Teva Settlement controls.



I have all necessary power and authorization to execute this Election and Release on behalf of the Governmental Entity.

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

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

COPY



**EXHIBIT K****Subdivision Participation and Release Form**

Will your subdivision or special district be signing the settlement participation form for the CVS Settlement at this time?

☐ Yes      ☐ No

|                                       |           |
|---------------------------------------|-----------|
| Governmental Entity: Front Royal town | State: VA |
| Authorized Signatory:                 |           |
| Address 1:                            |           |
| Address 2:                            |           |
| City, State, Zip:                     |           |
| Phone:                                |           |
| Email:                                |           |

The governmental entity identified above ("*Governmental Entity*"), in order to obtain and in consideration for the benefits provided to the Governmental Entity pursuant to the Settlement Agreement dated December 9, 2022 ("*CVS Settlement*"), and acting through the undersigned authorized official, hereby elects to participate in the CVS Settlement, release all Released Claims against all Released Entities, and agrees as follows.

1. The Governmental Entity is aware of and has reviewed the CVS Settlement, understands that all terms in this Participation and Release Form have the meanings defined therein, and agrees that by executing this Participation and Release Form, the Governmental Entity elects to participate in the CVS Settlement and become a Participating Subdivision as provided therein.
2. The Governmental Entity shall promptly, and in any event no later than 14 days after the Reference Date and prior to the filing of the Consent Judgment, dismiss with prejudice any Released Claims that it has filed. With respect to any Released Claims pending in *In re National Prescription Opiate Litigation*, MDL No. 2804, the Governmental Entity authorizes the Plaintiffs' Executive Committee to execute and file on behalf of the Governmental Entity a Stipulation of Dismissal with Prejudice substantially in the form found at <https://nationalopioidsettlement.com>.
3. The Governmental Entity agrees to the terms of the CVS Settlement pertaining to Participating Subdivisions as defined therein.
4. By agreeing to the terms of the CVS Settlement and becoming a Releasor, the Governmental Entity is entitled to the benefits provided therein, including, if applicable, monetary payments beginning after the Effective Date.
5. The Governmental Entity agrees to use any monies it receives through the CVS Settlement solely for the purposes provided therein.



6. The Governmental Entity submits to the jurisdiction of the court in the Governmental Entity's state where the Consent Judgment is filed for purposes limited to that court's role as provided in, and for resolving disputes to the extent provided in, the CVS Settlement. The Governmental Entity likewise agrees to arbitrate before the National Arbitration Panel as provided in, and for resolving disputes to the extent otherwise provided in, the CVS Settlement.
7. The Governmental Entity has the right to enforce the CVS Settlement as provided therein.
8. The Governmental Entity, as a Participating Subdivision, hereby becomes a Releasor for all purposes in the CVS Settlement, including without limitation all provisions of Section XI (Release), and along with all departments, agencies, divisions, boards, commissions, districts, instrumentalities of any kind and attorneys, and any person in their official capacity elected or appointed to serve any of the foregoing and any agency, person, or other entity claiming by or through any of the foregoing, and any other entity identified in the definition of Releasor, provides for a release to the fullest extent of its authority. As a Releasor, the Governmental Entity hereby absolutely, unconditionally, and irrevocably covenants not to bring, file, or claim, or to cause, assist or permit to be brought, filed, or claimed, or to otherwise seek to establish liability for any Released Claims against any Released Entity in any forum whatsoever. The releases provided for in the CVS Settlement are intended by the Parties to be broad and shall be interpreted so as to give the Released Entities the broadest possible bar against any liability relating in any way to Released Claims and extend to the full extent of the power of the Governmental Entity to release claims. The CVS Settlement shall be a complete bar to any Released Claim.
9. The Governmental Entity hereby takes on all rights and obligations of a Participating Subdivision as set forth in the CVS Settlement.
10. In connection with the releases provided for in the CVS Settlement, each Governmental Entity expressly waives, releases, and forever discharges any and all provisions, rights, and benefits conferred by any law of any state or territory of the United States or other jurisdiction, or principle of common law, which is similar, comparable, or equivalent to § 1542 of the California Civil Code, which reads:

**General Release; extent.** A general release does not extend to claims that the creditor or releasing party does not know or suspect to exist in his or her favor at the time of executing the release that, if known by him or her would have materially affected his or her settlement with the debtor or released party.

A Releasor may hereafter discover facts other than or different from those which it knows, believes, or assumes to be true with respect to the Released Claims, but each Governmental Entity hereby expressly waives and fully, finally, and forever settles, releases and discharges, upon the Effective Date, any and all Released Claims that may exist as of such date but which Releasors do not know or suspect to exist, whether through ignorance, oversight, error, negligence or through no fault whatsoever, and which, if known, would materially affect the Governmental Entities' decision to participate in the CVS Settlement.



11. Nothing herein is intended to modify in any way the terms of the CVS Settlement, to which Governmental Entity hereby agrees. To the extent this Participation and Release Form is interpreted differently from the CVS Settlement in any respect, the CVS Settlement controls.

I have all necessary power and authorization to execute this Participation and Release Form on behalf of the Governmental Entity.

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

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

COPY



**EXHIBIT K****Subdivision Participation and Release Form**

Will your subdivision or special district be signing the settlement participation form for the Walgreens Settlement at this time?

☐ Yes      ☐ No

|                                       |           |
|---------------------------------------|-----------|
| Governmental Entity: Front Royal town | State: VA |
| Authorized Signatory:                 |           |
| Address 1:                            |           |
| Address 2:                            |           |
| City, State, Zip:                     |           |
| Phone:                                |           |
| Email:                                |           |

The governmental entity identified above ("*Governmental Entity*"), in order to obtain and in consideration for the benefits provided to the Governmental Entity pursuant to the Settlement Agreement dated December 9, 2022 ("*Walgreens Settlement*"), and acting through the undersigned authorized official, hereby elects to participate in the Walgreens Settlement, release all Released Claims against all Released Entities, and agrees as follows.

1. The Governmental Entity is aware of and has reviewed the Walgreens Settlement, understands that all terms in this Participation and Release Form have the meanings defined therein, and agrees that by executing this Participation and Release Form, the Governmental Entity elects to participate in the Walgreens Settlement and become a Participating Subdivision as provided therein.
2. The Governmental Entity shall promptly, and in any event no later than 14 days after the Reference Date and prior to the filing of the Consent Judgment, dismiss with prejudice any Released Claims that it has filed. With respect to any Released Claims pending in *In re National Prescription Opiate Litigation*, MDL No. 2804, the Governmental Entity authorizes the Plaintiffs' Executive Committee to execute and file on behalf of the Governmental Entity a Stipulation of Dismissal with Prejudice substantially in the form found at <https://nationalopioidsettlement.com>.
3. The Governmental Entity agrees to the terms of the Walgreens Settlement pertaining to Participating Subdivisions as defined therein.
4. By agreeing to the terms of the Walgreens Settlement and becoming a Releasor, the Governmental Entity is entitled to the benefits provided therein, including, if applicable, monetary payments beginning after the Effective Date.
5. The Governmental Entity agrees to use any monies it receives through the Walgreens Settlement solely for the purposes provided therein.



6. The Governmental Entity submits to the jurisdiction of the court in the Governmental Entity's state where the Consent Judgment is filed for purposes limited to that court's role as provided in, and for resolving disputes to the extent provided in, the Walgreens Settlement. The Governmental Entity likewise agrees to arbitrate before the National Arbitration Panel as provided in, and for resolving disputes to the extent otherwise provided in, the Walgreens Settlement.
7. The Governmental Entity has the right to enforce the Walgreens Settlement as provided therein.
8. The Governmental Entity, as a Participating Subdivision, hereby becomes a Releasor for all purposes in the Walgreens Settlement, including without limitation all provisions of Section XI (Release), and along with all departments, agencies, divisions, boards, commissions, districts, instrumentalities of any kind and attorneys, and any person in their official capacity elected or appointed to serve any of the foregoing and any agency, person, or other entity claiming by or through any of the foregoing, and any other entity identified in the definition of Releasor, provides for a release to the fullest extent of its authority. As a Releasor, the Governmental Entity hereby absolutely, unconditionally, and irrevocably covenants not to bring, file, or claim, or to cause, assist or permit to be brought, filed, or claimed, or to otherwise seek to establish liability for any Released Claims against any Released Entity in any forum whatsoever. The releases provided for in the Walgreens Settlement are intended by the Parties to be broad and shall be interpreted so as to give the Released Entities the broadest possible bar against any liability relating in any way to Released Claims and extend to the full extent of the power of the Governmental Entity to release claims. The Walgreens Settlement shall be a complete bar to any Released Claim.
9. The Governmental Entity hereby takes on all rights and obligations of a Participating Subdivision as set forth in the Walgreens Settlement.
10. In connection with the releases provided for in the Walgreens Settlement, each Governmental Entity expressly waives, releases, and forever discharges any and all provisions, rights, and benefits conferred by any law of any state or territory of the United States or other jurisdiction, or principle of common law, which is similar, comparable, or equivalent to § 1542 of the California Civil Code, which reads:

**General Release; extent.** A general release does not extend to claims that the creditor or releasing party does not know or suspect to exist in his or her favor at the time of executing the release that, if known by him or her would have materially affected his or her settlement with the debtor or released party.

A Releasor may hereafter discover facts other than or different from those which it knows, believes, or assumes to be true with respect to the Released Claims, but each Governmental Entity hereby expressly waives and fully, finally, and forever settles, releases and discharges, upon the Effective Date, any and all Released Claims that may exist as of such date but which Releasors do not know or suspect to exist, whether through ignorance, oversight, error, negligence or through no fault whatsoever, and which, if known, would materially affect the Governmental Entities' decision to participate in the Walgreens Settlement.



11. Nothing herein is intended to modify in any way the terms of the Walgreens Settlement, to which Governmental Entity hereby agrees. To the extent this Participation and Release Form is interpreted differently from the Walgreens Settlement in any respect, the Walgreens Settlement controls.

I have all necessary power and authorization to execute this Participation and Release Form on behalf of the Governmental Entity.

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

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

COPY



**EXHIBIT K****Subdivision Participation Form**

Will your subdivision or special district be signing the settlement participation form for the Walmart Settlement at this time?

☐ Yes      ☐ No

|                                       |           |
|---------------------------------------|-----------|
| Governmental Entity: Front Royal town | State: VA |
| Authorized Official:                  |           |
| Address 1:                            |           |
| Address 2:                            |           |
| City, State, Zip:                     |           |
| Phone:                                |           |
| Email:                                |           |

The governmental entity identified above ("Governmental Entity"), in order to obtain and in consideration for the benefits provided to the Governmental Entity pursuant to the Settlement Agreement dated November 14, 2022 ("Walmart Settlement"), and acting through the undersigned authorized official, hereby elects to participate in the Walmart Settlement, release all Released Claims against all Released Entities, and agrees as follows.

1. The Governmental Entity is aware of and has reviewed the Walmart Settlement, understands that all terms in this Election and Release have the meanings defined therein, and agrees that by this Election, the Governmental Entity elects to participate in the Walmart Settlement and become a Participating Subdivision as provided therein.
2. The Governmental Entity shall promptly, and in any event within 14 days of the Effective Date and prior to the filing of the Consent Judgment, dismiss with prejudice any Released Claims that it has filed. With respect to any Released Claims pending in In re National Prescription Opiate Litigation, MDL No. 2804, the Governmental Entity authorizes the Plaintiffs' Executive Committee to execute and file on behalf of the Governmental Entity a Stipulation of Dismissal With Prejudice substantially in the form found at <https://nationalopiodsettlement.com/>.
3. The Governmental Entity agrees to the terms of the Walmart Settlement pertaining to Subdivisions as defined therein.
4. By agreeing to the terms of the Walmart Settlement and becoming a Releasor, the Governmental Entity is entitled to the benefits provided therein, including, if applicable, monetary payments beginning after the Effective Date.
5. The Governmental Entity agrees to use any monies it receives through the Walmart Settlement solely for the purposes provided therein.



6. The Governmental Entity submits to the jurisdiction of the court in the Governmental Entity's state where the Consent Judgment is filed for purposes limited to that court's role as provided in, and for resolving disputes to the extent provided in, the Walmart Settlement.
7. The Governmental Entity has the right to enforce the Walmart Settlement as provided therein.
8. The Governmental Entity, as a Participating Subdivision, hereby becomes a Releasor for all purposes in the Walmart Settlement, including but not limited to all provisions of Section X (Release), and along with all departments, agencies, divisions, boards, commissions, districts, instrumentalities of any kind and attorneys, and any person in their official capacity elected or appointed to serve any of the foregoing and any agency, person, or other entity claiming by or through any of the foregoing, and any other entity identified in the definition of Releasor, provides for a release to the fullest extent of its authority. As a Releasor, the Governmental Entity hereby absolutely, unconditionally, and irrevocably covenants not to bring, file, or claim, or to cause, assist or permit to be brought, filed, or claimed, or to otherwise seek to establish liability for any Released Claims against any Released Entity in any forum whatsoever. The releases provided for in the Walmart Settlement are intended by the Parties to be broad and shall be interpreted so as to give the Released Entities the broadest possible bar against any liability relating in any way to Released Claims and extend to the full extent of the power of the Governmental Entity to release claims. The Walmart Settlement shall be a complete bar to any Released Claim.
9. In connection with the releases provided for in the Walmart Settlement, each Governmental Entity expressly waives, releases, and forever discharges any and all provisions, rights, and benefits conferred by any law of any state or territory of the United States or other jurisdiction, or principle of common law, which is similar, comparable, or equivalent to § 1542 of the California Civil Code, which reads:

**General Release; extent.** A general release does not extend to claims that the creditor or releasing party does not know or suspect to exist in his or her favor at the time of executing the release that, if known by him or her, would have materially affected his or her settlement with the debtor or released party.

A Releasor may hereafter discover facts other than or different from those which it knows, believes, or assumes to be true with respect to the Released Claims, but each Governmental Entity hereby expressly waives and fully, finally, and forever settles, releases and discharges, upon the Effective Date, any and all Released Claims that may exist as of such date but which Releasors do not know or suspect to exist, whether through ignorance, oversight, error, negligence or through no fault whatsoever, and which, if known, would materially affect the Governmental Entities' decision to participate in the Walmart Settlement.

10. Nothing herein is intended to modify in any way the terms of the Walmart Settlement, to which Governmental Entity hereby agrees. To the extent this Election and Release is interpreted differently from the Walmart Settlement in any respect, the Walmart Settlement controls.



I have all necessary power and authorization to execute this Election and Release on behalf of the Governmental Entity.

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

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

COPY





## Work Session Agenda Statement

Item #03F

Meeting Date: March 13, 2023

---

**Agenda Item:** Proclamation for Front Royal Karate Club 50<sup>th</sup> Anniversary Celebration

**Summary:** The Front Royal Karate Club will be celebrating its 50th anniversary on April 7, 2023. The dojo has been in the same location for the full 50 years. Sensei Drago holds the rank of 8th degree black belt. Over the period of the 50 years 131 adults have been promoted to Black Belt ranging from 1st degree to 8th degree. He still has active students taking class that started with him when he first opened. He has taught close to 50,000 juniors over the 50 years and close to the same number of adults. He is 82 years old and still teaches his own classes as well as works out with his students. Council is requested to approve a proclamation proclaiming April 7, 2023 as the 50<sup>th</sup> Anniversary Celebration for the Front Royal Karate Club

**Budget/Funding:** N/A

**Staff Recommendation:** Staff recommends approving the proclamation under the consent agenda at the March 27<sup>th</sup> meeting.

**PROCLAMATION**  
**FRONT ROYAL KARATE CLUB**  
**50<sup>TH</sup> ANNIVERSARY CELEBRATION**

**WHEREAS**, the Front Royal Karate Club owned by Sensei Drago will be celebrating its 50<sup>th</sup> anniversary on April 7, 2023; and

**WHEREAS**, the dojo has been in the same location [7 Kidd Lane] for the full fifty (50) years, and,

**WHEREAS**, Sensei Drago is 82 years old and still teaches his own classes and works out with students holding the rank of 8<sup>th</sup> degree black belt. He has taught close to 50,000 juniors and adults; and,

**WHEREAS**, over the period of fifty years 131 adults have been promoted to black belt from 1<sup>st</sup> degree to 8<sup>th</sup> degree with some students still with him since he opened; and,

**NOW THEREFORE**, the Mayor and Town Council do hereby proclaim that, on Friday, April 7, 2023, the Front Royal Karate Club will celebrate their 50<sup>th</sup> Anniversary Celebration and encourage the community to celebrate with them.

**APPROVED:**

\_\_\_\_\_  
Lori A. Cockrell, Mayor

**ATTEST:**

\_\_\_\_\_  
Tina L. Presley, Clerk of Council

*This proclamation was adopted by the Town Council of the Town of Front Royal, VA on March 27, 2023*



## Work Session Agenda Statement

Item # 04

Meeting Date: March 13, 2023

---

**Agenda Item:** Staff Retreat Preparation

**Summary:** In preparation for the Town Council Retreat scheduled for Wednesday, March 15<sup>th</sup>, staff will provide an overview of key and significant issues that would benefit the Council when they establish goals for the future direction of the Town.

Mr. Boyer, Director of Public Works, will provide an overview of long-term projects to include water, sewer, streets, and other special projects. Then Ms. Kopishke, Director of Planning and Zoning, will provide an overview of the Comprehensive Plan to include goals, objectives, and an implementation plan.

The Senior management team will be available at the meeting to address any questions or concerns in other areas of the Town.

**Budget/Funding:** N/A

**Staff Recommendation:** Information only

# IMPLEMENTATION MATRIX

The following pages show the Plan's Goals, Objectives, and Strategies with the implementation date and the parties responsible for implementing them. Many tasks will be implemented in shared efforts between Town staff, Planning Commission, and Town Council. Others will involve the Front Royal Economic Development Authority, the Board of Architectural Review, local business owners, property owners, and developers.

The matrix uses the following abbreviations:

Town Council: TC

Planning Commission: PC

Planning and Zoning staff: P&Z staff

Board of Architectural Review: BAR

Front Royal Economic Development Authority: FREDA



## Small Town Character

| Objective/Strategy                                                                                                                                                                                                                                                       | Implementation Date             | Responsible Party            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|------------------------------|
| Historic Preservation: Front Royal has a wealth of historic buildings but many are in a state of disrepair. When restored, these buildings can be a beautiful entrance to the town and downtown.                                                                         |                                 |                              |
| Continue to maintain standards for, and encourage, historic preservation of buildings throughout the Town. Review and amend Historic District Guidelines for consistency and clarity.                                                                                    | Year one, ongoing               | BAR, P&Z staff               |
| Restore and encourage the development of attractive buildings in town and entering town.                                                                                                                                                                                 | Ongoing                         | BAR, P&Z staff, PC, and TC   |
| Expand the historic district to include Riverton Historic area.                                                                                                                                                                                                          | Year one                        | BAR, P&Z staff, PC, and TC   |
| The Town will pursue working with the State to become a Certified Local Government, this would allow the Town to receive funding for historic preservation efforts.                                                                                                      | Year one                        | BAR, P&Z staff, PC, and TC   |
| Downtown Revitalization: A vibrant downtown is active day and night. Front Royal can increase evening activity through more music events and venues, educational and cultural events, attractive and diverse restaurants, safe and well-lit streets, and more festivals. |                                 |                              |
| Pursue the development of a community building downtown for dances or gatherings following the Gazebo Gatherings.                                                                                                                                                        | Ongoing, as opportunities arise | FREDA, TC, or other entity   |
| Explore making Main Street a pedestrian mall or shared street and enhancing downtown parking.                                                                                                                                                                            | Ongoing, as opportunities arise | P&Z staff, PC, TC            |
| Expand the Main Street parking exemption to include portions of Chester St.                                                                                                                                                                                              | Year one                        | P&Z staff, PC, TC            |
| Encourage new housing development in the downtown area with an emphasis on more owner-occupied units.                                                                                                                                                                    | Ongoing                         | P&Z staff, PC, TC            |
| Establish a Buy Local campaign that encourages residents to shop at locally owned restaurants and stores.                                                                                                                                                                | Year one                        | FREDA, local business owners |

## Small Town Character (Continued)

| Objective/Strategy                                                                                                                                                                                                                                                                                                                        | Implementation Date | Responsible Party                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------------------------------------------------------------|
| Downtown Revitalization (Continued)                                                                                                                                                                                                                                                                                                       |                     |                                                                          |
| Recruit, attract, and support more local restaurants with diverse cuisines.                                                                                                                                                                                                                                                               | Ongoing             | FREDA                                                                    |
| Attract a grocery store to the downtown area and/or on the north side of town.                                                                                                                                                                                                                                                            | Ongoing             | FREDA                                                                    |
| Encourage businesses to remain open after 5:00 PM.                                                                                                                                                                                                                                                                                        | Ongoing             | FREDA                                                                    |
| The Town will pursue working with the State to become a Certified Local Government, this would allow the Town to receive funding for historic preservation efforts.                                                                                                                                                                       | Year one            | BAR, P&Z staff, PC, and TC                                               |
| Clean & Attractive                                                                                                                                                                                                                                                                                                                        |                     |                                                                          |
| Encourage community participation and volunteerism by creating and advertising events that work to beautify and improve quality of life in Town, such as litter removal or other public projects that could use help. Promote more community use projects that connect residents, such as community gardens and adult education programs. | Ongoing             | FREDA, P&Z staff, PC, and TC                                             |
| Involve high school students in Town and County community development projects.                                                                                                                                                                                                                                                           | Ongoing             | P&Z staff                                                                |
| Initiate a program to organize volunteers that will help senior citizens with home maintenance and repairs.                                                                                                                                                                                                                               | Ongoing             | FREDA, P&Z staff, PC, and TC                                             |
| Enforce prohibitions on the use of flashing signs and flags, work with property owners to consolidate their signage to conform to Town regulations.                                                                                                                                                                                       | Year one, ongoing   | P&Z staff, PC, and TC (ordinance change), P&Z staff, ongoing enforcement |
| Ensure vigorous code enforcement, especially for rental units and structures near natural resources.                                                                                                                                                                                                                                      | Ongoing             | P&Z staff                                                                |
| Launch a “Clean Up Our Town” program to organize volunteer help.                                                                                                                                                                                                                                                                          | Ongoing             | FREDA                                                                    |



## Small Town Character (Continued)

| Objective/Strategy                                                                                                                                                                                                                          | Implementation Date | Responsible Party            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------------------|
| Arts, Culture, & Entertainment                                                                                                                                                                                                              |                     |                              |
| Develop more events for children and families, such as parades and festivals.                                                                                                                                                               | Ongoing             | FR Special Events staff      |
| Organize holiday walking tours of historic homes.                                                                                                                                                                                           | Ongoing             | FR Special Events staff      |
| Coordinate with local festival and event planners and encourage the creation of new events to ensure that the entire year has something to celebrate in Front Royal. Continue to update and maintain a calendar that promotes local events. | Ongoing             | FR Special Events staff      |
| Identify and encourage new types of service-based or entertainment-based events that Front Royal may not have hosted before. These could take place in areas away from the downtown to help “activate” them.                                | Ongoing             | FR Special Events staff      |
| Promote and maintain a seasonal farmers’ market.                                                                                                                                                                                            | Ongoing             | FR Special Events, P&Z staff |
| Promote local artists in the community’s work through implementing public art, creating a public art market, or other arts related events.                                                                                                  | Ongoing             | FR Special Events, P&Z staff |
| Continue to seek funding opportunities for muralists to showcase their work on facades throughout Front Royal, including other areas of Town outside the downtown.                                                                          | Ongoing             | FR Special Events, P&Z staff |
| Promote local musicians in the community by studying the available events and practice spaces. Include local musicians from a variety of styles in event planning.                                                                          | Ongoing             | FR Special Events            |

# High Quality Development

| Objective/Strategy                                                                                                                                                                                                                                                                                                                                                        | Implementation Date | Responsible Party                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------------------------------------------------------------|
| Improvement of Gateways: Attractive and beautiful entrance corridors send a message to visitors that Front Royal cares about community and takes good care of its assets. This is an important message for tourists, prospective employers, and employees. It also contributes to community pride among existing residents. Possible supporting actions or ideas include: |                     |                                                                          |
| Encourage the retrofitting/redevelopment of older motels along the northern entrance to Town.                                                                                                                                                                                                                                                                             | Ongoing             | P&Z staff, PC, TC                                                        |
| Prioritize improvement to the gateways from North Front Royal and the National Park (Route 340 and Route 522 and John Marshall Highway.                                                                                                                                                                                                                                   | Ongoing             | P&Z staff, PC, TC                                                        |
| Extend the Entrance Corridor Overlay District to include John Marshall Hwy and South Street.                                                                                                                                                                                                                                                                              | Year one            | P&Z staff, PC, TC                                                        |
| Increase the number of street trees in the entrance corridors.                                                                                                                                                                                                                                                                                                            | Ongoing             | P&Z staff, PC, TC, Public Works                                          |
| Enforce prohibitions on the use of flashing signs and flags, work with property owners to consolidate their signage to conform to Town regulations.                                                                                                                                                                                                                       | Year one, ongoing   | P&Z staff, PC, and TC (ordinance change), P&Z staff, ongoing enforcement |
| Traditional Neighborhood Development: Front Royal desires new growth that is consistent with the characteristics of traditional neighborhoods, which include well connected streets, sidewalks, and the potential for mixed use. Possible supporting actions or ideas include:                                                                                            |                     |                                                                          |
| Focus on where to place new housing and local/unique retail.                                                                                                                                                                                                                                                                                                              | Year one            | P&Z staff, PC, and TC (ordinance change)                                 |
| Continue to concentrate big box retail in existing locations. Big Box retailers and national chains can have a place in the Town, but the focus should be on locally owned businesses. The Town will not encourage the expansion of national retailers/big box entities.                                                                                                  | Year one, ongoing   | P&Z staff, PC, and TC (ordinance change), P&Z staff, ongoing enforcement |
| Increase density in areas that are an easy walk or bike to downtown, creating a population that will demand services downtown. The Town and County can help implement this action through zoning ordinances.                                                                                                                                                              | Year one, ongoing   | P&Z staff, PC, and TC (ordinance change), P&Z staff, ongoing enforcement |



## High Quality Development (Continued)

| Objective/Strategy                                                                                                                                                                                                                  | Implementation Date | Responsible Party                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------------------------------------------------------------|
| Traditional Neighborhood Development (Continued)                                                                                                                                                                                    |                     |                                                                          |
| Redevelop the Town in a manner that accommodates the population's changing needs. For example, the desire for older residents to "age in place" is an emerging concern.                                                             | Year one, ongoing   | P&Z staff, PC, and TC (ordinance change), P&Z staff, ongoing enforcement |
| Create design guidelines for creating shade, wind protection, and shelter from rain through the dimensions and design of buildings.                                                                                                 | Year one, ongoing   | P&Z staff, PC, TC, property owners and developers                        |
| Amend applicable codes and Design Standards to ensure that new mixed-use development, including residential units associated with it, have at least a 12-foot-tall ground floor to allow for flexible use and adaptation over time. | Year one, ongoing   |                                                                          |
| Widen and maintain sidewalks where possible, particularly in the downtown area.                                                                                                                                                     | Ongoing             | P&Z, Public Works staff                                                  |
| Design guidelines for storefronts should require transparency and accommodate large windows for visual interest.                                                                                                                    | Year one            | P&Z staff, PC, TC                                                        |
| Amend Design Standards for new mixed use and commercial development to provide more narrow storefronts along a street frontage to improve the vertical rhythm of the streetscape and increase density and diversity for new uses.   | Year one            | P&Z staff, PC, TC                                                        |
| Amend the Zoning Ordinance and Design Standards to require high quality design that contributes to the Town's built environment.                                                                                                    | Year one            | P&Z staff, PC, TC                                                        |
| Allow for the development of Accessory Commercial Units where possible.                                                                                                                                                             | Year one            | P&Z staff, PC, TC                                                        |
| Maintain high standards of landscaping across the Town with particular emphasis on the Entrance Corridor Overlay District.                                                                                                          | Year one, ongoing   | P&Z staff, PC, TC                                                        |
| Encourage new development to utilize innovative measures to handle stormwater.                                                                                                                                                      | Year one, ongoing   | P&Z staff, PC, TC                                                        |

## High Quality Development (Continued)

| Objective/Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Implementation Date | Responsible Party                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------------------------------------|
| Traditional Neighborhood Development (Continued)                                                                                                                                                                                                                                                                                                                                                                                                                             |                     |                                               |
| Ensure that required landscaping is maintained from planting to maturity, replacing dead vegetation when necessary.                                                                                                                                                                                                                                                                                                                                                          | Year one, ongoing   | P&Z staff, PC, TC                             |
| Set design standards that encourage walkable development. The Town and County can accomplish this action in the near term through zoning and development codes.                                                                                                                                                                                                                                                                                                              | Year one, ongoing   | P&Z staff, PC, TC                             |
| Placemaking: Placemaking refers to the practice of implementing new uses, such as activities or seating areas in a previously inactive space to increase the “sense of place.” This increases community connections to its specific geographic location, rather than being “placeless” or indistinguishable from other places. New development can consider ways to add to placemaking by considering how their development interacts with the streetscape and public realm. |                     |                                               |
| Utilize placemaking strategies to build many different activities and reasons to be within places throughout the Town, placemaking can include design interventions or event programming to “transform” a space into a different temporary use.                                                                                                                                                                                                                              | Ongoing             | P&Z staff, PC, TC, FR<br>Special Events staff |
| Encourage or require new development to implement public or semi-public amenities that enhance the public realm.                                                                                                                                                                                                                                                                                                                                                             | Year one, ongoing   | P&Z staff, PC, TC                             |
| Implement unified wayfinding signage across the entire Town at the pedestrian scale, including areas outside of the downtown.                                                                                                                                                                                                                                                                                                                                                | Ongoing             | P&Z staff, PC, TC                             |

# Tourism

| Objective/Strategy                                                                                                                                                                                                              | Implementation Date                 | Responsible Party                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|----------------------------------------------------------------------------------|
| Tourism: Tourism is another important element of Front Royal's economy. Increasing awareness, lodging and visitor's services will help sustain and grow the Town's tourism industry.                                            |                                     |                                                                                  |
| Develop a Tourism Master Plan.                                                                                                                                                                                                  | As needed                           | P&Z staff in collaboration with Front Royal and Warren County tourism            |
| Utilize social media to raise awareness about events in Front Royal.                                                                                                                                                            | Ongoing                             | FR Special Events staff                                                          |
| Develop a consistent message and brand for Front Royal. For example, "Base Camp for Shenandoah" or "Canoe Capital of Virginia". The Town and County may take the lead with support from local businesses that stand to benefit. | Ongoing                             | FR Special Events staff in collaboration with local businesses                   |
| Market the Town's Civil War history. The Warren Historic Society are knowledgeable and can assist in this effort.                                                                                                               | Ongoing                             | Special Events staff in collaboration with Front Royal and Warren County tourism |
| Identify a revenue source for marketing and tourism promotion efforts.                                                                                                                                                          | Ongoing                             | FR Special Events staff                                                          |
| Provide clean, usable restrooms for visitors in the Town's public spaces.                                                                                                                                                       | As opportunity/funding is available | P&Z staff, PC, TC                                                                |
| Market a Skyline Drive/Shenandoah Valley Scenic Byway. Partner in the branding with National Park Service.                                                                                                                      | Ongoing                             | Special Events staff in collaboration with Front Royal and Warren County tourism |
| Develop a unique festival closely linked to the community's brand. This can help the town "get on the map."                                                                                                                     | Ongoing                             | Special Events staff in collaboration with Front Royal and Warren County tourism |
| Launch a year-round market downtown for farm products and crafts in a permanent space.                                                                                                                                          | As opportunity/funding is available | P&Z staff in collaboration with Front Royal and Warren County tourism            |
| Encourage development of a hotel or other accommodation space in the downtown area.                                                                                                                                             | As opportunity is available         |                                                                                  |

## Tourism (Continued)

| Objective/Strategy                                                                                                                                                                                                                                                                                                                                              | Implementation Date                 | Responsible Party                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|----------------------------------------------------------------------------------|
| Eco-Tourism: Environmentally based tourism is a strong asset that Front Royal can leverage in its effort to attract visitors. Whether to see the changing leaves, paddle along the Shenandoah, or enjoy a hike, many visitors already come to the area for the great access to nature. These strategies can assist the Town in growing this sector further.     |                                     |                                                                                  |
| Host more events, such as long-distance running and bike races. For example, the Town could host a triathlon with biking on Route 522, running in Town, and canoing on the River. The Appalachian Trail Committee and a local outdoor retailer could take the lead on this event in the mid term, once construction of multi-use path on Route 522 is complete. | Ongoing                             | Special Events staff in collaboration with Front Royal and Warren County tourism |
| Market the Town's sustainability efforts as part of its overall "green tourism" strategy and "gateway to the outdoors" branding alongside implementation of sustainability projects.                                                                                                                                                                            | Ongoing                             | Special Events staff in collaboration with Front Royal and Warren County tourism |
| Develop a hostel for international travelers, young travelers, and Appalachian Trail hikers.                                                                                                                                                                                                                                                                    | As opportunity/funding is available | Local trail community with support from Town                                     |
| Plan for a shelter at the trailhead of the Appalachian Trail in town. Encourage development of a hotel or other accommodation space in the downtown area.                                                                                                                                                                                                       | As opportunity/funding is available | P&Z staff, PC, and TC in collaboration with tourism and AT                       |

## Economic Sustainability

| Objective/Strategy                                                                                                                                                                                                                                                                                            | Implementation Date                 | Responsible Party                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-----------------------------------------------------------------------------------------|
| Economic Sustainability: Adding professional jobs in Front Royal will support a strong economy by retaining young adults that leave in search of jobs, providing local employment options for people currently commuting to the Washington metropolitan area on Interstate 66, and increasing local spending. |                                     |                                                                                         |
| Encourage and incentivize the redevelopment of the Avtex site into a productive use with jobs in clean energy, research and development, commercial uses or light industry.                                                                                                                                   | As opportunity/funding is available | P&Z staff, PC, TC, in collaboration with developers                                     |
| Identify target sectors in an economic development plan, identify infrastructure needs that will support these sectors, and market Front Royal to them.                                                                                                                                                       | Year one                            | FREDA, P&Z staff, PC, and TC                                                            |
| Create a vibrant arts and music scene and build new outdoor amenities to make Town attractive to new businesses and their employees.                                                                                                                                                                          | Ongoing                             | FREDA, Special Events staff in collaboration with Front Royal and Warren County tourism |
| Start a dialogue and conduct interviews with existing businesses about how to grow the local economy.                                                                                                                                                                                                         | Ongoing                             | FREDA                                                                                   |
| Explore slowing speed limits around the downtown area to allow for comfort and safety, as well as increasing the likelihood patrons will stop and shop.                                                                                                                                                       | Year one                            | P&Z, Public Works, Police Department staff                                              |
| Attract businesses that support uses that are limited in Town, such as clothing stores or other shops that are not presently found in the market.                                                                                                                                                             | Ongoing                             | FREDA, P&Z staff                                                                        |
| Review and update local zoning regulations to ensure areas such as the downtown are able to foster a vibrant nightlife.                                                                                                                                                                                       | Year one                            | P&Z staff, PC, TC                                                                       |
| Study the feasibility of a Town-sponsored “business incubator” space.                                                                                                                                                                                                                                         | As opportunity/funding is available | FREDA, P&Z staff                                                                        |
| Encourage local businesses to facilitate apprenticeships to build community ties and share business acumen.                                                                                                                                                                                                   | Ongoing                             | FREDA                                                                                   |

## Economic Sustainability (Continued)

| Objective/Strategy                                                                                                                                                                                                                                                                                                                                   | Implementation Date | Responsible Party                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------------------------------------------------------------------------------|
| Economic Sustainability (Continued)                                                                                                                                                                                                                                                                                                                  |                     |                                                                                         |
| Partner with local educational and vocational resources to provide for a skilled labor force.                                                                                                                                                                                                                                                        | Ongoing             | FREDA                                                                                   |
| Continue marketing and branding efforts around Front Royal as a “gateway to the outdoors.”                                                                                                                                                                                                                                                           | Ongoing             | FREDA, Special Events staff in collaboration with Front Royal and Warren County tourism |
| Regional coordination of Economic Development Activities: Actively work with the Northern Shenandoah Valley Regional Commission, Virginia Department of Transportation, Warren County, Virginia Department of Rail & Public Transportation, Norfolk Southern Corporation, and other entities to establish the Town as a regional transportation hub. |                     |                                                                                         |
| Continue to support the growth of the Inland Port as it relates to the Town.                                                                                                                                                                                                                                                                         | Ongoing             | PC, TC, FREDA                                                                           |
| Utilize the Comprehensive Plan to support and align decision making with Economic Development projects.                                                                                                                                                                                                                                              | Ongoing             | PC, TC, FREDA, all Town staff                                                           |

# Transportation

| Objective/Strategy                                                                                                                                                                                                                                                                                                                                    | Implementation Date | Responsible Party       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------|
| Policy & Ordinance:                                                                                                                                                                                                                                                                                                                                   |                     |                         |
| Review and update the Road Improvement Plan and the Pedestrian and Bicycle Improvement Plan at least every five years once adopted.                                                                                                                                                                                                                   | Ongoing             | P&Z staff, PC, TC       |
| Prioritize the Bicycle Improvement Plan and Road Improvement Plan on an annual basis when updating the Capital Improvement Plan (CIP). Improve methods of prioritizing transportation projects to ensure that available public funds are used efficiently.                                                                                            | Ongoing             | P&Z staff, PC, TC       |
| The Planning & Zoning Department should work with Warren County examine and update the Construction Standards & Specifications manual to better incorporate the other goals of this section and updates to Chapter 148 of the Town Code.                                                                                                              | Year one            | P&Z staff               |
| Identify sources of funding other than local tax revenue, including grants, private donations, public/private partnerships, and potential new operational revenue. Train Town staff and work with the Northern Shenandoah Valley Regional Commission (NSVRC) so that grant applications are properly prepared to increase the likelihood of approval. | Ongoing             | P&Z staff               |
| Require design features on roadways that improve the safety and comfort level of all users, including street trees, buffers between bicycle lanes and sidewalks from the automobile lanes, landscaped medians, street furniture and sidewalks that improve the safety and comfort level of all users.                                                 | Ongoing             | P&Z, Public Works staff |
| Reduce local traffic congestion by reducing local vehicle miles traveled (VMT) and coordinate with Land Use strategies to plan and implement comfortable, accessible, and convenient multi-modal transportation options.                                                                                                                              | Year one, ongoing   | P&Z staff, PC, TC       |

## Transportation (Continued)

| Objective/Strategy                                                                                                                                                            | Implementation Date | Responsible Party       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------|
| Policy & Ordinance (Continued)                                                                                                                                                |                     |                         |
| Review off-street parking requirements and amend or update to change to a “maximum parking” limit.                                                                            | Year one, ongoing   | P&Z staff, PC, TC       |
| Encourage and implement shared parking agreements between local property owners.                                                                                              | Year one, ongoing   | P&Z staff, PC, TC       |
| Integrate innovative and sustainable stormwater infrastructure within the Town’s streets.                                                                                     | Ongoing             | P&Z, Public Works staff |
| Share knowledge of policies and strategies with partnering organizations to develop green infrastructure alternatives as an integral part of the development process.         | Ongoing             | P&Z, Public Works staff |
| Continue performing regular maintenance on existing transportation facilities while noting opportunities to improve or identifying new projects.                              | Ongoing             | P&Z, Public Works staff |
| Study the town’s one-way streets, with special attention to streets where drivers travel in the wrong direction.                                                              | Ongoing             | P&Z, Public Works staff |
| Street lighting should be dark-sky compliant and direct light downwards, shielding it from the sky.                                                                           | Ongoing             | P&Z, Public Works staff |
| Multi-modal network: Prioritize increasing the number of pedestrian and bicyclists in Town.                                                                                   |                     |                         |
| Seek to expand and anticipate traffic calming measures throughout the Town in collaboration with neighborhood residents and as part of the development process.               | Ongoing             | P&Z, Public Works staff |
| Consistently apply Americans with Disabilities Act (ADA) standards to facility design and ensure that accessible curb ramps exist at all pedestrian crossings where possible. | Ongoing             | P&Z, Public Works staff |
| Continue to include bicycle and pedestrian accommodation in conjunction with the planning and design of new public or private road projects.                                  | Ongoing             | P&Z, Public Works staff |



## Transportation (Continued)

| Objective/Strategy                                                                                                                                                         | Implementation Date                       | Responsible Party                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|------------------------------------|
| Multi-modal network (Continued)                                                                                                                                            |                                           |                                    |
| Explore and implement safe, convenient, and visually attractive crossing alternatives to enable pedestrians and bicyclists to cross collector and arterial streets.        | Ongoing                                   | P&Z, Public Works staff            |
| Evaluate street parking needs for new development projects and consider the implementation of narrower streets where street parking is determined to be unnecessary.       | Ongoing                                   | P&Z, Public Works staff            |
| Require bicycle parking at public facilities and explore opportunities to provide or promote bicycle parking across Town to support local businesses.                      | Ongoing                                   | P&Z staff, PC, TC                  |
| Implement the recommendations of the 2019 Downtown Parking Study.                                                                                                          | Ongoing                                   | P&Z and Public Works staff, PC, TC |
| Consider locations for future consolidated structured public parking facilities.                                                                                           | Ongoing                                   | P&Z and Public Works staff, PC, TC |
| Continue to support park-and-ride lots and ride-sharing programs.                                                                                                          | Ongoing                                   | P&Z and Public Works staff, PC, TC |
| Evaluate the potential to convert E. Main Street to a pedestrian and bicycle street or limiting car access at certain times of day.                                        | Year one, ongoing                         | P&Z and Public Works staff, PC, TC |
| Create a River walk along the South Fork of the Shenandoah River between points on the southern and northern ends of Town.                                                 | Year one, or as funding becomes available | P&Z staff, PC, TC                  |
| Build sidewalks on residential streets where they are lacking.                                                                                                             | Ongoing                                   | P&Z, Public Works staff            |
| Build a safe walking path on Criser Road. The Town may take the lead on this project with assistance and cooperation from the National Park Service, which abuts the road. | Year one, or as funding becomes available | P&Z and Public Works staff, PC, TC |

## Transportation (Continued)

| Objective/Strategy                                                                                                                                                                                                                                                                                                                                                                                | Implementation Date                 | Responsible Party                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|------------------------------------|
| Multi-modal network (Continued)                                                                                                                                                                                                                                                                                                                                                                   |                                     |                                    |
| Build a shared use path from Front Royal to the Appalachian Trail (a prominent hiking trail) via Route 522 to strengthen the bicycle and pedestrian connection to Shenandoah National Park and improve conditions for through-hikers that want to spend time in town. The Town and County governments may collaborate with the Potomac Appalachian Trail Club to build the path in the near term. | As opportunity/funding is available | P&Z and Public Works staff, PC, TC |
| Add bike parking downtown and at shopping centers. The Town can implement this action through an ordinance and collaboration with businesses through an adopt-a-rack program.                                                                                                                                                                                                                     | Year one, ongoing                   | P&Z and Public Works staff, PC, TC |
| Explore opportunities to add a trail or pathway connecting the Appalachian Trail to the Town's multi-use trail network, potentially on the west side of Happy Creek.                                                                                                                                                                                                                              | Year one, ongoing                   | P&Z and Public Works staff, PC, TC |
| Allow bicycles on greenway trail with simple paint markings outlining separate travel lanes for cyclists and pedestrians.                                                                                                                                                                                                                                                                         | Ongoing                             | P&Z and Public Works staff, PC, TC |
| Explore feasibility of adding greenways along all creeks                                                                                                                                                                                                                                                                                                                                          | Ongoing                             | P&Z and Public Works staff, PC, TC |
| Build a system of greenways in town extending out along major corridors and connecting destinations                                                                                                                                                                                                                                                                                               | Ongoing                             | P&Z and Public Works staff, PC, TC |
| Work to install marked pedestrian crosswalks at all intersections.                                                                                                                                                                                                                                                                                                                                | Ongoing                             | P&Z and Public Works staff, PC, TC |
| Add pedestrian signals at all intersections in Front Royal.                                                                                                                                                                                                                                                                                                                                       | Ongoing                             | P&Z and Public Works staff, PC, TC |
| Explore infrastructure improvements along bicycle and pedestrian routes, including lighting, hydration stations, bicycle work stands, and signage.                                                                                                                                                                                                                                                | Ongoing                             | P&Z and Public Works staff, PC, TC |

## Transportation (Continued)

| Objective/Strategy                                                                                                                                                                                                                                  | Implementation Date                 | Responsible Party                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-----------------------------------------------------------------------|
| Multi-modal network (Continued)                                                                                                                                                                                                                     |                                     |                                                                       |
| Improve access to the water and sidewalk / bicycle lane connections to the boat launch.                                                                                                                                                             | Ongoing                             | P&Z and Public Works staff, PC, TC                                    |
| Utilize appropriate infrastructure to separate bicycle paths from car traffic, depending on the traffic speed and volume on the road.                                                                                                               | Ongoing                             | P&Z and Public Works staff, PC, TC                                    |
| Public Transportation: Continue to maintain and expand transit services offered by Royal Trolley. Coordinate with Warren County and other public transportation service providers to maximize transit services that are available to Town citizens. |                                     |                                                                       |
| Ensure that printed schedules are available at key transit stops.                                                                                                                                                                                   | Ongoing                             | VA Regional Transit                                                   |
| Extend Virginia Railway Express commuter rail service to Front Royal in the long term (35 years plan).                                                                                                                                              | As opportunity/funding is available | Virginia Railway Express, with Town support                           |
| Add a regional bus connector to the Washington metropolitan area.                                                                                                                                                                                   | As opportunity/funding is available | Bus service, with Town support                                        |
| Require new development to be potentially accessible by public transit in the future, such as locating space for bus shelters.                                                                                                                      | Ongoing                             | P&Z staff                                                             |
| Review transit stops to ensure that are connected with accessible sidewalks, trails, and bicycle lanes. Add shelters and lighting at stops and maintain them with unified signage and shelter design.                                               | Year one, ongoing                   | VA Regional Transit and P&Z staff                                     |
| Work with Northern Shenandoah Valley Regional Commission and the Virginia Department of Transportation to collect data regarding regional travel patterns, car traffic counts, bicycle and pedestrian counts, et cetera.                            | Ongoing                             | P&Z staff                                                             |
| Explore the future demand and feasibility for passenger rail service for the Town and region.                                                                                                                                                       | Ongoing                             | P&Z staff in collaboration with NSVRC, DRPT, and other state partners |

## Transportation (Continued)

| Objective/Strategy                                                                                                                                                                                                       | Implementation Date | Responsible Party                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------------------------------------------------|
| Public Transportation (Continued)                                                                                                                                                                                        |                     |                                                              |
| Coordinate with Virginia Regional Transit to explore additional transit shelters, higher frequency routes, and additional connections. Support these efforts with local staff and funding, as available and appropriate. | Ongoing             | P&Z staff                                                    |
| Limit truck through traffic to main routes, restrict their movement into residential neighborhoods.                                                                                                                      | Ongoing             | P&Z staff                                                    |
| Explore creating an advertising campaign to promote taking public transit, bicycling, or walking to destinations that communicates the benefit of what individual action does for the community.                         |                     | VA Regional Transit, in collaboration with Front Royal staff |
| Parking: Study and address parking issues throughout the downtown area.                                                                                                                                                  |                     |                                                              |
| Re-introduce enforcement of the parking time limits in the downtown area to allow for more turnover of spaces.                                                                                                           | Year one            | P&Z and Public Works staff, PC, TC                           |
| Assess the feasibility of paid parking for the downtown area as a way to ensure turnover of spaces.                                                                                                                      | Year one            | P&Z and Public Works staff, PC, TC                           |
| Plan for the location of a future public structured parking facility. This could be combined with other amenities, such as a rooftop viewing platform or playground.                                                     | Ongoing             | P&Z and Public Works staff, PC, TC                           |

## Responsive & Accountable Governance

| Objective/Strategy                                                                                                                                          | Implementation Date                 | Responsible Party                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-----------------------------------------------------------------------|
| The Town shall take a fiscally conservative stance to ensure its long-term fiscal strategies and plans support identified capital projects and needs.       | Ongoing                             | TC, PC, all Town staff                                                |
| The Town's staff will be accessible and responsive to the public.                                                                                           | Ongoing                             | All Town staff                                                        |
| The Town's decision-making process will be open and transparent.                                                                                            | Ongoing                             | TC, PC, all Town staff                                                |
| High levels of public participation are encouraged in public board and commission meetings                                                                  | Ongoing                             | TC, PC, all Town staff                                                |
| The Town will strive to cooperate with local and regional government partners.                                                                              | Ongoing                             | TC, PC, all Town staff                                                |
| The Comprehensive Plan will be consulted along with other guiding documents as the primary basis for decision-making regarding land use and transportation. | Ongoing                             | TC, PC, P&Z staff                                                     |
| The Comprehensive Plan will be updated or reviewed every five years, per the Code of Virginia.                                                              | Ongoing                             | TC, PC, P&Z staff                                                     |
| Consistent engagement with the community shall be maintained via town halls or surveys on resident satisfaction.                                            | Ongoing                             | TC, PC, all Town staff                                                |
| Allow citizens to test "pilot projects" for ideas on how to improve the Town                                                                                | Ongoing                             | TC, PC, all Town staff, in collaboration with and support of citizens |
| Ensure that all voices are heard in the community when surveyed.                                                                                            | Ongoing                             | TC, PC, all Town staff                                                |
| Ensure that revenues adequately support current and future service and infrastructure needs.                                                                | Ongoing                             | TC, PC, and all Town staff                                            |
| Support funding for increasing the number of staff available for code enforcement.                                                                          | Ongoing                             | TC, PC, and P&Z staff                                                 |
| Upgrade the Town's fleet when feasible to electric vehicles, allow for electric vehicle charging stations throughout the Town.                              | As opportunity/funding is available | TC, all Town staff                                                    |

## Reliable Utilities & Services

| Objective/Strategy                                                                                                                                               | Implementation Date | Responsible Party                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------------------------------|
| Reliable Utilities & Services: Utility systems such as water and sewer will be continually modernized to meet local needs.                                       |                     |                                         |
| Improve energy efficiency in all town buildings and structures. The Town's Electrical Services Department can take the lead on this action in the near term.     | Ongoing             | TC, Energy Services staff               |
| Promote and facilitate high speed internet access for all residents.                                                                                             | Ongoing             | Private providers, with Town support    |
| Explore the provision of Town-wide public wireless internet (wifi) service or in parks.                                                                          | Year one, ongoing   | TC                                      |
| Improve cellular service throughout the Town through co-located cellular towers or other facilities.                                                             | Ongoing             | Private providers, with Town support    |
| Street lighting should be dark-sky compliant and direct light downwards, shielding it from the sky.                                                              | Ongoing             | DPW, P&Z                                |
| Ensure the efficient delivery of services and utilities through increasing density rather than allowing sprawl development. Carefully plan towards future needs. | Year one, ongoing   | P&Z, Energy Services staff              |
| The Town's water quality will be continually safe and reliable as a result of the high standards of Front Royal's Public Works.                                  | Ongoing             | Public Works staff                      |
| Communicate across governmental agencies to find efficiencies or innovation where possible.                                                                      | Ongoing             | TC, PC, all Town staff, all Town boards |
| Town roadways and trails will be well maintained and safe.                                                                                                       | Ongoing             | Public Works staff, VDOT                |
| The Town's Department of Energy Services will continue to secure reliable power for the community.                                                               | Ongoing             | Energy Services staff                   |
| Continue communicating and educating the public how the Town's services are provided.                                                                            | Ongoing             | Public Works, Energy Services staff     |

## Reliable Utilities & Services (Continued)

| Objective/Strategy                                                                                                                                      | Implementation Date | Responsible Party      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------------|
| Reliable Utilities & Services (Continued)                                                                                                               |                     |                        |
| The Town will ensure that services are provided equitably throughout the entire Town.                                                                   | Ongoing             | TC, Public Works staff |
| The Town will pursue opportunities in coordination with Warren County to increase the amount and quality of parks, recreation facilities, and programs. | Ongoing             | TC, PC, P&Z staff      |

## Public Health & Safety

| Objective/Strategy                                                                                                                                                                                                                                                                                      | Implementation Date | Responsible Party                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------------------------------------------|
| Public Health & Safety: Front Royal's residents value safety and family-friendly programs. Safety can be improved through better street design that slows traffic and makes walking and biking more attractive, and through actions to reduce drug use and drug-related crime.                          |                     |                                                             |
| Increase youth sports, arts, and service programs. Encourage all ages event programming to promote community health.                                                                                                                                                                                    | Ongoing             | Warren County Parks and Recreation, FR Special Events staff |
| Emphasize drug law enforcement and support programs to reduce drug use.                                                                                                                                                                                                                                 | Ongoing             | Police Department, other agencies as appropriate            |
| Explore the use of Crime Prevention Through Environmental Design (CPTED) principles in creating Town Design Guidelines and Design Standards. CPTED provides researched examples of how buildings can be designed to prevent crime through avoiding entrapment areas or allowing for greater visibility. | Ongoing             | P&Z staff                                                   |
| Improve lighting around town and on major corridors into Town.                                                                                                                                                                                                                                          | Ongoing             | P&Z, Public Works staff                                     |
| Establish a program to improve relationships between police officers and citizens, coffee with a cop is good example.                                                                                                                                                                                   | Ongoing             | Police Department                                           |
| Invest in improving the schools and retaining good teachers.                                                                                                                                                                                                                                            | Ongoing             | Warren County Public Schools                                |
| Address problems caused by aggressive dogs and nuisance animals.                                                                                                                                                                                                                                        | Ongoing             | Warren County Sheriff's Office - Animal Control             |
| Work with the County to facilitate the addition of outdoor exercise equipment at local parks to improve community health.                                                                                                                                                                               | Ongoing             | P&Z staff                                                   |
| Map and ensure all areas of the Town have quick access to fresh locally sourced food by mapping proximity of residential areas to grocery options.                                                                                                                                                      | Ongoing             | P&Z staff                                                   |
| Create a program for the implementation of "Victory Gardens," that can help supply local food banks.                                                                                                                                                                                                    | Ongoing             | P&Z staff                                                   |

## Public Health & Safety (Continued)

| Objective/Strategy                                                                                                                                                       | Implementation Date | Responsible Party                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------------------------------|
| Public Health & Safety (Continued)                                                                                                                                       |                     |                                          |
| Amend the Zoning Ordinance to ensure that physical and mental healthcare services are permitted by right in commercial and mixed-use zoning districts.                   | Year one            | TC, PC, P&Z staff                        |
| Ensure that physical and mental healthcare services are easily accessible by multi-modal transportation.                                                                 | Ongoing             | TC, PC, P&Z and Public Works staff, VDOT |
| Amend Zoning Ordinance to permit methadone clinics and other support resources for those suffering from addiction by right in commercial and mixed-use zoning districts. | Year one            | TC, PC, P&Z staff                        |
| Town Council should fund Code enforcement division to ensure vigorous code enforcement is able to protect residents from unsafe living conditions.                       | Ongoing             | TC, P&Z staff                            |
| Coordinate with public schools and develop a Safe Route to School Travel Plan for every public school in the Town.                                                       | Ongoing             | TC                                       |
| Take part in FEMA Community Rating System Program to help residents in the Town's floodplains.                                                                           | Ongoing             | TC                                       |

# Affordable Housing

| Objective/Strategy                                                                                                                                                                                                                                                                                               | Implementation Date | Responsible Party                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------------------------|
| Affordable Housing: A wide range of housing options contributes to Front Royal's vision as a lifelong community where people of all ages and stages in life can meet their housing needs. The options should include a wide range of housing types from single-family homes to apartments above downtown stores. |                     |                                    |
| Monitor the mix of available housing types in Town to ensure that the stock remains varied and diverse for different housing needs.                                                                                                                                                                              | Year one, ongoing   | TC, PC, P&Z staff                  |
| Implement and continue research on methods for increasing the amount of affordable workforce housing.                                                                                                                                                                                                            | Year one, ongoing   | TC, PC, P&Z staff                  |
| Support housing where it exists with services and other amenities equitably throughout the Town.                                                                                                                                                                                                                 | Year one, ongoing   | TC, PC, P&Z and Public Works staff |
| Amend appropriate Zoning Districts to allow for development of multi-family buildings.                                                                                                                                                                                                                           | Year one            | TC, PC, P&Z staff                  |
| Ensure that all housing is supported locally by a mix of neighborhood commercial uses.                                                                                                                                                                                                                           | Year one            | TC, PC, P&Z staff                  |
| Allow for the development of Accessory Dwelling Units, additional dwelling units on any given parcel that are "accessory" to the principal use of another residency. An example of this would be a carriage house or in-law suite.                                                                               | Year one            | TC, PC, P&Z staff                  |
| In accordance with the Code of Virginia Sec. 15.2-2223.5, ensure that manufactured homes remain a source of affordable housing by preserving existing manufactured housing communities or providing for the creation of new manufactured home communities.                                                       | Year one, ongoing   | TC, PC, P&Z staff                  |
| Preserve and maintain historic residential architecture.                                                                                                                                                                                                                                                         | Ongoing             | TC, PC, P&Z staff, BAR             |
| Enforce maintenance standards for rental properties.                                                                                                                                                                                                                                                             | Ongoing             | TC, PC, P&Z staff, BAR             |
| Promote new housing types that are attractive to seniors, making it possible for them to age in place rather than leaving Front Royal.                                                                                                                                                                           | Year one, ongoing   | TC, PC, P&Z staff                  |

## Affordable Housing (Continued)

| Objective/Strategy                                                                       | Implementation Date | Responsible Party                      |
|------------------------------------------------------------------------------------------|---------------------|----------------------------------------|
| Affordable Housing (Continued)                                                           |                     |                                        |
| Encourage development of age restricted communities, especially near Town Trolley stops. | Ongoing             | TC, PC, P&Z staff, VA Regional Transit |
| Encourage the return of old houses from business use to housing use.                     | Year one, ongoing   | TC, PC, P&Z staff                      |
| Increase single-family housing in the greater downtown area.                             | Year one, ongoing   | TC, PC, P&Z staff                      |
| Encourage energy efficient rental housing development.                                   | Year one, ongoing   | TC, PC, P&Z staff                      |
| Encourage construction of more affordable apartments.                                    | Year one, ongoing   | TC, PC, P&Z staff                      |

# Environmental Sustainability

| Objective/Strategy                                                                                                                                                                                                                                      | Implementation Date | Responsible Party                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------------------------|
| Water Quality: A clean Shenandoah River supports healthy people, fish, and wildlife and outdoor recreation. The Town can clean the river through cooperation with other towns, the state, and residents. Public education is also an important element. |                     |                                    |
| Update zoning to protect riparian buffers, promote permeable pavements, and other strategies that protect rivers. The Town and County can make these changes in collaboration with upstream communities.                                                | Year one, ongoing   | TC, PC, P&Z staff                  |
| Work with surrounding communities to limit pollution runoff into the River from stormwater and agriculture into the River.                                                                                                                              | Ongoing             | TC, PC, P&Z and Public Works staff |
| Recruit groups that promote clean rivers, such as the Potomac Watershed Alliance, to locate in Front Royal.                                                                                                                                             | Ongoing             | FREDA                              |
| Invite scientists involved in clean water to hold conferences in Front Royal.                                                                                                                                                                           | Ongoing             | Special Events staff               |
| Explore implementing permeable pavement for public parking lots and other public facilities, encourage or amend Design Standards to require less impervious surfaces.                                                                                   | Year one, ongoing   | TC, PC, P&Z staff                  |
| Best Management Practices (BMPs) should be utilized to manage stormwater on newly developed sites.                                                                                                                                                      | Ongoing             | TC, PC, P&Z staff, developers      |
| Bioswales, rain gardens, or other innovative techniques to trap and slow stormwater should be implemented throughout the Town to improve water quality and prevent flooding.                                                                            | Ongoing             | TC, PC, P&Z staff, developers      |

## Environmental Sustainability (Continued)

| Objective/Strategy                                                                                                                                                                  | Implementation Date                 | Responsible Party                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|---------------------------------------------------------------------------------------------------------|
| Protecting the Environment: Front Royal can act through a multitude of ways to protect its natural assets.                                                                          |                                     |                                                                                                         |
| Construct a second boat launch and exit, preferably near the VFW to allow for one-way trips through town.                                                                           | As opportunity/funding is available | TC, PC, P&Z staff with VFW, Virginia Department of Game and Inland Fisheries, Shenandoah River Keepers. |
| Development should avoid steep slopes and other critical environmental features.                                                                                                    | Ongoing                             | TC, PC, P&Z staff                                                                                       |
| Clear-cutting trees should be avoided for new subdivisions, and areas where trees can be preserved should be clearly identified.                                                    | Year one, ongoing                   | TC, PC, P&Z staff                                                                                       |
| Preserve mature trees throughout the Town, collect data about the tree canopy cover and promote more plantings to grow and expand.                                                  | Ongoing                             | TC, PC, P&Z staff                                                                                       |
| Study the sustainability of Town facilities and fleet, explore improvements where possible.                                                                                         | Year one                            | TC, Public Works staff                                                                                  |
| Support the work of organizations, such as the ESAC, to maintain the Tree City USA designation and the health of Front Royal's Trees.                                               | Ongoing                             | TC, PC                                                                                                  |
| Set minimum environmental standards for public buildings within the Town.                                                                                                           | Ongoing                             | TC, Public Works staff                                                                                  |
| Require native and pollinator-friendly species in landscaping for all Town maintained projects.                                                                                     | Ongoing                             | TC, PC, P&Z staff                                                                                       |
| Consider strategies to mitigate the urban heat island effect.                                                                                                                       | Ongoing                             | TC, PC, P&Z staff                                                                                       |
| Remove regulatory barriers to installing rooftop solar panels on buildings. Explore installation of 2-way electric meters.                                                          | Year one                            | TC, PC, P&Z staff                                                                                       |
| Ensure that development along Happy Creek and other environmentally sensitive areas addresses conservation easements and follows best practices to prevent and/or mitigate impacts. | Ongoing                             | TC, PC, P&Z staff                                                                                       |

## Development Policies

| Objective/Strategy                                                                                                                                                                                                                        | Implementation Date                 | Responsible Party |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------|
| Protect environmentally sensitive areas, while efficiently co-locating density with diverse uses to connected, walkable, and central nodes.                                                                                               |                                     |                   |
| Encourage highly productive, efficient, diverse, and varied use of land.                                                                                                                                                                  | Year one, ongoing                   | TC, PC, P&Z staff |
| Encourage the clustering of uses to increase the amount of reasons people will venture to different areas of the Town.                                                                                                                    | Year one, ongoing                   | TC, PC, P&Z staff |
| Encourage the development of new uses in large areas of singular use.                                                                                                                                                                     | Year one, ongoing                   | TC, PC, P&Z staff |
| Develop small area plans for each of the future Land Use map's planning areas.                                                                                                                                                            | As opportunity/funding is available | TC, PC, P&Z staff |
| Amend and update the Zoning Ordinance to allow for mixed uses in more zoning districts and move away from traditional Euclidean zoning.                                                                                                   | Year one                            | TC, PC, P&Z staff |
| Ensure that use of the land avoids critical environmental assets, such as floodplains, riparian buffers, woodlands, steep slopes, viewsheds, wildlife corridors, endangered species habitats, and natural waterways or drainage channels. | Year one, ongoing                   | TC, PC, P&Z staff |
| Eliminate and reduce requirements for buffer yards and setbacks that increase the amount of distance between varying uses, except where needed to mitigate nuisances or in existing residential neighborhoods.                            | Year one, ongoing                   | TC, PC, P&Z staff |
| "Activate" the grounds of public facilities with pop-up uses where possible.                                                                                                                                                              | Ongoing                             | TC, PC, P&Z staff |

## Development Policies (Continued)

| Objective/Strategy                                                                                                                                                                          | Implementation Date | Responsible Party |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------|
| Allow and encourage remaining space on parcels to be used for auxiliary seating areas or other amenities that build shared value, particularly in the downtown area.                        | Year one, ongoing   | TC, PC, P&Z staff |
| Allow for corner commercial mixed use buildings by conditional approval to support neighborhoods.                                                                                           | Year one, ongoing   | TC, PC, P&Z staff |
| Study various “chains of activity” for how residents and visitors might spend an entire day in the Town to identify gaps for attraction of new land uses.                                   | Year one, ongoing   | P&Z staff, FREDA  |
| Review and update the language from all Zoning Districts and the Town’s Design Standards to encourage walkable development.                                                                 | Year one            | TC, PC, P&Z staff |
| Amend and reduce the requirement for a 12,000 square foot lot for an Accessory Dwelling Unit. Add language to allow for Accessory Commercial Units, particularly in areas such as downtown. | Year one            | TC, PC, P&Z staff |
| Create and implement Design Guidelines that promote architectural quality and enhance the community’s walkability.                                                                          | Year one, ongoing   | TC, PC, P&Z staff |
| Ensure that the Zoning and Future Land Use Maps are aligned for desired development patterns.                                                                                               | Year one            | TC, PC, P&Z staff |
| Encourage new residential subdivisions to utilize the Town’s cluster Design Standards to preserve open space.                                                                               | Year one            | TC, PC, P&Z staff |
| Discourage linear “strip” commercial development. Encourage and require higher standards for uses within the Entrance Corridor Overlay Districts.                                           | Year one, ongoing   | TC, PC, P&Z staff |

## Development Policies (Continued)

| Objective/Strategy                                                                                                                                                                                                                                                                          | Implementation Date | Responsible Party |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------|
| Amend Zoning Ordinance to allow age-restricted affordable housing in more areas, especially parts of the Town that are more walkable.                                                                                                                                                       | Year one            | TC, PC, P&Z staff |
| Invite or incentivize landowners and developers to dedicate park space where land is suitable to meet identified recreational or open space needs for the community, particularly where land can create a through-trail connection.                                                         | Ongoing             | TC, PC, P&Z staff |
| Allow farm related uses in agricultural lands which are zoned for low density residential use. Allow limited agricultural uses that are more intensive than regular gardening, such as backyard chickens and gardens in residential areas, subject to permitting and performance standards. | Year one, ongoing   | TC, PC, P&Z staff |
| Encourage new industrial uses within approved industrial parks.                                                                                                                                                                                                                             | Year one, ongoing   | TC, PC, P&Z staff |
| Future sites for industrial parks should be directly accessible to major thoroughfares for truck access. Industrial development should be reviewed and analyzed for slopes and soil suitability.                                                                                            | Year one, ongoing   | TC, PC, P&Z staff |



## Development Policies (Continued)

| Objective/Strategy                                                                                                                                                                        | Implementation Date | Responsible Party |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------|
| Industrial sites should provide extensive buffering and screening to mitigate any impacts to residential areas.                                                                           | Year one, ongoing   | TC, PC, P&Z staff |
| The Town will coordinate with Warren County as needed to plan for any industrial expansion and its burden on local infrastructure.                                                        | Ongoing             | TC, PC, P&Z staff |
| Encourage the development of existing commercial centers with residential development, public open spaces, public restrooms, and other amenities, particularly around South Street.       | Year one, ongoing   | TC, PC, P&Z staff |
| Support development on vacant properties or redevelopment of properties that have fallen into disrepair, especially along the Main Street corridor.                                       | Year one, ongoing   | TC, PC, P&Z staff |
| Plan for ways to activate and connect Front Royal's waterfront to the Town.                                                                                                               | Year one, ongoing   | TC, PC, P&Z staff |
| Continue implementing the recommendations of Envision Front Royal and Envision 2.0                                                                                                        | Ongoing             | TC, PC, P&Z staff |
| Viewsheds of the surrounding mountains or Shenandoah River should be utilized in site design. It is discouraged for any development to disrupt existing viewsheds of adjacent properties. | Ongoing             | TC, PC, P&Z staff |
| Data center development should be evaluated carefully to mitigate all impacts on adjacent properties including, but not limited to: noise, views, and stormwater runoff.                  | Ongoing             | TC, PC, P&Z staff |

## Development Policies (Continued)

| Objective/Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Implementation Date            | Responsible Party                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|--------------------------------------------------------------|
| As permissible by State Law, ensure that all new development projects that require rezoning approval are adequately evaluated to ensure that the proposed development pays for its fair and appropriate level of contribution for new infrastructure necessary for the new development and for impacts that the new development will have on public services, such as fire and rescue, schools, and law enforcement. For all new development that does not require rezoning, ensure that the development complies with the Town Code, including Chapter 175 (Zoning), 148 (Subdivision and Land Development), 156 (Urban Forestry), and any other applicable Town Code ordinances. | Ongoing, beginning immediately | Planning and Zoning staff, Planning Commission, Town Council |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                |                                                              |
| Update the Capital Improvement Program (CIP) to reflect infrastructure investments where necessary.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Year one, ongoing              | Public Works staff, Town Council                             |
| Amend the Zoning Ordinance to permit methadone clinics and other support resources for those suffering from drug addiction by right in commercial and mixed-use zoning districts to assist with drug addiction issues among residents.                                                                                                                                                                                                                                                                                                                                                                                                                                             | Year one                       | Planning and Zoning staff, Planning Commission, Town Council |



## Development Policies (Continued)

| Objective/Strategy                                                                                                                           | Implementation Date | Responsible Party                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------------------------------------------------|
| Remove barriers to installing solar panels on residential, commercial, and institutional buildings.                                          | Year one            | Planning and Zoning staff, Planning Commission, Town Council |
| Study and pursue the reduction of the number of cars in the historic downtown area while increasing the number of pedestrian and bicyclists. | Year one            | Planning and Zoning staff, Planning Commission, Town Council |
| Amend Subdivision Ordinance to require additional open space provisions and “clustering” of homes with smaller setbacks.                     | Year one            | Planning and Zoning staff, Planning Commission, Town Council |
| Amend Zoning Ordinance to allow for alternative commercial uses and accessory commercial uses in large single-family homes, as appropriate.  | Year one            | Planning and Zoning staff, Planning Commission, Town Council |