



Business Practices

- We want to focus on relationships and the mission-critical work in front of us.
 - We use tools like Calendly, OneDrive, and Google Drive to create efficiencies in our work.
 - We work from our home offices to save time and money.
 - We favor retainer and project-based contracts to save the administrative time required to track time for hourly contracts.
 - We meet virtually as much as possible to save us all travel time.
- We begin work after we have a signed contract with a clear statement of services.
- Terms of payment are specified in each statement of service. Typically,
 - Project-based contracts require 50% of fees be paid at contract signing with the balance paid upon receipt of agreed-upon deliverables.
 - Retainer fees are due at the beginning of each month.
 - Hourly contracts are billed at the end of the month with payment due upon receipt of our invoice.
- We lift-up other consultants and support other small business owners, especially businesses led by women and Black, Indigenous, and people of color. We want mission driven folks to have right support and resources for their needs.
- We talk about money. We will always ask prospective and current clients about their budgets. We will answer your questions about our fees, openly sharing what we know. Shared financial information promotes equity and helps us to scale projects appropriately.
- We generally only respond to warm RFPs – RFPs from organizations with whom we have a relationship and/or with whom we're able to connect to learn more about the project and begin building a relationship. Traditional RFP processes are inherently inequitable, requiring significant unpaid labor from respondents and disadvantaging smaller and newer firms, many of which are led by Black, Indigenous, and people of color. We find that consulting engagements are more successful when both the consultants and clients develop a relationship through conversations about the project, the desired and offered approaches, values, resources, and capacity.

Sustainable resources. Trusted systems. Just practices.

Consulting Fees

- We openly share our fees. We recognize that keeping salaries secret exacerbates pay inequities. By sharing our fees, we model the practice of sharing salary information.
- We determine consulting fees for each project based on several factors:
 - The complexity of the work.
 - Our interest in the organization and the project.
 - The budget and resources of the client or prospective client.
 - The need to develop a consulting team that includes associates.
 - The size of the organization and team we'll be working with. Larger and more complex organizations often require more time to schedule meetings and more time for stakeholder communications.
 - The duration and size of the project. We generally favor long-term projects with retainer-based or project-based contracts.
 - What our peers are charging for similar work that adds similar value.
 - Ensuring that we and our associates are paid enough to thrive.
- Our current maximum hourly consulting rate is \$250 per hour.
- We discount our fees by 40 percent for organizations that are led by and in service to Black, Indigenous, and/or other people of color in recognition of the fact that these organizations have long been and continue to be underfunded relative to white-dominant-cultured organizations. To qualify for this discount, an organization must:
 - Have an Executive Director and/or CEO who is Black, Indigenous, or person of color and
 - Have a board and/or staff that are at least 51% Black, Indigenous, or people of color and
 - Serve primarily Black, Indigenous, and/or people of color.
- Consulting fees enable us to provide free content to our growing community of mission-driven folks. We regularly offer free workshops and post video and written tips and guidance.

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