



DURHAM, NORTH CAROLINA

Measuring What Matters

How Durham knows whether the work is working.

City of Durham · Durham County · Durham Community Safety Department

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Three categories, published monthly

The Framework is measured against three categories of metrics, published monthly and reviewed by the **Champions Table**, the **Executive Table**, and the **Lived Experience Table** — the same numbers elected leaders, funders, and residents see.

System outcomes

- ◆ The **One Number** — households actively homeless, by population, monthly
- ◆ **Inflow** — new households entering homelessness
- ◆ **Outflow** — households exiting to stable housing
- ◆ Length of time homeless; returns within 24 months

Operational performance

- ◆ Case conferencing — share with target move-in dates, share moved in on time
- ◆ Fund turnaround — days from documentation to payment
- ◆ Landlord engagement — leased units, network size, retention
- ◆ HSCM — completion of the 12-month arc and Month-13 readiness

Equity and voice

- ◆ Outcomes disaggregated by race, ethnicity, gender, age, and household composition
- ◆ Lived-experience input through the **Lived Experience Table** as a formal channel

What stabilization is held to

The HSCM Policies and Procedures set six performance targets, assessed quarterly with providers. They are framed as programmatic goals rather than contractual guarantees — performance is judged on the totality of circumstances, not any single missed number.

- ◆ **90%** of enrolled households remain housed for the full duration of financial assistance
- ◆ **80%** are housed and off Fund assistance as of Month 13
- ◆ **70%** increase total income across the 12 months
- ◆ **No more than 10%** exit to homelessness
- ◆ **90%** of household-weeks include a documented case management contact

◆ HMIS data quality meets or exceeds **Durham CoC Data Quality Standards**

Capacity is governed too: a full-time case manager carries a maximum **weighted** caseload of 25 households, weighted by phase — 1.0 in early phases stepping down to 0.25 for post-exit follow-up — reviewed monthly with supervisors. Quality assurance runs on a fixed rhythm: monthly chart reviews of at least 10% of each case manager's cases, quarterly session observation, semi-annual DCSD site visits, quarterly cross-provider learning meetings and performance reports, and annual program evaluation.

The Built for Zero standard behind the numbers

- ◆ **Quality data comes in two tiers.** The initial standard means the data is comprehensive, accurate, reliable, and person-centered; the advanced tier signals durable, sustainable reliability over time.
- ◆ **Reliability is quantified.** The three-month data reliability score must sit under 15% for a population to meet the initial standard. Built for Zero frames this as a *low margin of error* test: it asks whether a population's monthly numbers hold together well enough that a change in the count reflects a real change in people's lives rather than noise in the data. It is measured separately for each population and subpopulation — veterans, chronic single adults, families — so a community can have reliable data on one group and not yet on another.
- ◆ **By-name data is the foundation** — a real-time, person-specific record covering the whole geography and the whole population, refreshed at least monthly, not an annual snapshot.
- ◆ **Reductions are now verified, not just statistical.** Built for Zero counts a reduction only with quantitative evidence of decline plus confirmation that the change is real — with communities documenting what drove it and whether any part reflects better data collection rather than fewer people homeless.

What gets published, and the posture behind it

A monthly public dashboard, a sprint report after every push, an annual report written for the public rather than the federal grant cycle, and a continuous story stream. Missed targets are treated as system learning, not staff judgment — the tables' job is to clear what the data surfaces.



Making homelessness rare and brief — in a voice
the whole city can trust.

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