



May 18, 20201 (revised June 22, 2021)

Yolanda Winstead, President
DHIC
113 S. Wilmington Street
Raleigh, NC 27601

Dear Yolanda:

Thank you for providing CounterPart Consulting, LLC (CounterPart) the opportunity to partner with DHIC to engage in strategic racial equity capacity building and change efforts to create an anti-racist culture amongst the DHIC staff, site managers and board. We appreciate your leadership, and commitment to this most important work, and look forward to further conversation to discern with you what is best for DHIC.

Based upon our conversations with you so far, we project our partnership would potentially include the following activities and deliverables:

Racial Equity Leadership Development

- **Establishment of an Equity Leadership Team (ELT) within the DHIC community.** We will partner with an ELT as a vehicle to help facilitate the overall process. The ELT will work with us to assess the current culture and readiness to engage in racial equity work, inform us on the best plans for training the full team, assist us with creating a meaningful and relevant protocol for assessment, and provide us counsel on how to effectively operationalize the racial equity priorities that emerge from the work. This group should be representative of the differences among DHIC staff, site managers and board, including position, race, gender and other differences. CounterPart will have multiple meetings with the ELT, including the coaching and technical assistance sessions outlined below, the number of which will depend upon the particular needs of the engagement.
- **A one-day workshop with staff, site managers and board members to level set on a race explicit intersectional lens for equity.** Staff, site managers and board members, being committed to infusing equity in the system and its operations, will benefit from having common language and frameworks for applying an equity lens to all that you do. All of our work together will be grounded in a race explicit intersectional lens and framework developed by OpenSource Leadership Strategies, and the baseline workshop will ensure that everyone is using the same language and tools. We will collect data on the experience of and needed capacity building work through a survey about DHIC's current culture and equity capacity. We



will design and facilitate an appropriate convening to ensure that all have shared racial equity language and framework.

- **A half-day follow-up workshop.** The focus of this follow-up will depend, in part, on what we have learned throughout the engagement. It could include more practice with applying the racial equity lens or there could be skill building around, for example, seeing white dominant culture within the DHIC system. We will be in consultation with the ELT to determine what might be of most value.

Racial Equity Assessment

The purpose of the assessment is to discover strategic equity solutions to aid DHIC in its quest to live into its mission to *“support individuals, families, and seniors by providing homes and opportunities that promote the financial, physical, and mental well-being of people and communities.”*

It will explore equity practices DHIC may be already implementing and areas in which there are gaps, and offer recommendations for deepening your equity work moving forward. An assessment includes data collection, analysis, and critical interpretation, the results of which we will outline in a final report using aggregate themes and anonymous quotes. The report will include a methodological overview, strengths upon which to build, opportunities for change, and recommendations for moving the work forward.

Generally speaking, data sources for the assessment will include the pre-workshop survey, individual interviews (typically between 15-25), focus groups (if needed and helpful) and a review of a sample of internal and external documents. CounterPart will gather and interpret data and amalgamate it into an initial “high level themes” report. We will deliver and discuss this report with the ELT, and insights from this discussion will help shape the final racial equity assessment. CounterPart will deliver the final assessment to the ELT, and provide counsel to the ELT of how to it can present the assessment to the larger DHIC community.

Technical Assistance/Coaching

CounterPart will work with the ELT and/or designated persons within the DHIC system, to apply the racial equity lens to discreet pieces of DHIC’s work during our process. This could look like two to three meetings beyond planning the work on the capacity building and assessment components of this scope of work wherein we will focus on particular change efforts. As well, coaching may be desired for particular members of the DHIC staff and board and/or site managers, regarding the centering of racial equity into the system as you progress. It is difficult to know what will be needed specifically, and we will be adaptable to the particular needs of your system for technical assistance and coaching as we move along.

Terms

All deliverables and professional consultation in partnership with DHIC on racial equity capacity building and planning will be covered by a **\$30,000 fee, plus expenses**. Fee payments will be spread evenly over the course of the engagement. Expenses are all other costs associated with the engagement, including meeting space, materials preparation, translation and interpretation services, and logistical support as needed, which will be solely the responsibility of DHIC.



The process outlined above typically runs between 12-18 months, and CounterPart is prepared to begin in late summer or early fall.

Both DHIC and CounterPart retain the right to terminate this contract with 15 days written notice. Compensation would cover only work completed, based upon a mutual agreement on percentage of full scope completed. Under no circumstances will members of the consulting team or any of their representatives be considered an “employee,” borrowed or otherwise, of DHIC, absent a written amendment to this agreement. It is assumed that the consulting team will work on their own premises with their own equipment except for meetings scheduled on DHIC’s premises or elsewhere.

CounterPart agrees to keep in confidence any proprietary information to which it is given access, and to return to DHIC upon request, any such materials as have been made available because of the consultation. All interactions, interviews and documents are considered proprietary unless explicitly stated otherwise. CounterPart retains ownership of all materials, research, and tools developed by members of the consulting team prior to this contract and used or adapted in materials prepared for DHIC. CounterPart grants DHIC permission to use these materials, research, and tools as part of the products developed for DHIC, as long as all said documents acknowledge CounterPart Consulting, LLC¹ as the author and owner. All unique reports and work product created as part of this engagement will be solely owned by DHIC.

If you accept the terms set forth in this agreement, please sign below and return a copy to CounterPart.

DHIC Representative

Print Name and Title

Yolanda, we look forward to a successful engagement with you and the team. Thank you for your leadership and commitment to this most important work.

In Partnership,

Sterling and Kathleen

¹ Please note this includes the materials, research and tools of OpenSource Leadership Strategies, LLC as CounterPart regularly uses its resources in its work.

About CounterPart Consulting

CounterPart partners with individuals and organizations to catalyze leadership for structural change. Ours is a black and woman owned firm that emerges from a decades-long partnership between us. We center our commitment to justice and change in our work, and draw upon almost 40 years of combined experience in adult learning, human relations, group development, conflict management, leadership and spiritual development. This vast experience equips us with perspective and understanding of the complexity of human behavior and group change processes.

CounterPart's work is grounded in the belief that confronting how structural power is operating in all systems is essential to clear analysis and strategic action to create systematic and sustainable change. We use an explicit, yet not exclusive, focus upon race as it is the greatest predictor of disparate community outcomes, whether looking at education, health, wealth, or other important indicators. We believe structural racism is the through line of systemic oppression in our culture, and so any analysis of the potential outcomes of a system must include a thoughtful examination of how race is operating structurally, both internally and externally. This is not to the exclusion of analysis of how gender, class, ability and more are operating, rather an effort to always include race in the equation.

We believe that inequity is structural and historic in nature and can be examined, confronted and interrupted given the skill and will of thoughtful individuals and groups. The racial equity framework and language that we use in our work emerges from the work of OpenSource Leadership Strategies and its founder and chief strategist, Gita Gulati-Partee. OpenSource is a North Carolina-based national consulting practice that amplifies the work of social justice groups as both units and agents of structural change. As Associates of OSLS as well, we share the worldview and tools of the practice, and partner with OSLS on many engagements. We work in partnership on many engagements, and are a team of thought partners for all of our work.

In terms of how we work and what we bring in terms of skills, we are:

Co-Creators - As partners, with one another and our clients, we know when to lead and when to get out of the way. We understand that change happens best when people who hold different and important knowledge work together and engage in, and understand, the long-term and iterative nature of how systems change happens over time. We explicitly and unapologetically center the voices and experiences of people made most marginalized by structural racism and oppression of all forms within systems seeking structural change. Their wisdom and ability to innovate must be centered in order for effective change to take root.

Process builders - Inquiry and dialogue are critical components of our work. We know that "how" is sometimes unpredictable, and have high tolerance for uncertainty, knowing that it's part of the process. We collaborate with our partners to ensure that the path is deliberate and appropriate for the outcomes we seek. We are deliberate that the process building is done in a way that people of color do not bear an inordinate burden of the work, white people are equipped to dismantle racism in the system, and they are able to share in building an anti-racist system together.

Transparent and Authentic Partners- Compassion and empathy lead our work. We often see ourselves in our partners as we build relationships and trust with one another. The basis of our practice is to create change with people who are willing to see and seek it with us. This calls us to be as transparent about our intentions and decisions as possible, and to be clear about who we are



as a team and the worldview that we hold that is at the center of our work. There is no neutrality in our system in which structural racism and oppression in all forms is ever present. We work with our partners to be transparent and committed to their values for equity and work together to ensure that values guide all of our work, and the full work of the organization.

Our Partners

Our partners are working on many forms of change to build better quality of life for all. We have found ourselves working most in the areas of children and families, including early childhood education, child welfare and K-12 education; philanthropy, including community, family, private and health conversion foundations; economic and policy development advocacy groups; and the environmental movement. We are eager to partner with the committed people who work daily on behalf of the well-being of communities and change for our culture.

Your Partners

KATHLEEN E. CRABBS is a leadership and equity educator and coach, and a partner in organizational and cultural systems change. She collaborates with people and groups to clearly hear themselves and each other, and create strategies to partner and move through the world with clarity of purpose and commitment to justice. She partners with individuals and systems to bring an explicit equity lens to their work, hone communication and leadership skills, develop strategy and implementation plans, confront decision-making and disagreement, and hold themselves accountable to their plans and vision. Kathleen brings her deep listening, discernment and counseling skills to her work with individuals and the systems in which they live and work. She is a skilled partner in determining vision and direction. Kathleen is Co-Founder and Principal of CounterPart Consulting with Sterling E. Freeman and an Associate with OpenSource Leadership Strategies, Inc., both North Carolina-based national consulting practices. Through these entities, she and her colleagues partner with individuals and systems to integrate an explicit racial equity and adaptive change lens to their work and planning. Kathleen served as Lead Faculty and Coach with the William C. Friday Fellowship for Human Relations for 17 years, where she co-designed and facilitated a two-year cohort leadership program and provided one-on-one coaching to adults on developing leadership that is increasingly authentic, mindful and responsible. Through this work, she has coached over 80 adults, whose diversity spans all lines of identity, discipline and sector, in individual engagements spanning from 3 months to two years. Prior to coming to North Carolina, Kathleen began her career with NTL Institute for Applied Behavioral Science where she worked for 8 years designing and delivering programs in collaboration with NTL members and staff. Kathleen holds a BA in English from Randolph-Macon College and a MA in English, with a concentration in teaching writing and literature, from George Mason University. She lives in Hillsborough, North Carolina with her partner, Craig, and their children Eliza, Annie and Henry.

STERLING E. FREEMAN is a leadership coach, organizational and cultural change agent, facilitator, counselor and public speaker. All of his work is grounded in an equity lens and motivated by a desire to achieve justice. Sterling's more than 25 years of experience have equipped him with the knowledge and skills in idea development, project management, personal development and goal clarification, and formal and extemporaneous speaking. Having been in Christian ministry since 1996, Sterling also brings a pastoral orientation to this work, and is inclined toward deep listening, holding empathy and meeting people where they are. Sterling has worked with leaders whose diversity span all lines of identity and across multiple sectors in the non-profit world. Speaking and lecture opportunities take him across the country and abroad.



Along with Kathleen Crabbs, Sterling is a Co-Founder and Principal with CounterPart Consulting, LLC and Associate with OpenSource Leadership Strategies. Through both entities, he and his colleagues work with client-partners to help them apply an explicit racial equity lens to their work. He is a consultant with Auburn Seminary (New York, NY) where he works with leaders of moral courage on multiple justice -centered projects. Sterling holds a Master of Divinity from the Southeastern Baptist Theological Seminary, a BA in Economics from Davidson College, certificates in business strategy and economics from the London School of Economics, and the Doctor of Ministry Degree in Global Leadership from the Samuel DeWitt Proctor School of Theology, Virginia Union University. Sterling serves on the board of the African American Heritage House at Chautauqua Institution in New York, the vision of which is to contribute to a more vibrant Chautauqua community and enrich the Chautauqua (CHQ) community through the inclusion of African American history, culture, and the contributions of African Americans intellectuals. He lives in Durham with his wife, Michelle, and their daughter Joia.

