

## Strategic Plan

Prince William County traditionally funds a variety of housing, community service, economic development, public improvement, community facility, and homeless service programs through the Community Development Block Grant, HOME Investment Partnership Program, American Dream Downpayment Initiative, and Emergency Shelter Grant. The Housing Market Analysis and Housing and Homeless Needs Assessment highlighted some areas where pressing needs are present in the community. The Strategic Plan provides a basis for funding decisions in FY 2006 and through the 5-year span of this Consolidated Plan.

Table 1, to the right, provides an overview of the County funding priorities ranked by general category. More detailed tables are provided that breakdown these categories into more specific subcategories. These priorities were determined through a survey of the public that was collected at public meetings held in August and September of 2004, and distributed through non-profit organizations during the same period. The highest priorities within categories are detailed in the tables below.

**Table 1: Funding Priorities**

Funding Category	Priority Rank
Housing	1
Community Services	2
Homeless Facilities and Services	3
Public Improvements	4
Economic Development	5

### Priorities for Housing Assistance

Housing	Rank
Homeownership Assistance	1
Build More Affordable Ownership Housing	2
Build More affordable rental housing	3
Rent Subsidies	4
Emergency Assistance	5

### Priorities for Community Services

<b>Community Services</b>	<b>Rank</b>
Senior Services	1
Health Services	2
Disabled Services	3
Services for Victims of Domestic Violence	4
Transportation	5
Child Care	6

### Priorities for Homeless Facilities and Services

<b>Homeless Facilities and Services</b>	<b>Rank</b>
Mental Health Services	1
Emergency Shelters	2
Lifeskills Training	3
Employment Training	4
Substance Abuse Treatment	5

### Priorities for Public Improvements/Infrastructure

<b>Public Improvements/Infrastructure</b>	<b>Rank</b>
Handicap Access	1
Street Improvements	2
Drainage	3
Sidewalks	4
Traffic Signals	5
Street Lights	6

### Priorities for Economic Development

<b>Economic Development</b>	<b>Rank</b>
Job Training and Placement Services	1
Small loans to businesses	2
Rehabilitate Old Commercial/Industrial Buildings	3
Improve Appearance of Business District	4
Technical Assistance to Businesses	5

Prince William County will take advantage of any opportunity to secure additional federal and private funding for housing and community development activities through responses to Notices of Funding Availability issued by federal agencies and through efforts to identify public/private partnerships with private non-profit and for-profit organizations. The County continuously looks for opportunities to leverage federal funding, extending the ability of the federally funded programs to impact community needs.

This Strategic Plan provides an overview of goals and objectives to be pursued over the course of a five-year period from 2006 through 2010. Priorities outlined within the plan were established through a survey of interested individuals, including representatives of non-profit organizations, business owners, and citizens, both homeowners and renters, coupled with needs established through a series of interviews with knowledgeable individuals active in community development and social service delivery. A total of 70 surveys were tabulated through this effort. Preferences indicated through the survey were adapted to the relevant categories in the following tables. The methodology for the development of the tables will be discussed as each is presented.

CDBG and HOME funding will be concentrated within the census block groups highlighted in Map 1 and Table 2, on pages 93, 94, and 95. These block groups have been identified as having more than 51 percent of the population with a household income less than 80 percent of the countywide median household income. It is within this area that CDBG funding can be utilized under the "area benefit" provisions of the CDBG regulations. Grant funding under the "individual benefit" provisions is available anywhere in the county where the household itself meets the income guidelines of the program.



**Table 2: CDBG Eligible Census Block Groups-Prince William County**

Block Group ID	% Population Below 80% MHI
511539001001	18.83%
511539002001	44.36%
511539002002	48.20%
511539002003	50.55%
511539002004	35.75%
511539002005	34.69%
511539002006	75.44%
511539003001	40.53%
511539003002	55.24%
511539003003	39.36%
511539004031	51.17%
511539004032	30.77%
511539004041	32.90%
511539004042	32.54%
511539004043	46.17%
511539004051	54.58%
511539004052	30.60%
511539004061	13.36%
511539004062	18.83%
511539004063	40.61%
511539004064	35.64%
511539004065	60.88%
511539005001	52.79%
511539005002	21.43%
511539005003	46.22%
511539005004	26.72%
511539006001	77.80%
511539006002	65.18%
511539006003	50.14%
511539006004	33.92%
511539007001	40.30%
511539007002	45.60%
511539007003	28.71%
511539007004	67.38%
511539008001	100.00%
511539008002	48.50%
511539009011	58.02%
511539009012	75.41%

Block Group ID	% Population Below 80% MHI
511539009013	48.68%
511539009021	31.33%
511539009022	51.60%
511539009031	73.33%
511539010011	49.40%
511539010012	61.10%
511539010013	65.38%
511539010051	7.65%
511539010061	10.89%
511539010062	15.23%
511539010071	17.24%
511539010072	14.50%
511539010073	26.65%
511539010081	56.83%
511539011001	47.55%
511539011002	0.00%
511539012031	25.94%
511539012032	62.75%
511539012081	23.75%
511539012082	23.88%
511539012091	0.00%
511539012091	28.07%
511539012092	6.14%
511539012093	20.97%
511539012094	26.86%
511539012101	12.91%
511539012102	4.43%
511539012103	48.83%
511539012104	23.58%
511539012111	29.05%
511539012112	38.78%
511539012113	28.21%
511539012121	30.85%
511539012122	27.93%
511539012131	11.96%
511539012132	19.32%
511539012133	52.40%

Source:

<http://www.hud.gov/offices/cpd/systems/census/lowmod/index.cfm>

**Table 2: CDBG Eligible Census Block Groups-Prince William County (Cont'd)**

Block Group ID	% Population Below 80% MHI
511539012135	17.56%
511539012141	14.46%
511539012142	20.41%
511539012143	31.98%
511539012171	6.22%
511539012172	11.88%
511539012173	9.70%
511539012174	0.00%
511539012181	16.75%
511539012182	14.50%
511539012183	18.75%
511539012191	9.87%
511539012192	3.05%
511539012193	6.33%
511539012201	16.37%
511539012211	43.90%
511539012212	21.28%
511539012221	16.34%
511539012222	9.86%
511539012231	4.30%
511539012232	39.55%
511539012233	41.83%
511539012234	17.66%
511539013011	14.59%
511539013012	9.77%
511539013013	26.20%
511539013021	25.15%
511539013022	29.59%
511539013023	10.40%
511539013024	17.43%
511539014031	34.15%
511539014032	39.96%
511539014041	81.03%
511539014042	40.11%
511539014051	15.88%
511539014052	41.40%
511539014061	13.37%
511539014062	14.52%

Block Group ID	% Population Below 80% MHI
511539014063	33.33%
511539015011	7.32%
511539015012	5.24%
511539015013	38.10%
511539015014	44.83%
511539015015	54.74%
511539015016	17.63%
511539015021	17.46%
511539015022	10.74%
511539015023	42.71%
511539015024	27.36%
511539016011	40.77%
511539016012	30.39%
511539016013	16.89%
511539016021	42.28%
511539016022	29.30%
511539016023	42.85%
511539016024	15.88%
511539017011	67.17%
511539017012	56.57%
511539017013	21.93%
511539017014	26.83%
511539017021	43.28%
511539017022	44.26%
511539017023	44.48%
511539019001	32.82%
511539019002	52.88%
511539019003	27.98%
511539019004	52.73%
511539019005	48.20%

Source:  
<http://www.hud.gov/offices/cpd/systems/census/lowmod/index.cfm>

Table 2: CDBG Eligible Census Block Groups (Cont'd)

Block Group ID	% Population Below 80% MHI
<b>Manassas</b>	
516839101001	40.22%
516839101002	8.11%
516839101003	10.24%
516839102001	21.71%
516839102002	60.26%
516839102003	13.75%
516839102004	37.17%
516839102005	28.40%
516839102006	28.17%
516839102007	47.03%
516839102008	35.02%
516839102009	19.14%
516839103001	49.78%
516839103002	44.18%
516839103003	20.87%
516839103004	51.66%
516839103005	20.10%
516839103006	34.51%
516839104001	0.00%
516839104002	12.53%
516839104003	4.67%
516839104004	24.80%
516839104005	53.37%
516839104006	77.56%
516839104007	11.82%
<b>Manassas Park</b>	
516859201001	51.75%
516859201002	55.90%
516859201003	37.71%
516859201004	48.40%
516859201005	41.94%
516859202001	53.61%
516859202002	10.96%

Source:  
<http://www.hud.gov/offices/cpd/systems/census/lowmod/index.cfm>

## **Affordable Housing**

Table 2A, presented on the following page, establishes the priority needs for housing in Prince William County. The priorities were based on survey results and the extent of the need identified in terms of number of households and income level. The estimated number of units was derived from 2000 Comprehensive Housing Affordability Strategy (CHAS) data by calculating the sum of the housing units in Prince William County, Manassas, and Manassas Park. These data were combined to use the percentage of households within each income category with a 30 percent or 50 percent cost burden. Unit counts for the physical defects category were based on the age of housing stock in Prince William County. Nearly nine percent of the housing stock in Prince William County is more than 40 years old. A conservative estimate was established that 5 percent of the housing stock would likely have physical defects. This figure is likely to be much higher for the income groups being discussed, but lacking better information, this conservative approach seems appropriate. Overcrowding estimates were taken from 2000 Census information. Within Prince William County, Manassas, and Manassas Park, 8.41 percent of all renters and 2.52 percent of all homeowners live in overcrowded conditions (defined as more than one occupant per room). The 2002 household projections from the CHAS table were used to calculate the number of households in each income category likely to be living in overcrowded conditions. Again, these data are likely to be conservative.



TABLE 2A PRIORITY HOUSING NEEDS (households)			Priority Need Level			ESTIMATED UNITS	ESTIMATED DOLLARS NEEDED TO ADDRESS
			High, Medium, Low, No				
			Such Need				
			0 - 30% MFI	31 - 50% MFI	51 - 80% MFI		
Renter	Small	Cost Burden > 30%	L	M	L	1,444	\$1,732,800
		Cost Burden > 50%	L	M	L	448	\$1,075,200
		Physical Defects	H	H	L	280	\$7,000,000
		Overcrowded	M	M	L	267	\$320,400
	Large	Cost Burden > 30%	M	M	M	493	\$591,600
		Cost Burden > 50%	M	M	M	170	\$408,000
		Physical Defects	H	H	L	82	\$2,050,000
		Overcrowded	M	M	L	80	\$96,000
	Elderly	Cost Burden > 30%	M	M	L	570	\$684,000
		Cost Burden > 50%	M	M	L	348	\$835,200
		Physical Defects	H	H	M	83	\$2,075,000
		Overcrowded	L	L	L	38	\$45,600
Owner	Cost Burden > 30%	M	M	L	3,831	\$4,597,200	
	Cost Burden > 50%	M	M	L	1,189	\$2,853,600	
	Physical Defects	H	H	L	471	\$11,775,000	
	Overcrowded	M	M	L	141	\$169,200	

Assumptions:

Unit data derived from CHAS Table 1C from HUD.

Estimated units weighted as 1.0 for High Priority, 0.5 for Medium and 0.25 for Low.

Assistance for Cost Burden <30% = \$100/month – Cost Burden <50% = \$200/month.

Overcrowding calculated at 8.41% (rental) and 2.52% (owner) based on 2000 U.S. Census and assistance at \$100/month.

Physical defects calculated at 5% based on age of housing stock and \$25,000 in repair costs.

Once the number of units was established for each income category and each housing problem, the data were weighted according to the priority level established through the survey. High priority issues were weighted at 1.0 (the number of units was multiplied by 1, including all of the estimated units). Medium priority issues were weighted at 0.5 and low priority issues were weighted at 0.25. As indicated at the bottom of the table, the cost estimates were calculated based on a \$100 per month payment to assist households with a 30 percent cost burden, \$200 per month for a 50 percent cost burden, and \$100 per month for overcrowding. The cost burden assistance figure was arrived at based on the rent payment potential of a household earning 30 percent of the median income versus the lower quartile rent payment from the 2000 census, plus a monthly utility payment. Physical defects were estimated to require \$25,000 per unit.

While the lowest income households are a major concern in Prince William County, responsibility for addressing the needs of this group are divided between the County's federal housing funds and other funding sources. The Prince William County Office of Housing and Community Development (OHCD) administers Housing Choice Vouchers, primarily to address housing issues among very low-income households. Non-profit organizations also assume some of the responsibility for meeting these needs. The County's housing programs typically address the needs of low and moderate income households needing help with home repairs or those looking to realize the dream of homeownership.

Several specific issues were brought to light through the Housing Market Analysis and other research conducted in preparation of this document that can be addressed in this Strategic Plan.

First, the costs associated with housing development have increased to the extent that it is no longer possible for builders to provide single-family detached housing priced below \$100,000 without subsidy from federal housing programs or local benefactors. Some of the factors that accounted for this situation include the cost of land; proffers and the resultant increase in the development costs; and labor and material costs, which have risen significantly over the past decade. As reported by the Metropolitan Regional Information Systems, Inc., the median price of a home in Prince William County was \$230,000 in 2003.

According to the 2000 U.S. Census, Prince William County has relatively little multifamily housing, about 15 percent, compared to over 53 percent in Arlington County and nearly 60 percent in Alexandria County. Also, a study conducted by Washington Area Housing Partnership in 2002 revealed that families with two full-time minimum wage (\$5.15 per hour) workers, earning a net income of \$1,303 per month, can afford to pay only \$390 for rent each month (at 30% monthly income for housing). Of the 11,431 apartment units in the survey in Prince William County, none were in this rent range. These situations of limited rental housing and high rents leave lower income households and young families with very few housing options. The average asked rent in the county was \$ 858 in 2002.

Focus group participants pointed out the negative perception of the public on affordable housing. These public perceptions of affordable housing developments often result in protests about the detrimental effects that such housing brings into existing neighborhoods. Even single-family projects that will provide homeownership opportunities for working class families are reviled because neighboring developments fear the impact that such housing may have on their own property values. This results in the loss of housing options for a segment of the population. Some of the focus group participants also felt that there is a need for housing counseling and education about the County's housing programs to help alleviate NIMBY attitudes.

Finally, another issue that needs to be addressed is the condition of rental housing in the county. A large portion of the population lives in rental housing, over 28 percent countywide, and almost 45 percent of single-family housing is occupied by renter households. County rehabilitation programs provide rehabilitation assistance to low- and moderate-income owner-occupied housing. Due to the high volume of single family rental units, the County should investigate the possibility of establishing single-family rental repair program to aid in improving the single-family housing stock for rental households. Provisions could be installed in the program requiring participating landlords to open their properties to Section 8 Housing Choice Voucher clients, providing further opportunities to meet the needs for more Section 8 Housing Choice Voucher housing stock.

The following goals, objectives, and strategies were designed to address issues of housing availability and affordability.

**Goal:** Improve the availability and condition of affordable housing over a five-year period.

**Objective 1:** Increase the number of newly constructed homes available in the affordable housing market in Prince William County.

**Strategy 1.1:** Research and evaluate an Affordable Dwelling Unit Ordinance (ADU) as allowed under state law for affordable housing.

**Output:** Determine whether to adopt ordinance by end of FY 2006.

**Outcome:** Increased number of newly constructed affordable homes developed under the provisions of Affordable Dwelling Unit Ordinance.

**Strategy 1.2:** Establish a voluntary housing preservation and development fund as a part of the proffer process.

**Output:** Research and evaluate the option of creating a voluntary housing preservation and development fund as a part of proffer process.

**Outcome:** A housing preservation and development fund generated out of the proffer process.

**Objective 2:** Improve affordable housing opportunities for elderly and disabled.

**Strategy 2.1:** Promote affordable housing including assisted living facilities for seniors and persons with disabilities.

**Output:** Explore the options for public-private partnerships for the development of assisted living facilities and senior housing.

**Outcome:** Increased number of assisted living facilities, senior housing and housing for persons with disabilities.

**Objective 3:** Improve the condition of housing for low-income homeowners.

**Strategy 3.1:** Provide housing rehabilitation services to homeowners with repair needs through funding the rehabilitation or reconstruction projects for low and moderate-income homeowners, through the Neighborhood Rehabilitation Program.

**Output:** 120 housing units.

**Outcome:** The reduction of substandard low-income housing conditions.

**Objective 4:** Increase the viability for potential homeownership opportunities.

**Strategy 4.1:** Expand homeownership classes and credit repair programs to accommodate all potential first-time homebuyers and the wider community looking to improve their ability to qualify for home mortgages.

**Output:** 675 households assisted.

**Outcome:** Participants obtain the knowledge and credit scores needed to qualify for mortgage loans which help them become homeowners.

**Strategy 4.2:** Provide downpayment and principal reduction assistance to low and moderate income homebuyers.

**Output:** 60 households assisted.

**Outcome:** Participants move from being renters to homeowners.

**Objective 5:** Expand funding available for affordable housing programs.

**Strategy 5.1:** Investigate new funding opportunities and potential financial partnerships that could be utilized to leverage federal funds and provide more affordable housing.

**Output:** Work with partners to develop special programs to address housing needs.

**Outcome:** Partners become more aware of available federal funds and increased leveraging of federal funds.

**Objective 6:** Strengthen the capacity of non-profit housing providers.

**Strategy 6.1:** Identify HUD funded technical assistance providers that can work with local non-profit agencies to address their needs for capacity building and technical assistance to improve their productive capacity.

**Output:** Implement program by the end of fiscal year 2005-2006. Assist and work with five non-profit agencies.

**Outcome:** Enhanced capacity of non-profit providers participating in the program.

**Strategy 6.2:** Provide funding for rental or homeownership activities from which CHDOs or other non-profits can make affordable houses available to low and moderate-income residents.

**Output:** 5 homes.

**Outcome:** Increased number of affordable houses available to low and moderate-income residents.

**Strategy 6.3:** Involve a collaboration of community partners to address local housing issues.

**Output:** More effectively utilize the PWC Housing Advisory Board and Manassas City Housing Advisory Committee to bring together housing providers, lenders, developers, government agencies, and concerned citizens to provide networking opportunities and explore pressing housing issues of the Prince William Area.

**Outcome:** Increased collaboration among housing providers, lenders, developers, government agencies, and concerned citizens.

Potential obstacles that may be faced in the realization of the performance goals presented above include:

- The need to establish public/private partnerships in the development and financing of housing projects,
- Not enough funding to expand the range of programs offered.

Funding required to meet the objectives listed above would come from the CDBG, HOME Program, and ADDI entitlement grants. Proposals for the development of partnerships with private developers and homebuilders should include private financial participation on the part of the partners to leverage federal funds.



## Homelessness

Table 1A, on page 107, was taken from the Prince William County Area Continuum of Care, as presented in the 2004 Supportive Housing Program grant application to the U.S. Department of Housing and Urban Development and the 2001-2005 Consolidated Plan. As detailed in the Continuum of Care, the methodology for gathering the data included:

- An annual point-in-time survey of the homeless was conducted in conjunction with the Coalition of Governments (COG) in Prince William County Area in January 2004. The survey gathers information about the needs of the homeless and provides a head-count.
- The Continuum of Care Network conducts strategic planning meetings to gather information from service providers to update the Current Inventory through a Homeless Management Information System (HMIS).
- The Continuum of Care Network utilizes national statistics to assist in some areas of the needs estimates.

Prioritization of the needs was established through the survey conducted during the development of the Consolidated Plan. The survey was distributed at the public meetings and through interest groups. The results were tabulated and adapted to the table as presented in the Continuum of Care. Given the extent of the need, the low levels shown in the current inventory, demand for CDBG funding for other purposes, and the relatively small allocation available through the Emergency Shelter Grant program, almost all issues dealing with homelessness received at least a medium level of priority, with most receiving a high level. Addressing the full range of needs present in Prince William County will require an extensive expansion of funding available. Non-profit agencies operating in this arena are working to expand their own organizations' financial capacity, but systemic increases are needed as well.

Transitional housing provides temporary housing opportunities for homeless individuals and families. Residence at transitional housing facilities is limited, by HUD regulations, to 24 months. Supportive housing programs include support services in conjunction with housing. Supportive housing is provided to persons in special needs categories where independent living arrangements are likely to be unsuccessful. These categories include the mentally ill, chronic substance abusers, and persons with HIV/AIDS. Beds available for both transitional and supportive housing are in short supply, compared to the need as detailed in Table 1A.

<b>Table 1A</b>		<b>Estimated</b>	<b>Current</b>	<b>Unmet</b>	<b>Priority</b>
<b>Priority Homeless Needs</b>		<b>Need</b>	<b>Inventory</b>	<b>Need</b>	<b>Level</b>

**Individuals**

Beds	Emergency Shelter	115	79	36	M
	Transitional Housing	32	4	28	H
	Permanent Supportive Housing	20	10	10	M
	Total	167	93	74	
Supportive* Services Slots	Job Training	42	6	36	H
	Case Management	90	38	52	H
	Substance Abuse Treatment	47	9	38	H
	Mental Health Care	59	21	38	H
	Housing Placement	90	38	52	M
	Life Skills Training	90	38	52	M
	Other (Street Outreach)	184	30	154	M
Sub-Populations*	Chronic Substance Abuse	40	9	31	M
	Seriously Mentally Ill	19	10	9	H
	Dually-Diagnosed	6	3	3	M
	Veterans	10	4	6	M
	Persons with HIV/AIDS	1	0	1	L
	Victims of Domestic Violence	3	2	1	M
	Youth	0	0	0	L

**Persons in Families With Children**

Beds	Emergency Shelter	170	105	65	H
	Transitional Housing	177	160	17	M
	Permanent Supportive Housing	16	0	16	M
	Total	363	265	98	
Supportive Services Slots*	Job Training	66	18	48	H
	Case Management	276	202	74	H
	Child Care	137	51	86	H
	Substance Abuse Treatment	7	4	3	H
	Mental Health Care	53	20	33	H
	Housing Placement	276	202	74	M
	Life Skills Training	92	71	21	M
Sub-Populations*	Chronic Substance Abuse	7	7	0	L
	Seriously Mentally Ill	2	1	1	L
	Dually-Diagnosed	1	1	0	L
	Veterans	1	0	1	L
	Persons with HIV/AIDS	0	0	0	L
	Victims of Domestic Violence	60	55	5	M

Source: 2004 Continuum of Care,

\*FY2001-2005 Consolidated Plan, Prince William County

**Goal:** Facilitate an expansion of housing and services offered to homeless families and individuals in Prince William County.

**Objective 1:** Support services aimed at the prevention and elimination of homelessness.

**Strategy 1.1:** Improve the services for people having mental and developmental disabilities.

**Output:** Assist 60 people with mental and developmental disabilities.

**Outcome:** Improvement in the condition of persons with mental and developmental disabilities.

**Strategy 1.2:** Provide ESG funds to assist shelters and homeless providers with essential services and operating costs.

**Output:** Assist 6 organizations.

**Outcome:** Improvement in the essential services provided by shelters and service providers.

**Objective 2:** Continue to collaborate with homeless providers to supply a continuum of services.

**Strategy 2.1:** Continue to attend meetings, conferences, seminars, and outreach activities that support homeless efforts.

**Output:** Support at least one outreach effort and attend at least 10 meetings.

**Outcome:** A clear understanding of issues surrounding homelessness and possible solutions.

**Strategy 2.2:** Provide staff assistance for subcommittees, homeless counts, and Continuum of Care development.

**Output:** Each staff member active with the Continuum of Care Network should participate on one subcommittee and County staff should be made available to assist with counts and planning efforts.

**Outcome:** Increased participation by County staff in the homeless continuum of care process.

**Strategy 2.3:** Support and encourage non-profit participation in a Homeless Management Information System (HMIS) to assist nonprofits to achieve 100% participation for providers of Transitional Housing and/or Emergency Shelters.

**Output:** Maintain 100% participation.

**Outcome:** Increased participation of the providers of Transitional Housing and/or Emergency Shelters.

**Objective 3:** Expand emergency shelter facilities serving homeless families and individuals.

**Strategy 3.1:** Provide technical assistance to support non-profit efforts in seeking private funding sources.

**Output:** Assist 10 organizations.

**Outcome:** Increased collaboration between the County and non-profit organizations.

**Objective 4:** Support transitional housing opportunities for homeless families and individuals.

**Strategy 4.1:** Work with non-profit organizations to acquire, construct or rehabilitate transitional housing.

**Output:** Maintain/Add eight units to the transitional housing supply.

**Outcome:** Maintained/Increased number of transitional housing units.

**Objective 5:** Support permanent supportive housing units available to special needs populations.

**Strategy 5.1:** Work with providers to develop additional permanent supportive housing units.

**Output:** Add four permanent supportive housing units.

**Outcome:** Increased number of permanent supportive housing units.

**Strategy 5.2:** Work with non-profit agencies to develop partnerships that will enhance their ability to increase supportive

services to the homeless and thereby strengthen their applications for non-federal funding sources.

**Output:** Assist 10 organizations.

**Outcome:** Improved supportive services for homeless.

The major obstacle in the production of additional shelter capacity, transitional housing, and permanent supportive housing is funding availability. Additional funding should be pursued through non-profit applications to foundations and corporations, fully supported by the County.

Funding for homeless programs in Prince William County is provided primarily through the Supportive Housing Program and the Emergency Shelter Grant. Non-profit service providers also access CDBG funding to cover expenses related to program delivery for various activities offered to homeless families and individuals.

### **Other Special Needs**

The 2000 census data and other information provided on dealing with physically and mentally impaired persons indicate that there is a significant need for special services. Trends established through the 1980s, 1990s, and into 2000 indicate that the number of special needs clients will continue to increase significantly in the cases of elderly, frail elderly, physically and mentally impaired, and persons with HIV/ AIDS. An integrated network of social, education, job training, health, food, and welfare assistance programs must be developed.

The survey conducted for the Consolidated Plan indicated that the Public Services category was the second highest community need. Within the category, all types of services received either High or Medium priority levels. High priorities

included Child Care, Credit Counseling, Crime Awareness, Health Services, Senior Services, Services for the Disabled, Substance Abuse Treatment, Services for Victims of Domestic Abuse, and Youth Services. Several of these services directly address the needs of various Special Needs populations.

#### Elderly (High Priority)

Recent trends indicate that the elderly population will have a growth rate that is significantly higher than the population as a whole. As a result, demand for senior services, such as meal delivery and transportation, will increase. Prince William County has a network of providers that work in the area to provide meals and that offer transportation services to seniors. Additionally, seniors living on fixed incomes often encounter problems meeting expenses for utilities and prescription drugs. These financial considerations force seniors to sometimes make hard decisions between which bills to pay or they cut back their food budget to make ends meet, to the detriment of their health. Typically, the elderly also have increased expenses related to health care, including the need for in-home assistance.

#### Frail Elderly (High Priority)

Based on the National Study of the Assisted Living for the Frail Elderly, 5,798 persons in Prince William County, 794 persons in Manassas, and 182 persons in Manassas Park were classified as frail elderly. The 2000 U.S. Census indicates that among the persons over the age of 65, 1,149 individuals in Prince William County, 170 persons in Manassas, and 52 persons in Manassas Park had self-care disabilities. These data indicate that the need for services for this group is extensive and includes most or all of the needs mentioned above for the elderly. The Consolidated Plan survey placed services for this group in the high priority category.



### Severe Mental Illness only (High Priority)

According to the 2000 Census, the number of mentally disabled persons in Prince William County was 1,962, for the age groups under 15. The count was 319 in Manassas and 65 in Manassas Park. The population of mentally disabled persons in Prince William County for the age group 16 to 65 was 4,197 and 1,241 for the ages 65 and above. Manassas had 675 mentally disabled persons in the age group 16 to 65 and 125 in the ages 65 and above in 2000. There were 172 mentally disabled persons in the age group 16 to 65 and 55 persons in the ages 65 and above in Manassas Park. The mentally ill tend to be extremely impoverished. They typically are unable to work and are often not connected to entitlement programs. The non-homeless mentally ill need services such as outreach, medication, specialized crisis services, and, sometimes, substance abuse treatment. Some of these individuals are in genuine need of long-term care. The results of the Consolidated Plan survey and the shortage of community support services to meet the ever-increasing needs of the mentally ill has marked it as a high priority.

### Developmentally Disabled (High Priority)

According to the 2000 census data, the population of developmentally disabled persons was 461 in Prince William County, 19 in Manassas, and 27 in Manassas Park, for the age groups under 15. The population of developmentally disabled persons for the age group 16 to 65 was 9,891 in Prince William County, 1,549 in Manassas, and 439 in Manassas Park. The population of developmentally disabled persons for the ages over 65 was 2,493 in Prince William County, 320 in Manassas, and 127 in Manassas Park. The Consolidated Plan survey has also placed services for the developmentally disabled in the high priority category.

### Physically Disabled (High Priority)

According to the 2000 census data, the number of physically disabled persons was 141 in Prince William County, 24 in Manassas, and six in Manassas Park, for the age groups under 15. The population of physically disabled persons for the age group 16 to 65 was 2,825 in Prince William County, 314 in Manassas, and 103 in Manassas Park. For the ages 65 and above, the population of physically disabled persons was 1,223 in Prince William County, 155 in Manassas, and 44 in Manassas Park. Physically disabled persons experience problems with accessibility, both at home and in the community. Many have problems finding housing that meets their needs and can accommodate wheelchairs or other mobility enhancements. The Consolidated Plan survey conducted in preparation for this document indicated that services for this group should be a high priority.

#### Alcohol/Other Drug Addictions Only (Low Priority)

The National Institute on Alcohol Abuse and Alcoholism estimated that nationally the number of adult men with a drinking problem at 15 percent and that of adult women at 6 percent. These percentages, when applied to Prince William County, would yield a population total of 29,455 persons with a drinking problem in Manassas and Manassas Park would be 3,707 and 1,089 persons. Alcohol and drug addicts often need extensive medical care and treatment, rehabilitation programs, and counseling/support groups to deal with their problems, as well as addressing unemployment and the resulting loss of income/insurance coverage due to their inability to perform job functions and temporary assistance in meal preparation, housekeeping, and shopping (based upon the stage of the problem).

## HIV/AIDS (Medium Priority)

According to the statistics of Prince William Health District, by August 1999, there were over 820 HIV/AIDS cases reported in Prince William Area. The 2004 Continuum of Care indicates that there were two sheltered homeless persons affected by HIV/AIDS.

**Goal:** Evaluate upcoming needs related to the non-homeless special needs populations.

**Strategy 1.1:** Provide funding for organizations that deliver senior services, which may include feeding programs, transportation, and in-home healthcare.

**Output:** Provide services to 400 persons.

**Outcome:** Improvement in the condition of elderly persons.

**Strategy 1.2:** Provide funding for organizations that deliver services to persons with severe mental illness, including case management, referral, homeless shelter, and counseling.

**Output:** Provide services to 100 persons.

**Outcome:** Improvement in the condition of severely mental ill persons.

**Strategy 1.3:** Provide funding for organizations that deliver assistance to persons with disabilities including, transportation, medical, job training and housing assistance.

**Output:** Provide services to 50 persons.

**Outcome:** Improvement in the condition of severely disabled persons.

## **Non-housing Community Development Plan**

Table 2B, on page 118, prioritizes Non-housing Community Development needs as provided through the results of the survey and previous priorities detailed in earlier Consolidated Plans. The dollars needed to address the identified priorities are drawn from the previous Consolidated Plan without substantial back up from engineering studies or extensive cost estimation.

Needs identified for non-housing community development span a range of issues from social services to major infrastructure projects. Included in this category are water and sewer improvements, parks, day care centers, senior centers, removal of architectural barriers, flood drain improvements, senior, handicapped, and mental health services.

The following goals, objectives, and strategies attempt to address pressing issues related to non-housing community development. They attempt to direct efforts in a broad range of issues, each of which has an impact on community conditions and the County's overall success in bringing about improvements.

**Goal:** Improve living conditions in Prince William County by addressing non-housing community development needs.

**Objective 1:** Address infrastructure needs in the CDBG eligible areas of Prince William County or for individual CDBG eligible applicants.

**Strategy 1.1:** Provide funding for infrastructure improvements.

**Output:** Fund two water or sewer improvement projects.

**Outcome:** Improved water or sewer conditions.

**Strategy 1.2:** Improve parks and recreation facilities.

**Output:** Fund four parks and recreation projects.

**Outcome:** Improved parks and recreation facilities.

**Strategy 1.3:** Improve flood drainage.

**Output:** Fund three flood drainage projects.

**Outcome:** Improved flood drainage conditions.

**Strategy 1.4:** Remove architectural barriers.

**Output:** Fund four projects to remove the architectural barriers which restrict the mobility and accessibility of elderly and handicapped persons to publicly or privately owned buildings, facilities and improvements.

**Outcome:** Improved accessibility for elderly and handicapped persons.

<b>Table 2B: Priority Community Development Needs</b>	<b>Priority Need Level High, Medium, Low, No Such Need</b>	<b>Estimated Dollars Needed To Address</b>
<b>Public Facility Needs</b>		
Neighborhood Facilities	H	\$75,000
Parks and/or Recreation Facilities	M	\$27,000,000
Handicapped Centers	M	\$200,000
Public Facilities and Improvements (General)	M	\$3,000,000
Senior Centers	M	\$5,000,000
Youth Centers	M	\$3,000,000
Child Care Centers	N	\$0
Parking Facilities	N	\$0
<b>Infrastructure Improvement</b>		
Water and Sewer Improvements	H	\$2,500,000
Removal of Architectural Barriers	H	\$1,000,000
Flood Drain Improvements	H	\$1,500,000
Solid Waste Disposal Improvements	N	\$0
Street Improvements	N	\$0
Sidewalk Improvements	N	\$0
Asbestos Removal	N	\$0
<b>Public Service Needs</b>		
Senior Services	M	\$450,000
Handicapped Services	H	\$550,000
Transportation Services	H	\$1,800,000
Substance Abuse Services	M	\$400,000
Employment Training	H	\$1,000,000
Public Services (General)	M	\$450,000
Mental Health Services	M	\$400,000
Health Services	H	\$2,500,000
Youth Services	H	\$750,000
Child Care Services	H	\$10,000,000
Abused and Neglected Children Services	H	\$500,000
Crime Awareness	L	\$0
Fair Housing Counseling	N	\$0
Tenant/Landlord Counseling	N	\$0
Other Public Service Needs	N	\$0
<b>Accessibility Needs</b>		
Accessibility Needs	N	\$0
<b>Historic Preservation Needs</b>		
Residential Historic Preservation Needs	N	\$0
Non-Residential Historic Preservation Needs	N	\$0
<b>Economic Development Needs</b>		
Commercial-Industrial Rehabilitation	N	\$0
Commercial-Industrial Infrastructure	N	\$0
Other Commercial-Industrial Improvements	N	\$0
Micro-Business	N	\$0
Technical Assistance	N	\$0
Other Economic Development Needs	N	\$0
<b>Other Community Development Needs</b>		
Energy Efficiency Improvements	N	\$0
Lead-Based Paint Hazards	N	\$0
Code Enforcement	N	\$0
<b>Planning</b>		
Planning	H	\$2,040,000
<b>Total Estimated Dollars to Address</b>		<b>\$64,115,000</b>

**Objective 2:** Address community needs through community-based public service programs.

**Strategy 2.1:** Provide funding to non-profit organizations to deliver services to youth and children.

**Output:** Provide assistance directed towards 600 youth and children.

**Outcome:** Improved youth and childcare services.

**Strategy 2.2:** Provide support to non-profit organizations to deliver transportation services.

**Output:** Assist one non-profit organization with transportation services.

**Outcome:** Improved transportation services.

The major obstacle in addressing the needs associated with non-housing community development efforts relates to the vast need relative to the funding level received from the CDBG Program. Aging streets, economic development needs, demand for community services, and other community development needs bring increasing pressure on both CDBG and County General Fund budgets.

## **Barriers to Affordable Housing**

Affordable housing development in Prince William County has been hindered in recent years due to the high cost of labor and land. The limited number of

multifamily or rental housing and high rents leave lower income and young families with very few housing options.

The Planning Department administers voluntary proffer conditions in the cases of rezoning. The Policy Guide for Monetary Contributions calls for 100 percent contributions with certain exceptions, such as economic development projects and age restricted housing. Developers, who pay the proffers, pass the cost on to home buyers, which can account for some of the increases in home costs. But sometimes, developers avoid paying the proffers by building on land that doesn't require a zoning change, which makes the land even more expensive.

The NIMBY attitude of citizens towards affordable housing was stated to be another barrier in the development of affordable housing in some neighborhoods.

**Goal:** Address barriers to affordable housing development and availability in order to reduce the cost burden on low and moderate-income residents.

**Strategy 1.1:** Research and evaluate an Affordable Dwelling Unit Ordinance (ADU) as allowed under state law for affordable housing.

**Output:** Determine whether to adopt ordinance by end of FY 2006.

**Outcome:** Increased number of newly constructed affordable homes developed under the provisions of Affordable Dwelling Unit Ordinance.

**Strategy 1.2:** Work with developers to identify opportunities to utilize Low-Income Housing Tax Credits (LIHTC) to build affordable multifamily housing developments.



**Output:** Build two affordable multifamily housing developments within Prince Williams County.

**Outcome:** Increased supply of affordable multifamily housing.

**Strategy 1.3:** Expand homebuyer education and credit repair classes to increase the stream of qualified homebuyers entering the housing market.

**Output:** Educate 675 potential households.

**Outcome:** Participants obtain the knowledge and credit scores needed to qualify for mortgage loans which help them become homeowners.

## **Lead-based Paint Hazards**

Prince William County does not operate a separate Lead-Based Paint Program. According to the 2000 U.S. Census, about eight percent of the housing stock in Prince William County was built prior to 1960, compared to about 11 percent in Manassas, and nearly 32 percent in Manassas Park. Because the age of housing stock and scarce sources of prevalent health hazards due to lead poisoning in the county, programs for lead based abatement do not have a high priority. The County evaluates all rehabilitation projects for lead-based paint prior to construction and takes all appropriate measures to remove identified hazards.

## **Anti-Poverty Strategy**

Prince William County Department of Social Services administers most of the programs to alleviate poverty and some programs are administered by other County agencies and non-profit organizations. The services provided by the

Department of Social Services include the following:

Information services consisting of initial assessment interview and crisis intervention counseling. The department of social services will provide information on services to anyone in the community.

Employment services consisting of various programs including One-Stop, Career Connect, Virginia's Initiative for Employment not Welfare (VIEW), Food Stamp Employment and Training (FSET), Job Readiness/Job Search Classes, the Work Force Investment, and View Plus. These services are for county job seekers, applicants and recipients of public assistance.

Benefit programs consisting of Food Stamps, Medicaid, Temporary Assistance to Needy Families (TANF), State and Local Hospitalization (SLH), and Long Term Care. The Department of Social Services administers all of these programs.

Child care programs consisting of Temporary Assistance to Needy Families (TANF) Day Care, TANF Transitional Day Care (TDC), and Fee System Day Care. Prince William County implemented Virginia's Welfare to Work initiatives in April 1996, the need for childcare services has more than doubled. The Department of Social Services administers all of the above programs.

Various partnerships with other county agencies, non-profit organizations, and business community to serve low and moderate income families. Community Partners is a large group of community agencies that meet regularly to coordinate services to Prince William County's low and moderate income residents.

## **Institutional Structure**

1. The Office of Housing and Community Development of Prince William County will implement the housing and community development plan offered by the Consolidated Plan. The County's Social Services Programs are guided by an administrative board consisting of the citizens of the Area. Housing and community development programs are overseen by two citizen groups, the County's Housing Advisory Board and the City of Manassas Housing Advisory Committee.

A collection of non-profit organizations work with Prince William County, addressing a variety of social needs such as affordable housing, homelessness, special needs populations, childcare, and education. These agencies work under their own charters, providing the services that meet their own agenda. County involvement with these organizations includes attendance at coalition meetings and the funding of projects that are eligible for Community Development Block Grant, HOME Investment Partnership Program, and Emergency Shelter Grant funds.

Private industry participation in housing and community development activities includes the construction of new multifamily developments, lenders that service loans for first time homebuyer program participants, home repair contractors, and other companies with a stake in the future of Prince William County. These companies work with non-profit organizations working in community development efforts, providing the construction and financing expertise needed for completion of the projects. Local companies have also worked with non-profit agencies through donations of time and money.

2. Various other groups also assist the County's programs and services including Continuum of Care Network, the Senior Housing Providers

Group, and the County's and Cities Disabilities Services Committee, the Clean Community Council, the Community Leadership Institute, etc.

3. Prince William County is constantly evaluating its role in community development efforts and in addressing unmet needs within the community. Given the extent of the need and limitations on funding available to address those needs, the identification of potential projects is not difficult. The difficulty lies in trying to prioritize between the competing needs. While this planning document provides the County with guidance in that process, the overwhelming need within the highest priorities quickly drain all resources available.

**Goal:** Identify and address gaps in the institutional structure for the implementation of the housing and community development plan.

**Strategies:**

1. Work with non-profit organizations to address community needs and provide support to federal and non-federal funding initiatives.
2. Work with private industry to address important issues that hamper housing and community development efforts.
3. Identify opportunities to create private/public partnerships for project finance and development to leverage federal funds.
4. Create networking opportunities through more effective utilizing the existing Prince William County Housing Advisory Board (HAB) and the Manassas City Housing Advisory Committee (HAC) to provide opportunities for County staff to interact with all sectors of the housing industry.

## **Coordination**

Prince William County meets regularly with non-profit service providers, faith-based organizations, educational institutions, other government entities, and various agencies and organizations to ensure that the needs of the community are addressed. The County serves as a conduit to enable non-profits and faith-based organization to stay abreast of the training and conferences being offered that will enhance the delivery of their services. The County will continue to strengthen existing relationships and build new relationships with private and public organizations, social service agencies, neighborhood associations, and the faith-based community, and attend meetings of other organizations promoting community development.

Prince William County's Office of Housing and Community Development (OHCD) provides technical support to various agencies for submitting applications in response to HUD's Supportive Housing Grant Program. The OHCD also coordinates with County's Human Services Management Team in improving the programs for lower income households. Also, various agencies assist OHCD in the operation of Rental Assistance Family Self-Sufficiency Program. The OHCD has three Community Housing Development Organizations (CHDO). These non-profit organizations utilize CDBG and HOME funds for the development of affordable housing projects.

The OHCD operates its public housing programs under Formal Agreements and Memoranda of Understanding with various agencies at the county and state levels. The OHCD cooperates with various agencies including County's Department of Social Services, Cooperative Extension Service, Police Department, and Planning Department. At the state level the OHCD cooperated with Virginia Department of Housing and Community Development, and the Virginia Housing Development Authority through Formal Agreements. Prince William County and the Cities of Manassas and Manassas Park have their

cooperative agreements under HUD's Entitlement Urban County Status. The OHCD works diligently with Human Services Management Team, Planning Office, and the three CHDO's improving the programs and services aimed at very low-income and low-income persons in the Prince William County Area.

OHCD should continue to improve the coordination efforts between the County and other agencies committed to the improvement of housing and community development in Prince William County. The improved coordination will expand participation with various agencies and organizations which will help the implementation of the Consolidated Plan. The Prince William County Housing Advisory Board (HAB) and the Manassas City Housing Advisory Committee (HAC) will bring together participants from all sectors of the housing industry, including non-profit and for-profit builders, financial institutions, community activists, appraisers, a insurance representatives, to discuss relevant topics and provide an opportunity for participants to network with the industry.

### **Public Housing Resident Initiatives**

Neither Prince William County, nor Manassas or Manassas Park has any public housing. The Office of Housing and Community Development (OHCD) plays the role of Public Housing Agency and administers funds for rental assistance housing. As of June 2003, OHCD served 1,893 households through the Housing Choice Voucher Program. The City of Manassas manages a similar program through the Virginia Housing Development Authority (VHDA) and serves 214 households in the cities of Manassas and Manassas Park.