

**Special Governing Board Meeting:**

August 16, 2024

Location: Zoom

Board Members			
Trish Hobson, Chair	Jessica Lefkowitz, Vice Chair	Adelaide Martin, Secretary	Karen Pelletier
Rebecca Pfeiffer	Temeka Couch	Brittany Marshall	Sonia Jenkins
O'Shauna Hunter	Susan Crawford	Kaedon Grinnell	James Lee
Kenny Robinson	Andrew Yavorski	Shaq Clarke	Tchernavia Montgomery
Cherelle Rozie	Glennis Davis		

**Agenda**

Time	Item	Facilitator
10:00am-10:10am	Welcome, Attendance <b>Motion: Adopt meeting agenda</b>	Trish Hobson Branden Lewis (attendance)
10:10am-10:40am	NCDHHS ESG Funding Recommendations & Discussion	Ranking Committee Representative
10:40am-10:45am	Public Comment	Branden Lewis
10:45am	Motion: Approve proposed funding recommendations.	Jessica Lefkowitz
10:45am-11:00am	Case Management White Paper Motion: Approve Magnolia Detroit Consulting's proposal for the Case Management White Paper.	Rebecca Pfeiffer
11:00am	Adjourn	Trish Hobson

- Next CoC Governing Board meeting: September 26, 2024: 2:00pm-4:00pm; City of Charlotte

**Our Vision:** Homelessness is rare, brief and non-recurring in the Charlotte-Mecklenburg Community. Everyone has housing choices and prompt access to a variety of housing resources and supports that meet their needs.

**Proposal for Services: Charlotte-Mecklenburg Continuum of Care**

**Case Management White Paper**

**Revised Submission on July 31, 2024**

Prepared by:  
Amber Joiner-Hill, MSSW  
Magnolia Detroit Consulting LLC  
amber@magnoliadetroit.com  
www.magnoliadetroit.com

Prepared for:  
Charlotte-Mecklenburg Continuum of  
Care  
charmeckcoc@mecknc.gov  
<https://housingdata.mecknc.gov/coc>



**MAGNOLIA DETROIT**  
Consulting

## **Executive Summary**

The Charlotte-Mecklenburg Continuum of Care (Char-Meck CoC) aims to support its strategic plan by evaluating and improving case management services offered by CoC and Emergency Solutions Grants (ESG) funded agencies. By identifying case management best practices, the Char-Meck CoC feels it can then increase staff retention, make informed decisions regarding technology, and ultimately serve those experiencing homelessness more effectively. The final deliverables are a presentation and white paper that illustrate the current state of case management, its alignment with best practices, and recommendations on how to fill the gaps.

## **Organizational Information**

Magnolia Detroit Consulting (MDC) focuses on building capacity within organizations that value the betterment of society, especially those that promote racial equity and gender equality in the workplace. Services include organizational assessments, strategic planning, qualitative research, and technical report writing. All work is completed through a social work lens, which creates human-centered and sustainable results. MDC is a Certified North Carolina Historically Underutilized Business - a statewide designation specifically for women-owned and/or minority-owned small businesses.

More information can be found here: <https://www.magnoliadetroit.com/>.

### Project Team

Amber Joiner-Hill, MSSW is the owner and principal consultant of MDC, and will serve as the project lead. She has worked with nonprofits, Boards of Directors, and government entities for a decade. Her experience includes researching the equity needs of a professional network in the child wellbeing field and leading conference sessions on strategic planning. Amber is uniquely positioned to complete this contract because she previously worked as a CoC Coordinator in the Shenandoah Valley of Virginia. She holds a BA in Psychology from the University of Michigan and an MS in Social Work from the University of Texas. Amber is based in Charlotte NC and is available for remote and in-person engagements.

## **Project Approach**

The engagement will begin with a level-setting meeting with the Char-Meck CoC Board and staff to ensure shared understanding about what is requested and the services to be offered. Then the consulting work will be completed over the course of three phases, described below. Please note that “MDC” and “project team” are used interchangeably.

### **Phase 1: Data Collection**

MDC will collect data from three primary sources:

1. Literature
  - a. Academic research about case management, and
  - b. Written guidance provided from leading entities such as HUD and the National Alliance to End Homelessness.
2. CoC Peer Communities
  - a. Agency policies and procedures internal to CoC peer communities, and
  - b. Virtual 45-minute interviews with case management staff of ESG and CoC grantees.
3. Char-Meck CoC
  - a. Agency policies and procedures internal to the Char-Meck CoC Board and Char-Meck CoC agencies, and
  - b. In-person 60-minute focus group discussions with case management staff of ESG and CoC grantees.

Per the request of the CoC Board, MDC will collect literature and insight from CoC Peer Communities first. CoC Peer Communities will be CoCs that have been formally or informally identified as “high performers” and exhibit practices that the Char-Meck CoC would like to better understand and potentially aspire towards. Characteristics such as Point-in-Time count data, funding amount, and service area may be some of the factors that are considered. MDC will work with Char-Meck CoC to establish this list of 2-3 communities. Lessons learned about best practices from those data sources will inform questions asked during the Char-Meck CoC focus

group sessions. As a thank you for their participation, and as a way to practice equity, all interviewees will receive a \$20 gift card and focus group participants will receive a \$25 gift card.

Interview and focus group questions could include, but are not limited to:

- *From your experience, how many clients can a case manager effectively balance at any given time? How does that align with your typical case load?*
- *Does your approach to case management vary depending on it being an RRH or PSH case? How so?*
- *In addition to HMIS, what other software tools are critical to your work? Do you have additional technology needs?*
- *What has your agency identified as a “case management best practice”? From practical experience, have you identified other case management approaches that you would name as a “best practice”?*
- *How would you describe the supervision that you provide / receive? How do you think that impacts case managers desire to remain with their agency?*

MDC notes that a deep analysis into causes of staff turnover fall outside the primary scope of this RFI. However, preliminary data about staff satisfaction and turnover will be collected to determine if or how this topic could be further explored in the future.

### Relevant Experience

The project team gained experience with mixed-methods data collection across a wide range of projects and is particularly exceptional at qualitative research via interviews and focus groups. While working as a research consultant for Prevent Child Abuse America, MDC created a focus group question guide for sessions with home visitors (case managers in the healthcare space) and pediatricians. A total of six virtual sessions were successfully facilitated and they yielded a rich set of data about COVID-19 responses that was later analyzed using Atlas.ti software and then

summarized into a report for the client organization. The project team has received training and education in group facilitation methods and qualitative research design.

## **Phase 2: Data Analysis & Report Writing**

The project team will conduct a thematic analysis using Atlas.ti software to understand the qualitative data collected during Phase 1. The analysis will answer questions posed in the RFI such as, but not limited to:

- *Is there a best practice for the number of clients on a case load?*
- *What is the standard amount of time a client should remain on case management?*
- *Should a team approach be applied to case management of clients using RRH and/or PSH? If so, what should it entail?*
- *Which technological needs are being met and which are not?*
- *Is there a potential relationship between implementation of case management best practices and staff turnover?*

Findings will be summarized in an accessible written report and complemented with clear recommendations for the Char-Meck CoC.

### Relevant Experience

MDC led the qualitative data analysis process for a project through Chapin Hall at the University of Chicago. The objective of the project was to first collect information on how members of a professional network experienced elements of diversity, equity, and inclusion when they engaged with the network. The second objective was to create recommendations for change in response to the findings. After conducting approximately 40 one-on-one interviews, MDC designed and led an iterative thematic analysis of the data using Atlas.ti software. The hearty and sometimes conflicting findings were then summarized into a research brief that drew a clear picture of the study participants' comments and offered relevant and actionable recommendations for the network to consider.

### **Phase 3: Dissemination**

The final report and presentation will be given to the Char-Meck CoC Board and staff in Winter (November/December) 2024. The project team will request that at the minimum, a copy of the report is shared with peer CoC communities and ESG/CoC grantees that participated in the data collection efforts. MDC prides itself on sharing power with all organization members, regardless of title or assigned decision-making power, and has found that stakeholders are more likely to support and engage with change efforts when they are intentionally involved before implementation.

#### Relevant Experience

MDC has developed several technical reports and presentations across a myriad of topics. Content is always presented in a way that is accessible to the audience and includes actionable findings. The CV provided in the Appendix offers a detailed list and select hyperlinks to those products.

### **Timeline & Budget**

This project will occur over the course of approximately 4 months - starting with a kick off meeting in August 2024 and concluding with a final presentation and report in Winter (November/December) 2024. Please note that time spent on finalizing a contract and end-of-year holiday travel may impact this timeline. MDC's hourly rate is \$125 and does not apply to most administrative costs, as these are often billed at face value.

<b>Activity</b>	<b>Details</b>	<b>Timeframe</b>	<b>Budget (Estimated Hours)</b>
<b>Data Collection</b>	<ul style="list-style-type: none"><li>- Tool development</li><li>- Literature review</li><li>- Conduct interviews and focus groups</li><li>- Compile agency documents</li></ul>	Aug - Oct	\$8,500  (68hrs)

<b>Data Analysis &amp; Report Writing</b>	- Qualitative data analysis - Review agency documents - Author report with recommendations	Sept - Oct	\$5,000  (40hrs)
<b>Dissemination</b>	- Present to CoC Board, staff, and stakeholders - Deliver final report and PowerPoint slide deck	Nov - Dec	\$1,250  (10hrs)
<b>Project Management &amp; Administrative Costs</b>	- Kick off and check in meetings with CoC staff and Board - Participant gift cards (up to \$1,175) - Report graphic design (\$750)	Ongoing	\$4,000  (N/A)
<b>Travel</b>	Local travel within the Charlotte-Mecklenburg CoC service area	Ongoing	Federal Rate for Mileage (N/A)
<b>Total Project Budget = \$18,150 + mileage reimbursements</b>			

**Appendix**

Amber Joiner-Hill CV



# AMBER JOINER-HILL, MSSW

Charlotte NC · joinerhill@gmail.com

## SUMMARY

---

I am a mixed-methods researcher and macro social worker who partners with organizations that value the betterment of society, especially those that promote racial equity and gender equality in the workplace. I am highly skilled at managing and implementing research projects, strategic planning, group facilitation, and technical report writing.

## PROFESSIONAL EXPERIENCE

---

Habitat for Humanity Charlotte Region 2023 – Present

### **Outcome & Evaluation Manager**

- Develop and manage affiliate-wide system for measuring program outcomes
- Design and manage the administration of data collection tools; including surveys, interview protocols, and focus group guides
- Conduct data analysis using QuestionPro and Atlas.ti; provide recommendations
- Lead development of logic models for department programs
- Lead peer learning group across seven affiliates
- Advise senior management on research and data initiatives

Chapin Hall at the University of Chicago 2017 – 2020

### **Associate Policy Analyst**

- Conduct qualitative research to identify the diversity, equity, and inclusion needs of a national fellowship network; co-develop interview protocols, interview study participants, and analyze findings using ATLAS.ti

### **Coordinator of Research Support**

- Create and coordinate grant proposal process for researchers and policy analysts
- Review and edit technical reports and presentations before public dissemination

Northern Shenandoah Valley Regional Commission 2015 – 2017

### **Continuum of Care Coordinator**

- Build capacity within collaboration of stakeholders focused on preventing and ending homelessness in the Shenandoah Valley
- Manage U.S. HUD grant application process; requests totaling \$750,000+
- Evaluate and create organizational policies and procedures

Travis County Health & Human Services 2014 – 2015

### **Planner**

- Design and conduct program evaluations of County rental assistance program
- Conduct qualitative and quantitative research on the conditions of older adults and the role of community planning groups

## CONSULTING EXPERIENCE

---

Magnolia Detroit Consulting

2020 – Present

### **Owner & Principal Consultant**

- Lead projects that build capacity within nonprofit organizations and align managerial and organizational goals with employees' well-being
- Clients and contracts described below

### **American Academy of Pediatrics** | Consultant

- Analyze multiple organizational diversity, equity, and inclusion efforts to identify points of cohesion and areas of opportunities
- Facilitate vision setting session with Board of Directors
- Provide technical assistance during strategic planning process

### **Prevent Child Abuse America** | Research Consultant

- Synthesize data about the experiences of caregivers during the COVID-19 pandemic into a comprehensive and accessible summary report
- Facilitate focus groups with medical professionals, analyze qualitative findings using ATLAS.ti, and author summary report

### **Liberty Hill Foundation** | Organizational Coaching

- Provide capacity building activities to emerging nonprofit focused on advocacy for tenants in Long Beach CA
- Equip organization with skills to create equitable and inclusive job descriptions, implement equitable performance evaluation process, and develop strategic plan

### **Social Justice Partners Los Angeles** | Racial Equity Coach

- Mentor and coach Black women who want to make significant career transitions

### **U.S. Forest Service** | DEI Technical Assistance

- Support organizational diversity, equity, inclusion, and anti-racism efforts as needed, including strategic plan management, document review, and ad hoc consultation
- Lead "DEI: The Basics", "From Ally to Anti-Racist", and "Leading & Collaborating with Diversity, Equity, and Inclusion Principles" virtual trainings for staff

### **Voters Not Politicians** | Organizational DEI Assessment

- Design and conduct organizational assessment; co-develop strategic plan to further incorporate diversity, equity, inclusion, and anti-racism values into policies and procedures
- Support implementation of strategic plan, including co-development of recruitment and retention strategies, survey data analysis, and diversity, equity, inclusion, and anti-racism education
- Facilitate virtual dialogues about racism and discrimination in participants' personal and professional lives

### **International Rescue Committee** | Educational Workshops

- Lead “Unconscious Biases”, “From Ally to Anti-Racist”, and “Leading & Collaborating with Diversity, Equity, and Inclusion Principles” virtual trainings for refugee resettlement service providers

**Casey Family Programs** | Michigan Safe & Stable Housing

- Design program evaluation for referral service in Michigan aimed at increasing the rate of reunification by way of safe and stable housing for families
- Assist in qualitative analysis of interviews with stakeholders

**U.S. Forest Service** | Educational Workshops and Strategic Planning

- Lead “Unconscious Biases”, “From Ally to Anti-Racist”, and “Leading & Collaborating with Diversity, Equity, and Inclusion Principles” virtual trainings for international office
- Lead strategic planning session with management to outline DEIA goals

**Spark Learning for Organizations** | Organizational Readiness for Implementing Best Practices in Child Welfare Data

- Conduct qualitative research to assess child welfare jurisdictions’ ability to use best practices for helplines and hotlines, racial equity, and longitudinal data
- Co-develop interview protocol; interview jurisdictions; synthesize and disseminate findings via virtual conference presentation

**Chapin Hall at the University of Chicago** | Equity Study, Doris Duke Fellowships

- Complete ongoing research and qualitative analysis to identify the diversity, equity, and inclusion needs of a national fellowship network
- Lead author research brief and co-author research brief

**Casey Family Programs** | Racial Equity in Child Welfare Data

- Lead exploratory research on applying a racial equity lens to child welfare data collection and interpretation
- Develop interview protocol; interview stakeholders across various fields; synthesize and disseminate findings via virtual conference presentation and research brief

**ReadMe.io Co.** | Educational Workshop

- Lead “Unconscious Biases” virtual training for staff

**Chapin Hall at the University of Chicago** | Group Facilitation (pro bono)

- Facilitate virtual dialogues about racism and discrimination in participants’ personal and professional lives

## EDUCATION

---

University of Denver

**Continued Education**

- Courses completed: Fundamentals of Organization Development, Evaluate and Sustain Change, Leading Strategic Planning in Organizations

University of Texas

**Master of Science, Social Work**

*Concentration: Community and Administrative Leadership*

University of Michigan

**Bachelor of Arts, Psychology**

---

**PRESENTATIONS**

---

Research to Action Summit, Oct 2023

- “Doris Duke Fellowships Equity Study: Recommendations for CWRN”; research findings for how to intentionally incorporate diversity, equity, inclusion, and antiracism within professional networks

Coalition of Black Social Workers Annual Conference, Mar 2023

- “How to Apply a DEIA Lens to Your Strategic Plan”; detailed guidance on how to incorporate diversity, equity, inclusion, and antiracism into every step of the strategic planning process; CEs provided

University of Michigan School of Social Work Continuing Education, Jan 2023

- “How to Apply a DEIA Lens to Your Strategic Plan”; detailed guidance on how to incorporate diversity, equity, inclusion, and antiracism into every step of the strategic planning process; CEs provided

American Academy of Pediatrics Annual Leadership Conference, Aug 2022

- “How to Apply a DEIA Lens to Your Strategic Plan”; detailed guidance on how to incorporate diversity, equity, inclusion, and antiracism into every step of the strategic planning process; CMEs provided

Building Healthy, Strong Communities: University of Michigan SSW; May 2022

- “Social Work & Entrepreneurship”; discussion about business ownership as a career path for social workers; CEs provided

CQI Statewide Conference for Child Welfare and Probation; Mar 2022

- “Racial Equity and CQI in Practice”; the application of racially equitable and culturally appropriate practices to the collection and interpretation of child welfare data

Paradigm for Parity: Very Courageous Conversations; June 2021

- Feature interview to discuss the challenges that Black women face in the workplace; interview available [here](#)

The Forum on Workplace Inclusion Conference; Mar 2021

- “Why You’re Losing Your Black Female Employees”; independent research documenting the experiences of Black women who work in Predominantly White Institutions; strategies for Black women and employers

Casey Family Programs Child Welfare Data Leaders Convening; Nov 2020

- “Equity Indexes in Child Welfare”; exploratory research on the creation of an index of child welfare data with a racial equity lens

Network for Social Work Management Conference; June 2020

- “Impact of Payday Loans on Communities of Color”; the use of payday loans within Black and Latiné communities, predatory tactics of the loans, and suggestions for policy changes

TCOM Annual Conference; Oct 2019

- “Culture and Human Services: Weaving the Threads of Culture Through Service Provision”; the application of cultural humility and responsiveness in direct client service provision

Virginia Governor’s Housing Conference; Nov 2015

- “Collaborative and Creative Strategies for Rural Homelessness”; best practices to ending homelessness in a rural environment

## **TECHNICAL REPORTS**

---

Caregiving in the Context of COVID-19: Year One Summary Report

- Detailed experiences of those who parent and care for children during the COVID-19 pandemic; available [here](#)

Recommendations for Elevating Diversity, Equity, and Inclusion in A Professional Network

- Recommendations for how a national fellowship network can incorporate DEI principles; available [here](#)

Equity Indexes in Child Welfare

- Exploratory research on the application of racial equity to the collection and interpretation of child welfare data; available [here](#)

Evaluation of the Forward Promise Initiative

- Highlights of technical assistance provided to an organization focused on Boys and Young Men of Color; available [here](#)

Community Planning Groups: Exploratory Research

- The role of community planning groups and intermediaries in Travis County TX; available [here](#)

Focus on Older Adults in Travis County

- Snapshot demographic data of adults aged 65 years and older in Travis County TX; available [here](#)

## **SERVICE**

---

Data Review & Oversight Committee (UNCC Urban Institute) – Member; 2024-Present

Charlotte-Mecklenburg Continuum of Care Ranking Committee – Member; 2023-Present

Coalition of Black Social Workers – Member; 2020-Present

Planned Parenthood – Volunteer Patient Greeter; 2023

University of Michigan School of Social Work – Field Instructor; 2022-2023

Network for Social Work Management – Member; 2019-2022

New Leaders Council – Fellow; 2021

Network for Social Work Management – Policy Fellow; 2020

Winchester City Sheriff’s Office Foundation – Board Member; 2016-17

National Association of Social Workers – Member; 2014-16

Reviewer

- Grant applications for HUD Continuum of Care funds; 2016, 2017, 2023, 2024

- Applications for Coalition of Black Social Workers Scholarship; 2022, 2023
- Applications for New Leaders Councils Fellowship – Chicago Chapter; 2022
- Applications for Network for Social Work Management Policy Fellowship; 2020
- Grant applications for City of Chicago Dept. of Family and Support Services funds; 2019
- Abstracts for National Conference on Child Abuse & Neglect conference; 2018
- Grant applications for United Way funds; 2016
- Grant applications for AmeriCorps funds; 2016