PULASKI COUNTY STRATEGIES

Strategy 1: Improve and preserve existing housing stock

The median year built for homes in Pulaski County is 1975, and approximately 40 percent of the county's housing stock predates 1969. As the US population continues to age (particularly in rural areas), ongoing maintenance and updates to existing housing stock are critical for resident safety and community vibrancy. Stagnant wages and fixed incomes may cause homeowners to defer maintenance, and localities can proactively ensure that valuable existing housing stock is maintained and preserved.

FRAMEWORK

Three basic approaches can be employed for improving housing conditions and preserving the existing housing stock in the county:

1. Enhanced code enforcement and adoption and enforcement of the property maintenance code
2. Incentives for property owners to improve their buildings
3. Partnerships with housing providers on rehab and repair programs as well as housing acquisition and rehabilitation

Code enforcement may be complex and require significant administrative effort, especially in rural areas with low housing density. Virginia promotes a statewide property maintenance code, which many jurisdictions have adopted and enforce primarily based on passively responding to resident complaints rather than proactive application.

In the absence of the willingness or ability of the owner to make required improvements, building residents may be subject to displacement without an available alternative housing option. Further, access to home interiors for inspection may be challenging. Homeowners are protected by the Fourth Amendment from unlawful searches and may object to permitting an inspector to enter their home. Although courts have generally upheld the ability to conduct such inspections if the health and safety of the community is at risk, jurisdictions generally aim to minimize adversarial relationships with homeowners in their community. Although renters are similarly protected, most leases allow property owners the right to an inspection with adequate notice. In addition, renters are often those complaining about housing quality and are therefore willing to cooperate with inspectors.

The county may also choose to designate rental housing inspection districts as permitted by state code. There are specific procedures, benefits, and challenges associated with rental inspections, the adoption of which are regulated by the state in Title 36, Chapter 6, Section 36–105:

> *The rental inspection district is based upon a finding by the local governing body that*
> *(i) there is a need to protect the public health, safety, and welfare of the occupants of dwelling units inside the designated rental inspection district;*
> *(ii) the residential rental dwelling units within the designated rental inspection district are either (a) blighted or in the process of deteriorating, or (b) the residential rental dwelling units are in the need of inspection by the building department to prevent deterioration, taking into account the number, age and condition of residential dwelling rental units inside the proposed rental inspection district; and*

(iii) the inspection of residential rental dwelling units inside the proposed rental inspection district is necessary to maintain safe, decent and sanitary living conditions for tenants and other residents living in the proposed rental inspection district.

This section of the code suggests that the community must collect data on property conditions to appropriately adhere to the code. Once rental inspection districts are designated, the county can commence with an inspection program, the program frequency and design of which are within the discretion of each locality. Some jurisdictions have periodic inspections (e.g., annually or biennially). Some jurisdictions prefer to conduct inspections when tenancy changes. While district inspection programs are valuable for urban areas where deteriorated structures may be concentrated in a specific neighborhood, the problem may be much more uneven in rural areas.

Incentives for property owners and partnerships with new housing providers are varied and may include the following basic approaches:

- **Expand and Develop New Housing Rehabilitation and Repair Programs**. Complete rehabilitation programs that address a wide range of housing needs are highly desirable but costly. The long-term demand for and the viability of the housing stock is also a consideration when deciding to make a major capital investment. Therefore, scaled-back, lower-cost repair programs may be more effective, especially when combined with volunteer efforts.
- **Identify New Resources for Energy Efficiency Programs**. By improving the energy efficiency of housing, it may become more affordable. The capacity to deliver energy efficiency improvements is high, principally through the weatherization network of providers. However, federal resources for weatherization have been in steep decline for several years as stimulus funding from the Great Recession has ended. New resources must be identified to continue to improve the energy efficiency of our housing stock, such as through initiatives funded by utilities. The state's two major electric utilities have existing pilot programs that should be studied and supported, and outreach to electric co-ops and gas utilities should be conducted to test efforts for similar models.
- **Expand Utilization of USDA-RD 504 Rehabilitation Program**. The 504 Program provides resources for housing rehab in rural communities. This program has been underutilized in Virginia, and efforts should be undertaken to improve the delivery system for 504 loans and grants.
- **Undertake an Active Housing Replacement Program**. Many homes in rural Virginia are not suitable for rehabilitation, as they are too deteriorated and/or the type of housing is obsolete and not appropriate for future occupants. To ensure that the housing stock remains healthy and viable, new homes need to be built to replace homes that need to be demolished and removed from the housing stock. New homes offer many advantages, including high energy efficiency that lowers utility costs and the use of high quality, modern, durable materials that lower maintenance costs.
- **Encourage Habitat/Rebuilding Together Models that Utilize Volunteers**. Federal, state, or local financial resources may be insufficient to address all housing quality challenges in rural communities. Therefore, incentivizing and supporting the expansion of volunteer-driven housing programs, such as Habitat and Rebuilding Together, are critical.
- **Adopt a Real Estate Tax Abatement Program to Encourage Rehabilitation of Deteriorated Properties.** Tax abatement programs that incentivize rehabilitation are common throughout Virginia and broadly permitted under the state's constitutional authority for tax abatement. These programs generally protect property owners who undertake substantial property

rehabilitation from increased assessments for several years. The value of the property is determined prior to rehab, and this value becomes the base value during the abatement period. The base value may rise owing to general increases in market values in the area but not owing to building improvements conducted during rehabilitation. Abatement periods generally range from 5 to 10 years and often taper during the final 2 or 3 years of the abatement period.

- **Enact a Vacant Building Registration Requirement.** The 2013 General Assembly session adopted legislation permitting the Town of Pulaski to require owners of buildings with vacancies for a continuous period of 12 months to register these structures with the town and pay an annual fee not to exceed $100; furthermore, failure to register results in a civil penalty. Numerous jurisdictions in Virginia, including the City of Richmond, have adopted similar programs. The building registry system is useful to localities in providing a single database for vacant properties that can be used to target code enforcement/public nuisances as well as provide referrals to developers who are interested in redevelopment opportunities in the community.
- **Develop a Façade Improvement Program.** These programs provide small grants and low-cost loans to property owners with buildings on prominent streets in the community. Façade improvement programs are often incorporated into Main Street programs to improve the appearance of the downtown business district. The focus of these programs is to repair deterioration of the building façade, restore storefronts, paint, and generally support improvements that enhance the appearance and architectural features of the building. Such programs generally require a match by the building owner, and funding comes from a variety of sources, including CDBG, local general funds, bank funding pools, and philanthropy.
- **Improve Assistance to Building Owners on Use of Federal and State Historic Tax Credits.** Federal and state historic credits are critical financial incentives available to assist building owners with rehabilitation costs. These credits are both “by right,” whereby owners do not need to compete to receive them. Rehabs that follow state and federal standards entitle the owners to receive the credits. These credits can effectively reduce the cost of rehab by 40–50% through the injection of equity from investors that seek to use the credits.

  The tax credit program is complex and requires qualified experts to help owners navigate the application process and identify investors. The county can offer a seminar on the credit program and maintain a list of consultants for referrals to interested owners.

IMPLEMENTATION PLAN

Immediate:

- Inventory housing conditions in the county.
- Develop an assessment identifying types of challenges (e.g., facades, roofs, and paint) and whether geographic concentrations exist.
- Establish a working group to review assessment results.
- Determine which approaches best suit the county’s needs.

Short-term (next 12 months):

- Identify and secure resources.
- Design the programs and initiatives.
- Enlist business and community leaders.

- Set aspirational goals (e.g., eliminate substandard homes), make relevant campaigns, and build community pride around them.

Mid-term (12–24 months):
- Launch the initiative.
- Obtain media and social media coverage.
- Engage county residents in the challenge.
- Provide public recognition and awards for accomplishments.
- Create a county report card on progress.

LEGAL, FINANCIAL, AND ORGANIZATIONAL CAPACITY

- A project of this scale requires additional staffing to lead the effort and manage resource development and partner relationships. The County and Town of Pulaski can pursue this as a shared initiative with shared staff leadership.
- Legal considerations in terms of code enforcement must be explored with county staff and the county attorney.

FUNDING SCOPE REQUIREMENTS AND PROJECTED IMPACT

- Establish project goals, such as the number of rehabs, home upgrades, façade improvements, energy efficiency upgrades, and replacement homes. The goal level should demonstrate community impact, which is critical to maintaining support and momentum for the effort.

POTENTIAL FUNDING SOURCES

- Numerous sources of funding exist for this initiative and for the planning needed. Virginia Housing (formerly VHDA) should be consulted early, as they offer community impact grants that can support assessments.
- Other funding sources include CDBG, the HOME Consortium, weatherization funds, utility companies, the Virginia Housing Trust Fund, and a regional trust fund (if enacted).
- Some seniors can obtain reverse mortgages, but these should be carefully reviewed, and homeowners should have adequate counseling before considering a reverse mortgage.

METRICS TO EVALUATE SUCCESS

- Number of homes improved or replaced.
- Resources provided to the program.
- Number of volunteers engaged.

RESPONSIBLE ACTORS AND THEIR ROLES

- County and town staff
- Community development staff
- Contractors
- Local housing providers

EXAMPLES AND BEST PRACTICES

***Vermod** – The Vermod is a high-quality manufactured home being built by a company in Vermont used to replace deteriorated mobile homes throughout New England. Most of the homes are 14 feet wide, which is the traditional mobile home width. The lengths can vary to achieve square footage ranging from 600 ft.^{2} to 1200 ft.^{2} Many home variations are available, including units placed side-by-side, stacked on each other, or configured as a one-bedroom cottage with a pitched roof.*

The home is designed and built to be "net zero," implying that the home can generate as much electricity as is used by its residents. The home comes equipped with integrated solar panels on the roof, and the structure uses high-quality, durable materials that make it maintenance-free for long periods.

Although the Vermod may cost more than $100,000, innovation in this space is happening very rapidly. Project:HOMES, a Richmond-based nonprofit, is developing a prototype replacement unit at a much lower cost.

***Project:HOMES Renew Crew—**Richmond-based project:HOMES has sponsored a "Renew Crew" for the past decade. Comprising mainly volunteers with staff supervision, this work team conducts a wide range of repairs and improvements for homes of lower-income (mostly senior) residents in Central Virginia.*

The team does some pre-fabrication (particularly ramps, stairs, and decks) in its warehouse to improve quality control and to focus the work of untrained volunteers on the job site. The Renew Crew has assisted hundreds of households over the past few years, and its colorfully painted vehicles have raised community awareness of the program.

Strategy 2: Develop an action plan for transforming county assets into housing

Localities are seeking innovative ways to address ever-expanding and changing housing challenges in their community, especially in the wake of stagnant or declining public resources. Some municipalities are looking inward for strategies, including reimagining public real estate assets. Because of higher levels of site control, these properties represent major opportunities for new housing investments.

FRAMEWORK

Even in strong markets, localities may continue to hold real estate that is vacant or underused. The following can help accomplish plans for adapting and reusing surplus properties:

- Creating an inventory of all surplus assets
- Evaluating housing potential for holdings
- Soliciting public input to develop criteria for RFP(s)
- Releasing RFPs for any real estate assets the county identifies for development
- Evaluating responses and select development partners

IMPLEMENTATION PLAN

Immediate:

- **Develop a parcel database:** identify all county-owned parcels that are vacant or underused, and develop a database of these properties and relevant information about them.
- **Consider new uses for underutilized parcels:** craft an RFP-based transfer/disposal process that prioritizes housing for new proposed uses.

Short-term (next 12 months):

- **Evaluate potential for residential development:** consider the zoning, topography, utilities, and any existing structures on all properties. Evaluate the potential for residential development, including types beyond single-family detached homes.
- **Launch pilot initiative:** identify one or two key properties with high development potential to begin a pilot initiative.

Mid-term (12–24 months):

- With public input, **develop an RFP** that includes the following:
    - Housing production and affordability requirements
    - Expectations for special populations, such as seniors
    - Breakdown between owner-occupied and renter-occupied housing
    - Development timeline, phasing, and affordability periods
    - Site improvements and infrastructure improvements
    - Other relevant considerations
- **Release RFP:** target RFP widely throughout the county and region, leveraging Virginia Housing to attract high-quality responses.
- **Select the most-qualified respondents:** evaluate responses, solicit additional public input, and make final selections.

LEGAL, FINANCIAL, AND ORGANIZATIONAL CAPACITY

- The county must follow all ordinances that govern the transfer and sale of publicly owned land. Alternatively, the county may elect to retain ownership of the land and enter long-term ground leases with the developer for the improvements.
- Crafting, releasing, and evaluating an RFP requires skill and time. The county should ensure that its staff are capable before formally starting the process.

FUNDING SCOPE REQUIREMENTS AND PROJECTED IMPACT

- There are limited funding requirements beyond administrative costs required to oversee the process. However, depending on specific scenarios, the county may elect to provide funds that support site improvements and/or assist with housing affordability.
- The impact of this strategy depends on the amount, scale, and type of real estate offered for development along with the eventual plans for residential use on such properties.

POTENTIAL FUNDING SOURCES

- The county may choose to allocate some costs into its existing operating budget or elect to reserve and dedicate federal grants (e.g., CDBG) and/or capital-improvement dollars.
- Once private nonprofit or for-profit developers are selected to improve a property, those entities will be responsible for raising all necessary capital.

METRICS TO EVALUATE SUCCESS

- Number of parcels identified for future housing development.
- Meetings held with the public and other stakeholders to develop an RFP process.
- Number of RFPs released and number of qualified responses received.
- New housing units developed on underused public land.
- Increase in taxable real estate.

RESPONSIBLE ACTORS AND THEIR ROLES

- County planning staff and attorneys will investigate surplus properties, develop an RFP process, and evaluate responses.
- Planning commissioners and supervisors will review the RFP process, provide feedback on responses, and make final decisions regarding transfers.
- Third-party developers will submit responses to RFPs and, if selected, undertake design and construction pursuant to the final proposal.

Strategy 3: Continue community development partnerships with towns

Pulaski County's two towns, Pulaski and Dublin, have unique features that play important roles in the county's growth and economic development plans. The Town of Pulaski is the county seat and the traditional economic hub of the county. Downtown Pulaski has many historic buildings and great potential for historic downtown revitalization. Dublin is home to several large-scale manufacturers who have been expanding and adding new employees. Both towns offer great potential for residential and commercial development.

FRAMEWORK

The county can help both towns capitalize on their assets through community development partnerships. The opportunity in Dublin lies in the development of new, high-quality housing development, both ownership and rental, to help meet housing choices and amenities for new Volvo employees who prefer living closer to where they work.

The county and the towns must work together to identify development sites with appropriate zoning and access to utilities. Virginia Housing (formerly VHDA) homeownership staff should be invited to work with the county and town staff to offer attractive financing for new buyers. Virginia Housing can also arrange for services needed to prepare homeowners for obtaining mortgages, such as homebuyer education and counseling.

The opportunity in the Town of Pulaski lies with its historic character. There are numerous historic structures that are ideal for historic restoration and conversion to mixed-use development. The town offers a charming, walkable urban center that is attractive to many households. The key is to create attractive apartment and loft-style housing while continuing to build the retail base, including shopping, dining, and entertainment.

As partnerships and area-wide approaches are critical to success, town/county coordination is necessary. People will seek to live in the Town of Pulaski not only because of the historic character, quality affordable housing, and opportunities to socialize at bars, restaurants, and coffee shops but also because of attractive features such as access to high-speed internet and outdoor recreational opportunities.

IMPLEMENTATION PLAN

Immediate:

- Dublin
    - Identify development sites.
    - Recruit builders and developers for the conversation.
    - Consult with realtors to understand buyer preferences.
    - Understand Volvo's hiring plans, such as number of new employees, when they will be hired, and at what salary level.
    - Bring Virginia Housing and other mortgage lenders to the table.
- Pulaski
    - Inventory downtown assets.
    - Renew or reinvent the downtown plan.

    - Engage merchants and property owners.
    - Reimagine uses for the furniture plant.
    - Bring in outside advisors and financial resources.

Short-term (next 12 months):
- Recruit developers to pursue development projects.

Mid-term (12–24 months):
- Support projects.
- Facilitate process approvals.
- Educate the community to ensure community support.

LEGAL, FINANCIAL, AND ORGANIZATIONAL CAPACITY

- The towns and the county must access outside expertise to assist with the facilitation of new development.
- Planning and zoning should accommodate and fast track new development if it aligns with the local area plans.

FUNDING SCOPE REQUIREMENTS AND PROJECTED IMPACT

- Set development goals and measure progress by creating a community development report card. Enlist business and community leaders, and set funding requirements to the scale of redevelopment.

POTENTIAL FUNDING SOURCES

- Virginia Housing, Virginia Community Capital, historic tax credits, Virginia Community Development Corporation, the Virginia Department of Housing and Community Development, HOME Consortium, regional housing trust fund (if enacted), and Virginia Housing Trust Fund.

METRICS TO EVALUATE SUCCESS

- New and rehabilitated residential housing units as well as new tenants in commercial spaces.
- Ability to attract new workers and households to live in Pulaski County.

RESPONSIBLE ACTORS AND THEIR ROLES

- Town and county staff, state agencies, public and private funders, and NRV Regional Commission housing staff.

Strategy 4: Implement strategies in the Comprehensive Plan that address housing access and strategic “40 by 30” growth

In 2019, Pulaski County adopted its most recent comprehensive plan to guide growth until 2030, a product of many months of research and community engagement. There are seven major topics in the plan: land use, economic development, transportation, recreation and tourism, housing, infrastructure, and community facilities and services.

Although addressing all categories over the next decade are critical to supporting robust, sustainable growth, the housing chapter deserves special attention. This strategy goes beyond the Comprehensive Plan and outlines specific actions for the county and its partners to achieve its long-term housing goals. The strategy will also integrate the county’s current “40 by 30” initiative to achieve a population of 40,000 people by 2030.

FRAMEWORK

The housing chapter is organized into five objectives, each with a subset of policy recommendations—24 in total. Some of the previous strategies in this section already address some of these policies, including the following:

- **Strategy 1: Improve and preserve existing housing stock**
    - Policies 1.4.2, 1.4.4, 1.4.5, and 1.4.6
- **Strategy 3: Develop an action plan for transforming county assets into housing**
    - Policies 1.1.1, 1.1.2, 1.3.1, 1.3.4

The county can also explore two distinct initiatives guided by specific policies in the plan:

1. Create a centralized housing resource center.

Implements Policy 1.2.1.

- This recommendation solves a common problem for many regions and localities across the state: residents who are eligible for and need housing resources are uncertain where to find them or start looking for them.
- A similar strategy was proposed in the Richmond Regional Housing Framework in 2020 for a regional homeownership center. It is currently being planned by the Partnership for Housing Affordability, a regional coordinating nonprofit.
- One physical location and website can serve as a “one-stop shop,” especially for first-time homebuyers. The center is supported by participating entities. The center offers a full range of services to new homebuyers covering financial literacy, credit repair, and homebuyer readiness to financing, down payment, and closing cost assistance, mortgage loans and information about homes to purchase.
- Once established as a “go-to” resource, it may be possible to add services for renters and expand the mission of the center.

2. Promote density and strategic growth opportunities to achieve “40 by 30.”

Implements Policies 1.1.1, 1.1.2, 1.3.1, 1.3.2, 1.3.3, and 1.3.4.

- Growing to a population of 40,000 by 2030 is possible. Sprawling development may allow the county to meet this goal; however, it may diminish community character, stretch the capacity of public utilities, and increase housing costs and traffic. To avoid this scenario, the county should promote and plan for creative density options that are well-connected to amenities and resources.
- Using the recent comprehensive plan engagement as a foundation, the county should pursue an expanded public conversation about the role of density in economic development and high-quality communities.
- Speak to non-traditional stakeholders about housing needs and challenges, including employers and faith congregations.
- Research and consider the possibility of using new provisions under § 15.2-2305.1 (see 2020 General Assembly HB1101), which allow localities to adopt comprehensive *voluntary* affordable dwelling unit ordinances. These capabilities can be integrated into the county's current planned unit development process, providing the county with a wide range of tools to jointly promote density and affordability. Relevant components include the following:
    - Ability to increase density in exchange for homes that are sold/rented to households below 80% AMI.
    - Ability to waive a wide range of development fees.
    - Ability to request payments to local housing funds in lieu of the production of onsite affordable units.
- In partnership with economic development officials, develop a marketing campaign targeting employers, developers, and builders to encourage new types of creative developments in the county.
- Develop factsheets and other educational materials about "non-traditional" density, including townhomes, small apartment buildings, and high-quality manufactured/modular homes. Include example price points along with household income levels required to affordably purchase these homes.

IMPLEMENTATION PLAN

Immediate:

1. **Create a centralized housing resource center.**
    - Develop a list of all organizations and stakeholders that help provide housing opportunities and related forms of assistance.
    - Create a task force with representatives from these organizations.
2. **Promote density and strategic growth.**
    - Research § 15.2-2305.1 and determine the applicability for Pulaski County.
    - Review public engagement from comprehensive plan update and note common refrains against density.

Short-term (next 12 months):

1. **Create a centralized housing resource center.**
    - Identify strengths, weaknesses, and opportunities related to the provision of affordable housing in the county.
    - Determine specific roles.
2. **Promote density and strategic growth.**

- Develop talking points and messages to counter NIMBYism. Use Housing Virginia as necessary.
- Begin outreach to the economic development community and other stakeholders.

Mid-term (12–24 months):

1. **Create a centralized housing resource center.**
   - Finalize operating procedures and intake process.
   - Begin advertising among the public and taking clients.
2. **Promote density and strategic growth.**
   - Create marketing materials to promote smart growth to achieve "40 by 30."
   - Develop any specific land use reforms needed to achieve the goal.

LEGAL, FINANCIAL, AND ORGANIZATIONAL CAPACITY

1. **Create a centralized housing resource center.**
   - Creating the center will help reduce duplicative efforts and expand the capacity of housing providers who operate in the county.
2. **Promote density and strategic growth.**
   - The county is well-positioned to continue the momentum on advancing smart density.

FUNDING SCOPE REQUIREMENTS AND PROJECTED IMPACT

1. **Create a centralized housing resource center.**
   - Costs may be absorbed among multiple organizations, but the program would be more successful with dedicated funding for a part- or full-time position to operate the center.
   - If successful, the Center would help residents achieve homeownership who would otherwise not have considered the opportunity. New partnerships and operational efficiencies will be created.
2. **Promote density and strategic growth.**
   - Limited new funding is required for this effort.
   - A successful campaign would result in reformed development pathways to help private developers create new housing in the county available at a wide range of prices, suits changing market preferences, and is a net positive to the county's tax base.

POTENTIAL FUNDING SOURCES

1. **Create a centralized housing resource center.**
   - Local banks, REALTORs, builders/developers, social service organizations, and Pulaski County.
2. **Promote density and strategic growth.**
   - If needed, raise additional funding from the economic development community and business organizations.

METRICS TO EVALUATE SUCCESS

1. **Create a centralized housing resource center.**
   - All stakeholders unified to evaluate gaps and duplications in service.
   - New efficiencies identified and implemented.

- Housing center established and promoted.
- Clients served by center achieve better housing opportunities.

2. Promote density and strategic growth.

- Public perception of density improves.
- Private sector more deeply engaged in county residential growth plans.
- New pathways for creative density established and implemented.
- New proposed developments use new density options and create affordable, high-quality communities.

RESPONSIBLE ACTORS AND THEIR ROLES

1. Create a centralized housing resource center.

- Nonprofit housing providers: advertise available homes and any applicable program restrictions.
- Counseling organizations: provide direct homebuyer and renter assistance.
- Banks and mortgage lenders: provide funding, educational materials, and access to loan products.
- REALTORs: educate brokers on affordable homeownership programs and offer homebuying assistance to buyers.
- County staff: advertise hub to residents and provide funding.
- Virginia Housing: coordinate and provide homeownership educational programs.

2. Promote density and strategic growth.

- County staff: lead engagement, assemble stakeholders, and research new mechanisms for density and affordability via land use regulations.
- Economic development community: promote the county as open and receptive to creative density and emphasize the sustainable path to "40 by 30."

Strategy 5: Address water and sewer needs via strategic infrastructure financing

Pulaski County requires additional water and sewer infrastructure to accommodate growth that includes new residential and commercial development. Concurrently, many county residents seek to ensure that the attractive rural, small-town character of much of the area is preserved.

FRAMEWORK

The county must continue to refine and define its growth areas and where transportation and other infrastructure improvements are required to support this growth. Well-crafted growth areas and plans can increase competitiveness for statewide funding. Montgomery County is the fastest-growing county in the region and provides a model for defining high-growth areas, including the targeting of local, state, and federal funding resources to guide higher levels of development in those areas.

IMPLEMENTATION PLAN

Immediate:

- Strengthen the partnership and growth plan with the Public Service Authority.
- Develop an inventory and timetable for potential sources of grant and loan funding for infrastructure financing.

Short-term (next 12 months):

- Target residential growth areas and provide support to expand access to public infrastructure in those areas.
- Pursue grant funding with regional, state, and federal partners to increase accessibility throughout the county's defined growth areas.

Mid-term (12–24 months):

- Consider the inclusion of funding through a capital improvement program.
- Continue to pursue grant funding with regional, state, and federal partners.

FUNDING SCOPE REQUIREMENTS AND PROJECTED IMPACT

The cost of utility extension and capacity expansion are significant. The Public Service Authority notes that *water and sewer line extensions are offered based on the willingness of area residents to pay the additional debt service and operational costs incurred by the Authority as a result of the requested line extension*.

Public–private partnerships can also be used for funding and implementing water and sewer infrastructure needs. These include the opportunity for developers to participate in providing water and sewer infrastructure for new developments, which is widespread in many jurisdictions throughout Virginia but may substantially affect housing costs, depending on the specific circumstances.

POTENTIAL FUNDING SOURCES

- Water Infrastructure Finance and Innovation program
- Clean Water State Revolving Fund (CWSRF)
- Rural Water Loan Fund (RWLF) and Water Quality Improvement Fund (WQIF)
- Community Development Block Grant with targeted LMI benefit

METRICS TO EVALUATE SUCCESS

- Establish targets for residential and commercial development over the next decade. Measure progress using actual, completed development compared to the targets.

RESPONSIBLE ACTORS AND THEIR ROLES

- County Board of Supervisors
- Pulaski Planning Commission
- Public Service Authority
- Commercial and Residential Developers