

MONTGOMERY COUNTY, OHIO
CONSOLIDATED ANNUAL PERFORMANCE
AND EVALUATION REPORT (CAPER)

NARRATIVE

FISCAL YEAR 2007

INTRODUCTION

This CAPER reflects the performance and accomplishments of the Montgomery County Community Development Office during FY2007. It reflects progress made in meeting the goals and objectives outlined in the 2003-2007 Consolidated Plan and in carrying out the FY2007 Action Plan. Resources available to complete these activities include Community Development Block Grant (CDBG), HOME Investment Partnership Funds (HOME), and Emergency Shelter Grant (ESG). During the fiscal year October 1, 2007-September 30, 2008, the County effectively utilized its CDBG, HOME and ESG funds to undertake a variety of programs, projects and activities designed to address housing and community development needs throughout Montgomery County, exclusive of the City of Dayton and of the City of Kettering's CDBG programs.

High priority housing needs for FY2007 included activities for low and moderate income, small renter families and for low and moderate-income existing homeowners. To address the needs of low-income small renter families, rehabilitation of existing vacant rental units outside concentrations of low-income households occurred through County Corp's HOMESTART program. Primary activities for low and moderate-income existing homeowners included the rehabilitation of substandard units using a combination of loan and grant programs to assist low-income owners. High priority non-housing community development needs included street improvements; sidewalks, curbs and gutters; storm drainage improvements; sewer improvements; commercial revitalization; commercial/industrial infrastructure; and brownfield development. The accomplishments of the County were consistent with the Consolidated Plan's high priority community development and housing objectives. Some of the projects outlined in the FY07 Action Plan were completed or had partial activities completed, as well as activities completed on projects that were funded in previous fiscal years.

In this report, the accomplishments of the Montgomery County's CDBG, HOME and ESG programs will be presented in a variety of ways, including project descriptions, pictures, etc. An executive summary of activities accomplished in FY2007 was published in the Dayton Daily News on Friday, November 28, and Wednesday, December 3, 2008, and was made available on the County's website. Copies could also be found at the Community Development Office. No comments were received.

SUMMARY OF RESOURCES AND ACCOMPLISHMENTS

For FY2007 (beginning October 1, 2007), Montgomery County received the following funds from the U.S. Department of Housing and Urban Development:

Community Development Block Grant	\$1,909,153.00
HOME Investment Partnership	\$1,073,326.00
Emergency Shelter Grant	\$ 82,922.00

With regard to the HOME funds, 15% or \$160,998.90 was allocated to HomeStart, a Community Housing Development Organization (CHDO), operated by County Corp.

The County also had the following funds available to complete CDBG programs and projects in FY07:

Prior Years CDBG and Program Income- Unliquidated Obligations and Uncommitted Funds	\$5,184,639.38
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Program income was estimated at \$900,000. The actual amount received was slightly over \$1,000,000. Program income for the County's program is generated through housing and economic loans that are made by County Corp, the County's nonprofit housing and economic development arm. Several lease/purchase properties were sold during FY07, including one substantial rehabilitation in the Old Downtown target area in West Carrollton.

Program income also includes repayment of principal plus interest on several multi-unit housing projects administered by the Community Development Office and salary reimbursement from the General Fund for the CD Manager, who receives salary for being the Executive Director of the County's Arts and Cultural District. A nominal amount is also generated through the sale of specification books for infrastructure projects.

Montgomery County continues to leverage resources available with other federal, state, local, and private dollars. HOME and CDBG dollars are always linked to other funds, especially Housing Trust funds (a special fund generated by a portion of extra .5% sales tax in Montgomery County for housing, arts, and economic development), dollars from private lenders, low income housing tax credits, state grants or loans and private organizations. Matching requirements for HOME funds are satisfied through the Housing Trust and from excess match carried over from previous fiscal years, as well as state and non-profit agency funds.

The overall goals of the County's Consolidated Plan are to principally serve lower income residents and areas of the County by providing decent housing, expanded economic opportunities, and improving the quality of life. In FY2007, Montgomery County's CDBG program benefited 98.01% low and moderate income persons, up from 91.58% in FY2006. It is our belief that the activities and strategies that we are implementing are making an impact on the identified needs in the Consolidated Plan, especially the high priority needs, of which a major one is the provision of affordable and decent housing for existing homeowners. Street and storm drainage improvements projects, which are high priorities, received approximately \$558,986.09 in funds in FY2007, and will be further defined in the Community Development Block Grant Non-Housing section of this document.

Many of Montgomery County's efforts to reduce poverty are originated in our 32 target areas, through a combination of infrastructure, housing, and economic development activities. However, the County relies heavily on its One-Stop Job Center, a nationally recognized center, to meet the social and supportive needs of those in poverty. This trend will continue over the next 3-5 years and into the future.

Montgomery County continues to provide economic development loans to expanding businesses for the creation/retention of jobs for low and moderate-income persons. Four business loans were made using CDBG funds in FY07, with an additional four closed on but not disbursed, due to coordination issues with state funding sources and lien positions. The City of Miamisburg also made a tremendous impact on its Market Square target area through a grant/loan process with business owners. Improvements included primarily exterior improvements but also some interior code and ADA compliance issues.

A significant amount of funds were spent in the Old Downtown target area of the City of West Carrollton. Infrastructure funds of \$101,970.99 were used, as well as complimentary funds for lease/purchase and housing rehabilitation efforts through County Corp. This was one of two Concentrated Investment Areas (CIA) that the County and County Corp partnered on, with the other being Ft. McKinley in Harrison Township. Ft. McKinley will have 12 structures demolished in FY07, using FY06 CDBG funds. This will compliment lease/purchase and new construction activities (McKinley Commons-11 new homes) in that target area.

In addition to maximizing resources in CIAs through the combination of non-housing and housing projects, the Community Development Office saw jurisdictions work together collaboratively to impact streets. For instance, the communities of Trotwood and Jefferson Township partnered in implementing a CDBG project that demolished 13 properties along W. Third Street, a corridor running through both jurisdictions. The City of Trotwood acted as the lead agency in getting the dilapidated and vacant structures removed from the landscape. Community Development also worked with the County Engineer's Office to bid and award, as part of their annual asphalt resurfacing program, the Taft Davenport/Union 35 Street Resurfacing project for a cost of \$58,743.25. This saved the cost of preparing a specifications book, legal advertisements and preparation of a contract-project was completed through a Memorandum of Understanding, a single page document, with the County Engineer's Office.

Our grant programs are operating in a timely manner, our CDBG expenditure rate is acceptable and is below the 1.5 ratio, and our programs are reaching our target population. Almost all of our funds expended benefit low and moderate-income persons, with 7.39% being spent on public services, and approximately 18% being spent on planning and administration. Major activities planned for FY07 are on target or were completed. Some previous year projects were fully expended and are considered complete, with only two projects dating back to FY06. Both these projects were substantially completed in FY07 and will show final closeout in early FY08. A major barrier that we have identified, specifically with regard to infrastructure projects, is the increased cost of construction, specifically the cost of asphalt. One way to balance the increased construction costs was to vary the types of projects being undertaken with CDBG funds. For example, the costs related to deconstruction/demolition have declined sharply, with several of these projects coming in significantly under budget. Having these funds available to address potential increases in construction was helpful. Also, where possible, we worked with the jurisdiction/nonprofit to share the associated increased costs.

The following programs and activities describe how the goals were met in FY07.

HOUSING ACTIVITIES

Housing activities include all programs, projects and activities funded through the CDBG, HOME, and ESG programs. Housing related expenditures were the following:

- Housing Rehabilitation (CDBG)
- Housing Rehabilitation (HOME)
- Housing Rehabilitation Administration (CDBG)
- Emergency Grants and Loans (CDBG)
- Rental Rehabilitation Administration (CDBG)
- CHDO-HomeStart (HOME)
- Targeted Neighborhood Housing (HOME)
- HOME-funded lease purchase (HOME)
- Emergency Shelter Grants (ESG)
- Housing for the Homeless (CDBG)
- Housing for Special Populations (HOME)
- Acquisition of Lots for New Construction for Low-Income Families (HOME)
- Downpayment Assistance (HOME)

NON-HOUSING COMMUNITY DEVELOPMENT ACTIVITIES

Non-housing community development initiatives included CDBG funded economic development, including business loans (\$295,650), business facade improvements (\$51,260), water and street improvements (\$357,015.10), storm drainage improvements projects (\$201,970.99), acquisition & demolition (\$116,644), and senior center improvements (\$50,416.75). All these activities were completed by the Montgomery County Community Development Office or its subgrantees. All economic development loans and related servicing are administered through COUNTY CORP, a nonprofit organization that is the economic development arm of the County. A brief summary of each project worked on in FY07 are included in this report.

COMMUNITY DEVELOPMENT BLOCK GRANT

In FY07, Montgomery County had a total CDBG budget of \$8,065,106.36, with the FY07 allocation being \$1,909,153, program income of \$1,029,660.15 and unexpended funds at the end of the previous year of \$5,184,639.38. Of this amount, \$3,035,359.01 was expended. An adjustment was made to line 7 of the Financial Summary to reflect expenditures from program income not recorded in IDIS. Three fiscal years, '98, '99 and '00, for CountyCorp are depicted in this adjustment, which totals \$2,305,417.61.

The following are specific accomplishments under the CDBG program in FY07. The format follows the list of priorities identified in the Non-Housing Community Development Needs in the County's 2003-2007 Consolidated Plan.

High Priority Projects (Street improvements, sidewalks, curbs and gutters, commercial revitalization, parks, water/sewer improvements, code enforcement, sanitary sewer and flood drainage improvements)

Taft-Davenport-Union/35 Street Resurfacing	\$ 58,743.25
West Carrollton Storm Sewer Improvements	\$ 101,970.99
Moraine Flood Wall	\$ 100,000.00
Ridgewood Heights-Union/35 Demolition	\$ 16,644.00
Salem Avenue Landscaping & Beautification	\$ 174,319.85
Miamisburg Downtown Business Improvements	\$ 51,260.00
Valley Street Reconstruction	\$ 123,952.00
Brookville Acquisition/Revitalization	\$ 50,000.00
Englewood Commercial Rehab	\$ 50,000.00
Ft. McKinley Demolition	\$ 50,000.00
Third Street Corridor Improvements	\$ 90,000.00
Subtotal	\$ 866,890.09

Medium Priority Projects (Brownfield Redevelopment, Historic Preservation, Handicapped Accessibility, Recreation programs, Educational Programs, Services to the Handicapped, and Childcare/Youth Services)

No projects undertaken in FY07 that meet this priority.

Low Priority (Street Lighting, Public Safety Services, Business Start-ups, Health programs, Senior Centers, Elderly Services)

Vandalia Senior Center	\$ 10,416.75
Englewood Senior Center	\$ 40,000.00
Girlfriends Salon	\$ 30,000.00
Subtotal	\$ 80,416.75

Housing Needs

High Priority (Low and moderate income small renter families, assistance to low and moderate income existing homeowners)

Owner-Occupied Rehabilitation

Six loans were closed using CDBG funds in FY07, with expended amounts totaling \$98,141.49. Eight other units previously completed under the Homestart Partnership V had minor rehabilitation completed totaling \$29,189.77, to make them ready to re-lease to eligible families. Balance of funds for those loans will be drawn in FY2008, after work is completed on those housing units. Ten emergency grants and loans were made totaling \$34,577.97, a decrease of 9 units. The average cost per emergency repair increased significantly during FY07, in part due to increased construction materials costs.

Housing for the Homeless

YWCA Housekeys Program	\$ 29,169.07
The Other Place	\$ 44,996.43
American Red Cross	\$ 15,000.00
Daybreak	\$ 13,750.00
Fair Housing	\$ 100,000.00

HOME PROGRAM

The following are specific accomplishments under the HOME program in FY07.

Lease/Purchase Activities

HOMESTART (CHDO)	\$169,337.07
HOME-funded Lease/Purchase	\$150,803.31

Tenant-Based Rental Assistance

Daybreak Shelter for Youth	\$ 20,000.00
Places, Inc.	\$ 46,718.62
YWCA	\$ 24,164.75
MVHO TBRA for Special Populations	\$120,750.00

Acquisition of Lots for New Construction for Low-income families

Habitat for Humanity	\$ 75,778.00
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Homebuyer Assistance

American Dream Downpayment Assistance (ADDI)	\$ 16,050.00
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Transitional Youth Housing

Daybreak	\$ 200,000.00
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All these activities meet the high priorities identified for housing needs in the Consolidated Plan.

EMERGENCY SHELTER GRANT PROGRAM

Montgomery County had \$82,922 available for emergency shelter grant programs in the County for FY07, plus \$1,722.44 that was drawn from FY06 funds. Working with the Homeless Solutions Policy Board, the following shelters and programs were deemed to have the greatest need for funding in FY07.

YWCA Win for Teens (emergency housing)	\$ 19,912.00
The Other Place (dayshelter)	\$ 19,143.48
Daybreak (youth shelter)	\$ 29,020.00
Salvation Army (emergency family housing)	\$ 16,580.00

In the Consolidated Plan, and through the efforts coordinated with the Homeless Solutions Policy Board, these shelters have received funds for the past seven years, and will inevitably receive future funds. These shelters house the most persons, serve different populations, and have the greatest need for additional funding. Matching funds are provided through the Human Services Levy, as well as additional funds from the City of Dayton and funds that the shelters secure independently from other resources. Montgomery County, the City of Dayton, homeless providers and others have developed a homeless solutions plan to end chronic homelessness in Montgomery County. Progress in meeting the goals of the plan, as well as related information, are also included in Attachment 11.

FAIR HOUSING

A contract was entered into with the Miami Valley Fair Housing Center (MVFHC) for \$100,000 to provide fair housing activities, including consumer education, education of members of the housing industry and local jurisdictions, and enforcement of fair housing laws. During the program year, 87 fair housing complaints were handled, 23 administrative complaints were filed with Ohio Civil Rights Commission and the U. S. Department of Housing and Urban Development, 6 lawsuits were initiated, with a potential 3 additional lawsuits. MVFHC staff screened published advertisements for any discriminatory language and continues its testing program for complaints and for random testing (over 48 conducted during the fiscal year). Almost 12,000 consumers, industry professionals, governmental entities, and representatives from the Greater Dayton Apartment Association were reached with general fair housing educational programs and training. Enforcement activities included filing of administrative complaints and lawsuits.

The Miami Valley Fair Housing Center is critical to the County as they provide comprehensive fair housing services, testing, and predatory lending solutions (more in next paragraph). As a result of their dedication to fair housing initiatives and the residents of Montgomery County, the Fair Housing Center has received a 3-year Fair Housing Initiatives Program, Private Enforcement Initiatives, Performance-Based Grant from HUD. The Fair Housing Center is in their first year of implementing this grant.

A continued major emphasis in Montgomery County is predatory lending, the identification of those lenders, and the education of homeowners and potential homeowners of the pitfalls of these types of loans. A collaborative of the MVFHC, the Legal Aid Society of Dayton and Consumer Credit Counseling Service of the Miami Valley implemented the four-pronged program. The Community Outreach and Education component included the establishment of a Predatory Lending Hotline, brochures, educational materials, and widespread consumer education and outreach workshops. Intervention and Rescue Services to Victims were also begun by establishing procedures and processes for intake, referral and case review, recruitment of additional legal assistance and filing of class action lawsuits. Montgomery County was second in the state, behind Cuyahoga County, in mortgage foreclosures in 2007 and again in 2008. In large part, this is due to predatory lending and the continued economic downturn in the County, including the closing of the second shift at Truck & Bus, a GM manufacturing facility, and the impending closure of the entire facility in December 2008, and the continued instability of Delphi and other spin-off companies of GM. Tightened credit requirements also played a substantial role in residents' lives.

The County requires affirmative marketing plans from all housing agencies that it funds through CDBG and HOME funds. We have found these plans to be effective in providing housing without discrimination.

AFFORDABLE HOUSING

The FY07 Action Plan proposed that 20-30 low and moderate-income homeowners would benefit from CDBG and HOME funds for owner-occupied rehabilitation in specific target areas. Actual accomplishments included the closing and disbursement of funds for 6 owner-occupied housing units (accessibility issues, lead hazard control, major rehabilitation including window replacement, plumbing, electric, siding, etc.), and 10 emergency grants and loans for owners. Improvements to 8 housing units under the Homestart Partnership V program were made to get these affordable housing units back in the system.

Montgomery County continues to support a lease/purchase program, operated by County Corp's affiliate, HOMESTART, INC. These units provide opportunity for lower-income renters to lease a unit for up to two years while repairing damaged credit. They then become the owner of the unit once they are credit-worthy. Homestart now only has approximately 60 units for lower-income renters who will hopefully become homeowners, down from approximately 100 units two years ago.

Funding in the amount of \$20,000 was provided to Daybreak in FY07 for tenant-based rental assistance for homeless youth who have been able to move from transitional housing to independent living. Funds have been committed to Daybreak since FY98, with over \$140,000 being expended for at-risk youth. Over 60 youth have been served by this program, with the average TBRA being approximately \$2000. Two hundred thousand dollars (\$200,000) was also provided to Daybreak to assist in the construction of the Opportunity House, a facility that will provide 20 units of emergency housing for youth.

Places, Inc. received funding for TBRA for homeless persons with SAMI, in the amount of \$46,718.62. The YWCA also received funding in the amount of \$24,164.75 for TBRA for victims of domestic violence who needed housing assistance.

Montgomery County continues, through its affiliation with nonprofit housing agencies (such as Habitat for Humanity and CountyCorp), to work on addressing underserved needs and affordability issues. The County assisted Habitat for Humanity with buying 3 lots and building new affordable housing units on two of those lots. The County has developed a strong relationship with the Dayton Metropolitan Housing Authority and has provided funding for persons moving from rental to owner-occupied housing (30 units total). This partnership was developed in part as a result of the County's participation in DMHA's HOPE VI project. The County will continue to work with DMHA in their efforts to assist in the improving of public housing and resident initiatives. An example of that in FY07 was Windcliff Village Apartments. The County had assisted in the construction of these units through a partnership with CountyCorp and until FY06 had received program income for the construction of the units. The County also performed the Environmental Review necessary for DMHA to begin the acquisition process. Additional funds totaling \$245,000 was set aside in FY07 but work should begin in FY08, with the funds being drawn during FY08.

DMHA intends to rehabilitate 35 existing Low Income Housing Tax Credit units which have come out of their affordability period. The units, located in Germantown, were constructed in 1991 by Oberer Construction. The units are currently owned by Germantown Village Limited Partnership. The Partnership members are Oberer, COUNTY CORP, and Ohio Capital Corporation for Housing. DMHA has purchased the property from the partnership.

The project will be funded with a combination of currently secured Replacement Housing Factor funds (HUD), property sale proceeds, and local dollars. Project based Housing Choice Vouchers will be utilized for 10 of the units, while the additional 25 units will be converted to public housing. DMHA will be the sole owner and manager of the project. HOME dollars will be used to provide capital assistance to the project. DMHA operating subsidy and rental income will be used to pay for all operating expenses of the project.

The breakdown for the unit mix is as follows: 3 one bedroom Housing Choice voucher units, 2 two bedroom Housing Choice Voucher units; 5 three bedroom Housing Choice voucher units; 2 one bedroom ACC public housing units; 10 two bedroom ACC public housing units, and 13 three bedroom ACC public housing units. The units will range in size from 654 to 1035 square feet. The newly rehabbed units will incorporate universal design features. Three (3) of the existing units will be handicap accessible in accordance with UFAS.

Also, as was mentioned in the Fair Housing Section, a major issue with affordability is predatory lending. Numerous meetings have been held and will continue to be held to educate homeowners and potential homeowners, banks and other lenders, and members of the community about the considerable detriment that predatory lending is to affordable housing for already financially strapped homeowners.

Montgomery County has identified a few gaps in local institutional structure. One gap that was identified and that continues to be a problem is the lack of a nonprofit rental-housing agency, outside of HOMESTART. HOMESTART currently has 60+ rental units, but they do not have capacity to add more units. The identification of another agency is critical to providing adequate housing for low and moderate-income renters, and the County has been exploring other alternatives. Some of this exploration has come about as a result of the Homeless Solutions Plan, the RFP that was issued for projects that met criteria for affordable permanent housing and transitional housing, and the lack of new applicants and types of projects that were submitted for consideration.

A second gap is the lack of a comprehensive code enforcement program in Montgomery County. Many of the less affluent jurisdictions worked with the Combined Health District on code enforcement issues. The Health District has abolished this program and many of the townships have inadequate staff to continue these efforts. The potential consequence of this could be the continued decline of housing stock in low and moderate-income neighborhoods. CDBG funds are being utilized to demolish, where appropriate, vacant and condemned properties. But without the Health District's assistance, the process is slowed down significantly as the process now includes townships' fire departments to make the determination about the continued viability of the housing unit.

Third, a gap which has been identified is the small number of neighborhood development corporations (NDCs) in the County's target areas. Montgomery County will continue to encourage these efforts. Though there were three neighborhood development groups that were formed as a result of the County's Neighborhood Empowerment Program, only one group is currently proactive, and that is the Avondale CDC. During FY05, the Trotwood CDC became defunct and in FY06, the Avondale CDC encountered financial hardship, inquiries about financial accountabilities, and may now only be a viable organization on paper. There are currently no active NDCs in the County.

There have been substantial efforts by Montgomery County and COUNTY CORP, as the County's housing non-profit to address lead-based paint hazards in housing stock built before 1978. The integration of lead-based paint hazards and rehabilitation, as required by the final rule put into place by HUD on September 15, 2000, has been successful. It has increased significantly more the administrative requirements in making a loan/grant to a low to moderate-income family a reality. Added costs include the testing of a housing unit for lead hazards, as well as the clearance requirements, and relocation for affected families. Housing staff must also explain how the lead hazards, if found, will be taken care of; the potential dangers to a child, if not controlled; the possibility that the housing unit might not be addressed if the hazards are too rampant, and the loan to value ratio of the housing unit makes the loan unfeasible.

Montgomery County's Analysis of Impediments Study was conducted in 2004 by Donald Eager and Associates (in concert with the City of Kettering). The Conclusions, Impediments, and Recommendations are included in Attachment 12. As a result of this study, the County has tightened its relationship with the Miami Valley Fair Housing Center and has worked on facilitating progress on the recommendations presented by Donald Eager and Associates. The County has completed its Consolidated Plan for the period FY08-FY12 and an Analysis of Impediments Study was contracted with Wright State University in FY07 for identification of housing needs within the community. This study is being conducted in the Cities of Dayton and Kettering, both entitlement communities and in the balance of the County. The study should be fairly comprehensive and consistent as the entire community is being analyzed by the same consultant. This study should be completed by mid-year 2009.

CONTINUUM OF CARE NARRATIVE/HOMELESSNESS

Montgomery County provides funds for homeless special populations, including those with substance abuse, mental illness, and at-risk youth. All these efforts are in conjunction with the County's overall Continuum of Care Plan.

In FY07, \$110,000 in CDBG funds was appropriated for housing or services by four providers: \$35,000 for the YWCA Housekeys Program for a Domestic Violence Outreach Worker (which is a continuation of previous year's funding), \$45,000 for the Other Place to continue a homeless prevention program for persons at risk of becoming homeless, \$15,000 for the American Red Cross for staff support for emergency housing, and \$15,000 for Daybreak for staff development. However, the \$110,000 that has been set aside in Montgomery County for approximately the last 10 years has not been changed. Emergency Shelter Grant funds were provided for operating costs and essential services at the YWCA Shelter for pregnant and parenting teens, the Other Place dayshelter, Daybreak Shelter for youth, and the Salvation Army.

Montgomery County works closely with the Homeless Solutions Policy Board to provide funds where the need is greatest. These shelters also receive funding from the City of Dayton, where they are located, and directly from the federal government. The summary of the County's 10-year plan to end chronic homelessness and reduce overall homelessness in Dayton and Montgomery County was included in the FY06 CAPER. A major project that was completed in FY06 was the opening of River Commons, a 100 unit permanent affordable housing complex, which was the result of a \$1.78 million dollar agreement between Dayton Metropolitan Housing Authority, the County and the City of Dayton. In FY08, River Commons II will begin. This will be a new facility that will replace the original River Commons. Attachment 11 includes a powerpoint presentation that was made to the Board of County Commissioners in December 2008 regarding the Gateway Shelter and how it implements the plan for redesigning the shelter system in Montgomery County.

ACQUISITION AND RELOCATION

Montgomery County did not displace any households, businesses, farms or nonprofit organizations in FY07. Montgomery County's Displacement Plans and Mitigation Statement (Attachment 3) include efforts to minimize displacement and to mitigate the adverse effects of any such displacement on the affected persons, especially those who are low and moderate income. Projects that would demonstrate unnecessary displacement will not be funded. If displacement does occur as a direct result of CPD programs, those persons will receive assistance, just compensation and replacement housing as required by the Uniform Relocation Act. Those persons not subject to the Uniform Relocation Act, but displaced by CPD programs, will receive benefits as established in the County's Community Planning and Development Displacement Plan.

PERFORMANCE MEASUREMENT

Montgomery County has developed a local performance measurement system. After reviewing the guidance provided from HUD and some measurement systems that other entitlement grantees have initiated, Montgomery County has attempted to incorporate a similar system. It was our understanding that the performance measurement system should have two critical components, productivity (program outcomes) and program impact. It has always been very easy to quantify our community development and housing projects, either through the number of housing units rehabilitated the amount of storm sewer pipe installed or number of manholes in a related storm drainage project. It has always been easy, as well, to track our productivity through the pace of our projects, that is, we can identify projects from previous Action Plans that are either still underway or maybe have not yet begun, and of course, timeliness is another indicator of our productivity, as Montgomery County's ratio is historically under the 1.5 required.

Program impact is a bit harder to measure as it reflects more holistically on the community through desired outcomes or in the lives of persons assisted. Montgomery County has been successful in establishing goals and knowing the inputs that are available to us in meeting those goals. Montgomery County has also been successful in carrying out activities and knowing the direct products (outputs) of our program's activities.

The outcomes portion of the performance measurement system has been more difficult to define and track. Montgomery County understands that HUD is defining outcomes as “benefits that result from a program and those outcomes typically relate to a change in conditions, status, attitudes, skills, knowledge, or behavior. Common outcomes could include improved quality of life for program participants, improved quality of housing stock, or revitalization of a neighborhood.” Montgomery County has identified outcomes that are specific to this area and their program, and is including our performance measures in this CAPER. CDBG performance measures are included in C04PR83, which is included in Attachment 6. This summary shows that almost 6000 persons were provided either new access or improved access to public facilities and infrastructure and 31 households benefitted from owner-occupied housing rehabilitation.