



October 27, 2022

Heller An Shapiro
ArtStream
15800 Crabbs Branch Way, #300
Rockville, MD 20855

Re: Terms of Compass Engagement

I am pleased to confirm to you the interest of Compass (“Compass”) in assisting ArtStream (“[CLIENT]”) under the terms set forth in this letter. We have found that a clear statement of the objectives of an engagement and a frank discussion of what we can and cannot provide are valuable in setting appropriate client expectations.

This letter provides a description of our engagement, which (a) describes the background and scope of the work we have agreed to undertake, (b) presents a tentative work plan and schedule for accomplishing the work described, (c) lists the members of the Compass project team, (d) describes assistance we will require from ArtStream members and (e) describes the deliverables we expect to produce upon completion of this project. This project description articulates our understanding of the project requested by and agreed upon by you. You should indicate to us immediately any misunderstandings we have or any desire you have to change the nature or scope of the project.

PROJECT DESCRIPTION

[CLIENT] and Compass have agreed to work together on the project described below under the terms and conditions of this letter. By cosigning below, the [CLIENT] agrees that this project to be undertaken by Compass is acceptable to the [CLIENT] and that [CLIENT] understands that the nature and scope of this project may need to change, at the sole discretion of the project team, upon prompt written notice to [CLIENT].

I. Project Scope

[CLIENT] has asked Compass to analyze the Teaching Artist payment/hiring model and how it fits into the future of [CLIENT] staffing. Compass will make a recommendation of a plan on whether TAs should remain independent contractors, be full-time staff, or a combination of those, taking into account the below factors:

- Determine the right number of TAs to cover programs
- Analyze how program scheduling/locations would have to change and recommend solutions
- Identify best practices from similar organizations

- Determine what staff and organizational support will be needed for any changes
- Estimate the costs of any recommendation (and associated revenue, if there are changes)

II. Preliminary Project Work Plan and Schedule

A. Phase 1: Project scope and preliminary interviews (Timing: September - mid November)

- a. Deliverable: Engagement letter (due 11/18 to Compass)
- b. This will include conversations between ArtStream ED and Compass PL/DPL to define the goals and learn the overall objectives of the project. Other conversations with key ArtStream employees or volunteers might start at a high level.
- c. A firm work plan for Phase 2 and a tentative work plan for Phase 3 will be developed to build out weekly and monthly goals to keep both teams oriented toward the overall goals of the project. This should include key dates from ArtStream, especially Board meetings or other dates key to the decision makers.
- d. Preliminary requests for data and information from ArtStream, including contacts with peer organizations, will be made by the Compass team.

B. Phase 2: Data gathering, interviews and initial analysis (Timing: mid November - early March)

- a. Deliverable: presentation at Board meeting (TBD timing)
- b. The workstreams and work plan from Phase 2 will be executed. This will include data gathering and interviews across the team.
- c. Staff interviews will be done in November and December, and TA interviews will be done in January. Similar organization interviews will be done throughout this time.
- d. Requests for interviews with ArtStream staff, board members and TAs will come early during this phase to allow time to execute.
- e. The Compass team will analyze the information and present at a Board meeting. This will also include next steps and final project goals, along with a plan for Phase 3. The Board will be able to influence the direction of Phase 3 as makes sense for ArtStream.

C. Phase 3: Develop and refine recommendations and deliverables (Timing: mid March - late May)

- a. Deliverable: presentation at Board meeting (TBD timing; late May/early June)
- b. Phase 3 should stay flexible based on Phase 2 findings. There could be a need for additional interviews as follow up and requests for data.
- c. An emphasis will be placed on implementation for this phase. The primary focus will be to deliver recommendations, guides, and other items that will allow [CLIENT] to execute on the plan.

III. Members of the Compass Project Team

1. Hannah Edwards (Project Lead)
2. Hailey Blain (Deputy Project Lead)
3. Leslie Green
4. Sydney Johnson
5. Alexia Marchetta
6. Sara Ragone
7. Debbie Sutter
8. Dave Wetzig
9. Prithvi (Prith) Pendekanti

IV. Assistance Required from Clients

- Provide requested information to the Compass project team in a timely manner
- Provide assistance with data collection, manipulation and analysis (as needed)
- Identify similar organizations and make introductions to them for interviews
- Provide access to organization staff for interviews and discussions (as needed)
- Provide other assistance (as needed)

V. Confidentiality

Confidential information obtained from a Client by the Compass project team will be used solely for the purpose of this project and will not be disclosed to third parties without the consent of the Client that provided the information. The Clients agree that the success of this collaboration project depends in part upon the sharing of proprietary information among themselves and possibly with key outside stakeholders.

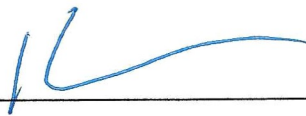
Compass Project Team

[Participating Organization]

By:



By:



Name: Hannah Edwards

Name: Heller An Shapiro