SHARITY

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Exhibit B

City of Joplin
Homelessness Strategic Plan Proposal



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Tony Robyn
Assistant City Manager
City of Joplin
602 S. Main St.,
Joplin, M.O., 64801

February 27, 2023

Dear Mr. Robyn,

I am delighted to enclose Sharity's Homelessness Strategic Plan proposal.

Sharity, an SBA-certified Woman Owned Business, is a company that works to help scale organizations that provide for the betterment of society. We are proud to call over 100 entities our clients. This includes government agencies, international, national, and local nonprofits and foundations, and stakeholders of all stripes in the housing sector. Our team has complementary experience and expertise, and a considerable work history in community assessment and strategic planning. For example, we have collaborated in a thought partnership with the Central Florida Commission on Homelessness for over seven years, playing a critical role in their ascent from a developing entity to the nation's number one continuum of care provider. Our partnership has been highly successful. Highlights include:

- doubling HUD funding and recently winning a $8.4 million HUD grant, the second highest in the nation;
- preparing the highest-scoring NOFO application in 2021; and
- receiving the largest Day 1 award in 2019.

We have also led projects on homelessness for clients including numerous domestic violence and homeless shelters, HomeAid, and the City of Orlando. Three of our team members have led homeless shelters. Our proposal contains further details. We have no conflicts of interest and have not previously worked for the City of Joplin.

I was born and raised in Missouri, and would be honored to collaborate to advance your work in my home state. Thank you for your consideration. We look forward to discussing our proposal further at your convenience.

Yours sincerely,



Carol Wick
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About Sharity

Sharity was born out of a desire to deliver strategic planning services to nonprofits in a nimble, adaptive, new way. Our team is comprised of experts in nonprofit operations and strategy. We are proud to call over 100 partners our clients. This includes government agencies, international, national, and local nonprofits, and foundations.

Our strategic planning expertise

Strategic planning is at the heart of Sharity's work. We have developed dozens of strategic plans and led other strategy-setting work for stakeholders across the US in the last year alone. We use proven methodology and processes to create clarity and alignment between mission, values, goals, and strategic plans.

Our homelessness expertise

We have significant experience working with homeless service organizations and networks in gathering and evaluating data and community information, developing assessments, convening community forums, developing summaries of strengths and opportunities, and designing strategic plans. Examples include the following.

Select client examples

City of Orlando – Sharity was engaged to spearhead an acquisition feasibility study for a homeless drop-in center for individuals with serious mental illness. We assessed best practices and funding and reviewed policy, finance, and human resourcing. This work also involved conducting interviews with chronically homeless individuals to assess opportunities and challenges. Our study's recommendations were successfully implemented and the center remains open.

Dave's House – We led a gaps and need analysis, tri-county services mapping, and a review of agencies serving individuals with serious mental illness and those who are homeless. We oversaw the development of a strategic plan to address their most significant needs based on available funding. Today they are acquiring a new facility based on that plan.

Homeless Services Network of Central Florida (HSN) – Since 2017, we have been engaged repeatedly to assist with planning, monitoring, and implementation. HSN serves as the CoC lead agency in a three-county area in Central Florida, which includes Orlando. Last year HSN housed 4,000 individuals and families.

HomeAid – Sharity assisted with plan development, community assessment, and partnership linkage to enable the expansion of the national organization's chapter into Central Florida. They have since contributed over $350M in value to homeless organizations in the community.

Project team members

Sharity is pleased to offer the following experts, most of whom have operated homeless shelters, to ensure your goals are met. Carol Wick will serve as project lead.



Carol Wick MS, LMFT, BS

Carol, an EOS expert, has worked with governments and nonprofits for over 30 years. She began her career as a trauma therapist for child abuse survivors and served for nearly a decade as CEO of a 150-bed domestic violence and human trafficking shelter serving over 10,000 people annually. Carol speaks and trains in the US and abroad on gender-based violence, homeless system operations, and complex trauma. Carol is an experienced strategic planning facilitator, a published author of five evidence-based studies on program effectiveness and community engagement, and a seasoned programs evaluator. She has developed model programs that have been replicated internationally.



Martha Are MSW, BSW

Martha is the CEO of the Homeless Services Network of Central Florida/Central Florida Commission on Homelessness. During her tenure as CEO, she has increased baseline HUD awards from $7M to $12M, provided policy direction and implementation leadership for regional transition to a housing-focused, data-driven homeless services system, and overseen the homeless services system's response to COVID-19. Martha has worked in homeless policy and programming for more than three decades. Earlier she worked as a Homeless Policy Specialist at the North Carolina Governor's Council on Homelessness. She then worked in the North Carolina Office of Economic Recovery and Investment as a Housing Policy Analyst and in the North Carolina Department of Health and Human Services as a Homelessness and Housing Unit Manager.



Ruth Patrick MBA, BS

Ruth has spent more than 25 years working in nonprofit executive leadership. She has worked with local, regional, and national nonprofit organizations in executive leadership positions, including work with several nonprofit homeless committees and organizations. She was COO of a domestic violence and human trafficking shelter and served as CEO of BETA Center, a residential program for pregnant and parenting teens. Ruth has considerable experience working with young people and human trafficking survivors. She facilitated a replication project bylaws review for Dave's House, a residential program for adults with SMI, and has overseen contract development and monitoring for the Homeless Services Network.



Madeline Cameron Wardleworth LLM, LLB, BIR

Madeline is a social change specialist who has worked with organizations including Diversity Council Australia and TIME'S UP. She previously served on the senior leadership team at the campaign for a new global treaty specific to ending violence against women. Earlier, Madeline worked as a Postdoctoral Research Scholar at the Columbia Law Center for Intersectionality and Social Policy Studies and African American Policy Forum, on campaigns including #SayHerName. Madeline holds a Master of Laws from Columbia University. She started her career at global law firm King & Wood Mallesons, where she co-led the Brisbane Youth Service Homeless Persons' Legal Clinic.

Implementation schedule

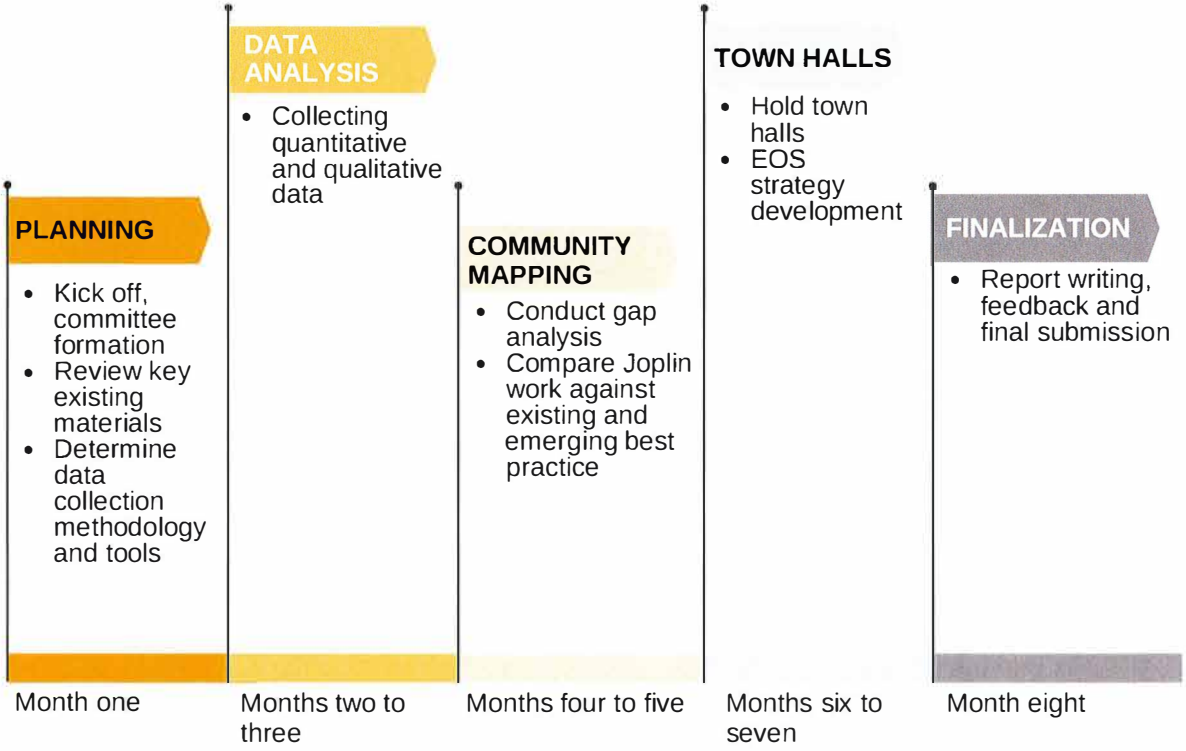
Participatory processes expertise

We are specialists in the development and implementation of participatory processes. Community-building through thoughtful data collection, inclusive engagement, and collectively co-designed projects are in our DNA. Our approach focuses on maximizing stakeholder participation. We typically structure planning phases so as to enable close collaboration with the client to carefully conceptualize the project while being wise to context and constraints. The phases set out as follows are informed by this conviction, and are therefore inherently flexible.

Facilitation expertise

Our team has extensive facilitation experience. Carol is a frequent facilitator of various groups, with expertise in high-conflict resolution. Ruth has developed and facilitated single and multi-day strategic planning experiences. She has done so for small cohorts as well as large volunteer, support staff, and executive leadership teams, from nonprofit, government, and community groups. Ruth has also led seminars and training on planning and fund development-related topics. Madeline is an expert facilitator with Diversity Council Australia. She has developed and delivered remote workshops for clients around the world.

High-level timeline



Completion

The above high-level timeline reflects a schedule of completion, including having the draft report reviewed and feedback incorporated, by the project's eighth month. Should the project commence on May 1, 2023, this would see the project completed by the end of December 2023.

Proposed work plan



Phase one — Planning

Pre-visit, preparation, planning, and document review

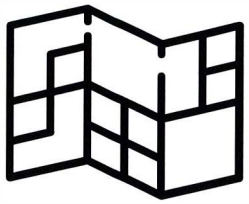
- Hold a kick-off call with City of Joplin leadership to co-design the project plan, timeline, and communications system, and form a steering committee
- Finalize contract
- Develop a contact list to support project management
- Develop an initial content outline for stakeholder surveys using TypeForm
- Identify and gather background information and resources from the City of Joplin (HMIS system, prior HUD reports, partnership agreements, statistical data, grants, Point in Time Counts, etc)
- Co-design a data collection methodology in partnership with stakeholders, including hosting an in-person meeting with CoC and staff, partners, and stakeholders to solicit feedback
- Review and finalize project methodology
- Launch surveys



Phase two — Data collection

Program reviews, observations, interviews, surveys

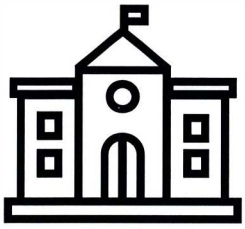
- Gather and analyze existing data and information from current homeless coalition partners and providers to identify system structure and service gaps
- Analyze HMIS-generated reports and data (HUD system performance measures, at the time homeless, homeless longer than a year, into permanent housing, returns to homelessness, unsheltered six to 12 months/two years, length of time homeless, HMIS and self-report, time to housing, PIT, housing inventory, HIC)
- Review previous NOFA and HUD feedback
- Identify types of homelessness in the community including four HUD definitions and Department of Education definition
- Analyze the Coalition's Homeless Population Counts data including point in time count, HMIS annual count, and public school system reports
- Identify the degree of coordination and collaboration currently in place between providers and among schools, housing authority, local government(s), law enforcement, and healthcare providers
- Identify current state and local law enforcement statutes, ordinances, code enforcement, zoning opportunities, and any gaps, and consider how these ordinances influence the population encampments. Compare with recent Supreme Court decisions
- Determine the level of options utilized versus criminalization



Phase three — Community mapping

Needs analysis

- Map locations of Joplin service providers' offices and facilities
- Map and diagram CoC across and through various organizations
- Identify agency and service-providing organizations' capacities and priorities
- Identify provider capacity building and inhouse training needs in alignment with best practices and emerging best practices (ie housing first principles, motivational interviewing, trauma-informed care)
- Identify any unmet needs of homelessness population
- Identify barriers to accessing services needed for upward mobility (including transportation, licensed childcare, mental and medical health care, substance abuse, food access, coordinated entry and case management, employment and skills training opportunities, clothing resources, and technology and communication access)
- Assess whether accessing units from PHA and LIHTC sources
- Map current versus available funding for services locally, statewide, and nationally, and identify gaps in accessing funding
- Provide in-person progress and status presentation updates



Phase four — Town halls

Qualitative analysis through community conversation

- Identify current availability of housing types and related services for homelessness entry (rapid rehousing needs), upsizing, and growth; analyze the 2022 Joplin Housing Study
- Identify existing community education efforts highlighting issues and services available within the CoC, jurisdictional awareness, and community awareness
- Engage community groups to identify current homelessness housing efforts underway across the private sector including funders, faith institutions, foundations, and corporations
- Convene and facilitate town hall-type events among service providers with a SWOT analysis (providers should include non-profits, the business community, the City of Joplin, Joplin schools, faith institutions, law enforcement, health care providers, corrections, veterans' services, and coalition members)



Phase five — Finalization

Report writing, revision per feedback, and final submission

- Report writing (gathering any additional data and information needed to complete the project plan and report)
- Revise based on feedback
- Provide the end-of-project written report in pdf form with recommendations and action steps. (Graphic design included in quote)
- Provide in-person presentation

Investment

Team member	**Phase 1** Planning	**Phase 2** Data analysis	**Phase 3** Community mapping	**Phase 4** Town halls	**Phase 5** Finalization	**Total hours**	**% of costs**
Carol Wick	8	25	29	27	45	134	30.2%
Martha Are	3	8	14	3	10	38	8.5%
Ruth Patrick	12	12	37	35	10	106	23.8%
Madeline Cameron Wardleworth	13	30	21	17	85	166	37.4%
Total	*36*	*75*	*101*	*82*	*150*	*444*	

Please note that we propose to start this work with an initial phase in which the project and its methodology are co-designed. This would involve reviewing and setting the total number of hours.

Budget item	**Cost**
Labor, admin, supplies	$80,040
Estimated travel*	$12,170
Total	**$92,210**

Not-to-exceed cost for services

The above figure represents our not-to-exceed cost for services. Travel is billed at cost including federal per diem rates. Reduced travel could result in a price reduction.

Select works and clients

Presentations and publications

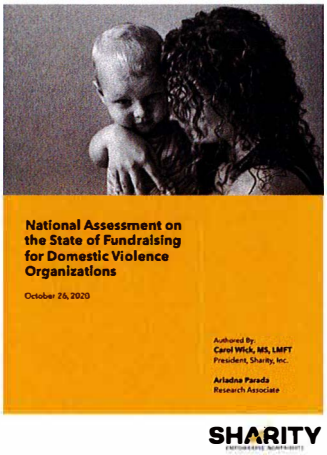
"Funding your housing solutions," Los Angeles Domestic Violence and Homeless Services Collaborative Symposium, October 2017.

"Housing First and Domestic Violence Survivors – Ensuring success," Central Florida Continuum of Care Case Manager training, July 2018.

Wick, Carol, MS; Apple, Marlo, MEd; Rivers-Cochran, Julie Ann, M.S.W.; Massey, Chelsea. Across the Continuum: Recommendations on Housing for Survivors of Domestic Violence in Florida. (2014)

Case study: Internationally comparative assessment of domestic violence shelters' fundraising effectiveness

Alongside partners — the National Coalition Against Domestic Violence, the YWCA, and frontline domestic violence shelters — Sharity evaluated types of housing available for survivors of domestic violence transitioning out of emergency shelters. Sharity engaged numerous national and state associations as well as over 250 shelters in multiple countries. The assessment was used to raise awareness and funds of over $3M during the COVID-19 pandemic.



NATIONAL COALITION AGAINST DOMESTIC VIOLENCE NCADV

eliminating racism empowering women ywca

Harvest Time International

Rescue Outreach Mission

Freedom Network USA

Frederick County, Maryland 1748

DHS

domesticshelters.org

The Shelter for Abused Women & Children

Maitland Presbyterian Church

Early Learning Coalition of Miami-Dade/Monroe

Habitat for Humanity Seminole-Apopka

UAP United Against Poverty

Eastern Panhandle Empowerment Center

Central Florida Diaper Bank Est. 1995

Saint Peter Claver

Immersion A Point of Re-Entry

Faith Grace Be Open To Change