FOUNDRY PERFORMANCE METRICS FOR COMMUNITY SPACES

Approved by general consensus by the CRA and Foundry Consortium Board, 9-17-2020

We are currently at a stage of development where it is necessary to advance and fine tune our thinking about the Foundry performance metrics, including how they will be incorporated into the Cambridge Redevelopment Authority/Foundry Consortium sub-lease and how they will become the basis for a process of annual assessment, evaluation, and planning for each successive year. The Foundry Demonstration Project Plan (2017) and the Master Lease between the City and the Cambridge Redevelopment Authority (2018) refer to performance measures, the role of the Foundry Advisory Committee, and the responsibilities of the Operator, now designated as the Foundry Consortium (see Attachment A).

The Performance Metrics outlined below build on the draft Use Principles of January 24, 2019, developed jointly by the Foundry Consortium, Foundry Advisory Committee, and CRA. They are also informed by a review of evaluation processes of other US-based community maker spaces. In addition to collecting performance metrics, the process for using them in assessment and evaluation also requires more elaboration at this point. The Foundry Advisory Committee meeting on July 10, 2020 provided additional edits and suggestions that are incorporated in this current document. The Foundry Consortium Board of Directors developed additional edits on August 20, 2024 and the CRA made final edits on August 25, 2020.

Ultimately, other policies will be necessary to establish the criteria and processes related to setting rent levels, addressing decisions about which programs and entities will qualify for reduced rent and free use of space. The current document focuses only on performance metrics and reporting.

REPORTING PROCESS

Before the start of each fiscal year, the Foundry Consortium will be required to report on the operations of the Foundry and engage in a process of assessment and evaluation with the Foundry Advisory Committee, the CRA, and the City. The Foundry Consortium will provide two documents to the FAC, the CRA and the City.

- An **annual report** will include documentation and analysis of the performance metrics, evaluating the past year's programs, participants, financials, and impacts of the building's use.

- An **annual business plan** will propose strategies to achieve the vision and objectives for the Foundry in each successive year, building on the performance metrics data of the prior year. These strategies may include plans for outreach and new programs that achieve greater engagement of under-represented populations, and should also establish a budget that demonstrates a financially sustainable building operation.

PERFORMANCE METRICS

The minimum data that would be required for annual reporting and assessment are outlined below. The attached sample application and survey demonstrate how these data might be collected, recognizing that the Foundry Consortium staff will need to adapt and fine-tune data collection, including online and other platforms.

Event and Rental Data

1. Publicly accessible vs. private event

2. Type of program (performing arts, visual arts, entrepreneurship, technology, "making", and/or workforce education, etc.) facilitated through space access

3. Program characteristics (alignment with vision and objectives)

4. Targeted age group, including intergenerational and open

5. Demographics, if available, of participants (e.g. income levels, race/ethnicity, Cambridge residents, etc.)

6. Type of entity (private, non-profit, individual, other), location (address)

7. Characteristics of groups seeking free or reduced rates (to potentially include: budget size; program participation costs; board, or equivalent, and staff demographics for groups that are staffed or have a formal leadership committee)

8. Assigned room, day, hour, and duration

9. Rental rate (market, reduced rate, free)

10. Support requests (food service, use of equipment, other)

11. Number of attendees (as reported by users)

Annual Summary Data

12. Summary of outreach activities, especially to under-represented populations

13. Total number of applications received requesting reservation of space, by type of entity

14. Total applications rejected (who did not receive space) and reasons for rejections

15. Total completed reservations, summarizing Event and Rental Data above (#1-10)

16. Use patterns by season, day, hour

17. Financial summaries by rooms, times, and rates (market, reduced rate, and free, and including data on which entity type received each rate)

18. Other patterns related to program, use, and entities, including repeat and new users

19. Indications of collaboration between users and outcomes

20.   Summary of user evaluations

SAMPLE FOUNDRY APPLICATION

Thank you for your interest in coming to the Foundry!

Please complete this form with information on the specific program(s) you would like to offer in the building.

SECTION ONE – For all applicants

1. **Is your program a private event, by invitation only?**
   - ☐ No
   - ☐ Yes (If yes, skip to Section Two)

2. **What is the name of the program you want to offer at the Foundry?**

3. **Provide a brief (fewer than 50 words) program description**

4. **Which of the following program characteristics does your program fall under? Choose all that apply.**
   - ☐ Focuses on visual arts, performing arts, entrepreneurship, technology, "making", and/or workforce education
   - ☐ Allows for creativity and/or collaboration; allows for spontaneity within or across adjacent programs; supports and complements other uses and activities in the building
   - ☐ Represents new programs, approaches, or ideas (e.g., incubates a new businesses; brings a new artist or art form to the Foundry)
   - ☐ Connects residents to dynamic working and learning environments
   - ☐ Gives back to community and Foundry (e.g. internships, teaching, mentoring, services, equipment use)

5. **Which ages can participate in your program?**
   - ☐ My program is open and suitable for participants of all ages.

   Or, select all that apply:
   - ☐ Youth under the age of 12
   - ☐ Teenagers
   - ☐ Young Adults
   - ☐ Adults
   - ☐ Seniors

6. **Does your program focus on or track participation among low-income participants?**
   - ☐ No. We do not focus on or track the income of our participants.
   - ☐ Yes. We focus on low-income participants but do not require proof of income.
   - ☐ Yes. We track low-income household participation by collecting proof of income.

   If yes:
   - ☐ How do you define low-income? _____
   - ☐ What percentage of your program participants come from low-income households? _____

7. **Does your program focus on or track participation among people of color?**
   - ☐ No. We do not target or track the race or ethnicity of our participants.
   - ☐ Yes. We focus on participants of color but do not ask them how they identify.
   - ☐ Yes. We focus on participants of color and ask them how they identify.

   If yes:
   - ☐ What percentage of your participants are people of color? _____

8. **What percentage of your program participants are Cambridge residents?**
   - ☐ No. We do not target or track the residency of our participants.
   - ☐ Yes. We focus on Cambridge residency but do not ask them how they identify.
   - ☐ Yes. We focus on Cambridge residency and ask them how they identify.

   If yes:
   - ☐ What percentage of your participants are Cambridge residents? _____

9. **Please describe in 150 words or fewer how your program is unique in Cambridge; or how it differs, meets a need, and/or is complementary to similar local programs.**

10. **Will you be interacting or collaborating with any other groups or users in the Foundry, or have you in the past?**

SECTION TWO – for all applicants

11. **Name of Organization and Website**

12. **Which type of entity are you?**

- ☐ Grassroots or civic association, unincorporated 501(c)(3) or fiscally sponsored by a 501(c)(3) 501(c)(4)*
- ☐ 501(c)(5)
- ☐ 501(c)(6)
- ☐ Government entity For profit corporation
- ☐ Individual or sole proprietor

* *Please note that the Foundry does not allow programming that endorses or supports candidates in their run for political office.*

13. **Contact Name, email, phone and address**

14. **Which space(s) do you seek to reserve?**

15. **During which days and hours?**

16. **Will you be serving food?**

17. **Do you have any special requests for set up or equipment?**

SECTION THREE - Only complete if you are seeking a reduced or free space

Please answer the following questions in fewer than 150 words.
- ☐ What is the cost to participate in your program? _____
- ☐ Do you consider this program to be affordable for low-income families? Why?

18. **What was your organization's total annual operating budget during your last complete fiscal year?**

SAMPLE FOUNDRY POST-RENTAL EVALUATION FORM

1. Name of organization

2. Dates of use

3. Space(s) used

4. Total number of individuals participating in your program at the Foundry during those dates

5. What worked well regarding your reservation process and interaction with Foundry staff?

   ☐ Useful information on the website Ease of application process

   ☐ Good response by staff to questions

   ☐ Good availability of the spaces and times that I needed

   ☐ Foundry staff assistance in setting up the space or helping me solve a problem

   ☐ Other:

6. What could we improve about our reservation process or staffing?

7. What did you like about the space you reserved?

   ☐ Location in Cambridge

   ☐ The design and feel of the space

   ☐ Being in a multi-use building; the energy of other users The equipment that is available to use in the space The price

   ☐ Other:

8. What could we improve about the space?

9. Do you expect to return to use the Foundry? If not, why not?

10. Other comments: