

MEMORANDUM

To: CRA Board

From: Tom Evans, Foundry Evaluation Committee Chair

Cc: Taha Jennings, Cambridge City Manager's Office

Date: April 25, 2018

Subject: Foundry Evaluation Committee Recommendation on Tentative Designation

SUMMARY

The Foundry Evaluation Committee (Evaluation Committee) is recommending that the Foundry Consortium, led by the Lemelson-MIT Program (Lemelson) and Lesley University among others, be tentatively designated as the Operator for the Foundry. Such a designation would be contingent upon the approval of the City Manager, the creation of a new non-profit entity, and the successful negotiation of a sublease with the Cambridge Redevelopment Authority (CRA). The recommendation is based on the proposal from the Foundry Consortium, as well as additional information generated from the interview. Prior to the interviews, the Foundry Advisory Committee (FAC) provided comments and questions that informed the Evaluation Committee's discussion and helped shape the questions for the interview process.

The strength of the Foundry Consortium proposal includes:

- Commitment to further dialogue and community outreach in order to refine the program
- Integration of arts, STEM, and workforce elements of the program
- Willingness to design a non-profit management entity that will represent community interests over the long term
- Alignment with RFP goals related to the size of the program, building design intent, and long-term financial sustainability.

The decision before the Board is not the final step in the development process, but a first step. At this point, the decision is to select a partner with whom we want to move forward. Each of the three submissions envisioned the need to create a new entity to fulfill the Foundry operator role in the future. If the CRA Board decides to designate the Foundry Consortium as the Operator, the CRA will need to enter into an interim agreement with the Foundry Consortium that will outline terms for moving forward. If the City Manager approves the selection of the Operator, the tentative designation would authorize the CRA Executive Director to enter into negotiations on the sublease. The CRA will need to work closely with the Foundry Consortium to craft the sublease (five-year term) and necessary supporting agreements outlining a management and governance structure for Foundry operations.

PROCESS TO DATE

In August of 2017, the CRA issued a Request for Information (RFI) to seek interest and program concepts regarding the future operations of the Foundry Building. The CRA received 13 responses to the RFI and conducted follow-up information-gathering interviews with each of the respondents. Utilizing this information, the

CRA issued an RFP on January 25, 2018, in order to select an Operator to provide day-to-day programming and management of the Foundry Building. The CRA received three responses to the RFP, from teams that collectively included most of the organizations that provided responses to the RFI. The three respondents were the Friends of the Foundry (led by people related to the Artist Asylum and Greentown Labs), the Foundry Works Team (led by Industry Labs in partnership with Fab Foundation, and the Foundry Consortium.

The CRA staff determined that each of the submittals were complete and forwarded them to the FAC and the Evaluation Committee for review. The FAC reviewed the submissions and provided feedback to the Evaluation Committee on each of the proposals, recommending that all three team be considered for an interview. The Evaluation Committee reviewed each of the RFP responses and agreed with the FAC to invite each team to an interview. For more details regarding the evaluation logistics, please see Attachment A: Operator RFP Evaluation Manual.

FOUNDRY CONSORTIUM EVALUATION

Utilizing the criteria provided in the RFP, the Evaluation Committee decided to recommend the Foundry Consortium to the CRA Board for consideration. This recommendation is based on both the written submittal and the in-person interview. A review of the assessment from the Evaluation Committee of the Foundry Consortium proposal is provided below. A brief summary of the other evaluations follows. (For further details, please see Attachment C: Foundry Operator Evaluation - Summary of Findings)

Programming

The Foundry Consortium team proposed a diverse mix of tenants that included arts, non-profit, and classroom uses. Their program emphasized STEAM opportunities with workforce development programs, as well as building connections between arts and science. Their building program was crafted to match the expectations of the RFP while recognizing that ongoing community process will help refine the programs to be housed in the Foundry.

Community Engagement and Involvement

The Foundry Consortium represents a broad spectrum of organizations and individuals from the Cambridge community. The Lemelson staff demonstrated interest and the experience to engage the community in an active and ongoing manner both in the planning and future operation of the building. This would be led by Lemelson and Lesley University initially, with significant involvement from the members of the Consortium and the Cambridge community. They proposed a robust plan for focused conversations with stakeholders around each element of the Foundry's program.

Property Management

The Foundry Consortium did not include a specific property management team. The Lemelson staff proposed that this operator responsibility will be filled through a future procurement process. They provided a general outline of their management approach and costs based on research from MIT's property experience.

Tenant Recruitment

The team has demonstrated experience and existing partnerships to build capacity in tenant recruitment, selection, and retention of nonprofit and market rate tenants. The Foundry Consortium has already collected a number of letters of support from organizations and businesses in the Cambridge community. Tenant recruitment strategies directly tie to their performance measures.

Organization / Staff Plan

The Foundry Consortium proposal includes a transition plan from their current team to a full-time team and operational staff. They have committed resources to build the Foundry Consortium non-profit. Their staffing plan is thorough, covering the anticipated roles required of the operator.

Business Model

The submission from the Foundry Consortium provides a clear business plan built on program elements consistent with the RFP. They projected a diverse set of funding sources and a thoroughly researched operations plan.

Performance Measures/Reporting

The proposal identifies performance measures and reporting strategies to keep the CRA and the public informed about programming and community benefits. The measures include reporting on revenue generation, building utilization, qualitative tenant feedback, and just as importantly, on public benefit actualization through direct community education, job creation, and overall workforce development.

SUMMARY OF OTHER PROPOSALS

Foundry Work Team

The Foundry Works Team (led by Industry Labs in partnership with Fab Foundation) proposal leaned on the experience of Industry Labs running a curated co-working space in Inman Square, arts programming experience of two individuals and the creation of a maker-space program with the Fab Foundation. Their governance model involved a hybrid governance structure whereby a publicly beneficial corporation structure (Foundry Works Benefit Corp) would be the leasee and operate the building as the property manager and a non-profit organization (Foundry Works Foundation) would facilitate the public programming related to the arts, education, and other community events. The review of the proposal involved a significant discussion of the governance and financial relationship of the public benefit corporation running the business side of the building and a non-profit entity receiving funding from the benefit corporation to provide community arts and engagement programs. Their program proposal is designed around a building with increased usable square footage that includes 30,000 square feet of office and co-working space available at different rental or membership levels. The proposal presented a clear set of expectations of tenant leasing and building management.

The interview process with the Foundry Works Team highlighted some concerns that had been raised by both the FAC and the Evaluation Committee. Their explanation of the profit/non-profit model in the interview did little to settle concerns and/or confusion over the governance structure in their proposal. In this model, the for-profit element would be the final decision maker and the non-profit arts and community component did not seem to be an equal partner. There was some question as to how grants and donor funds would be kept distinct to their purpose from the margin of return for the business side of the governance model. Their financial model assumed a physical expansion of the building counter to the design direction of the CRA's conceptual work, the landmarking study, and initial ideas posed by Cambridge Seven. When asked how they would adjust their business model if they did not have the square footage they assumed, they alluded that community programs such as the arts concepts might have to be sacrificed if there was not income to support them. Moreover, in their interview the Foundry Works Team did not seem to be on the same page, and there was tension between the team members that cut across the organizational model (profit/non-profit). The Evaluation Committee was concerned how the community mission of the building would hold up under the governance structure and team

personalities as they were presented in the interview. While the Foundry Works Team has building management experience, the interview clarified that the team did not have experience operating all the systems of a building of the scale and potential complexity of the Foundry.

Friends of the Foundry

The proposal from Friends of the Foundry focused on the provision of space for artists and educational space for enrichment and training opportunities. Like the other proposals, a new non-profit organization would be formed to run the Foundry operations. The proposal included no market rate uses of space and depended primarily on grants with some income from facility memberships and space usage fees. Fifty percent of the building space was set out to be studio or rental space for artists and artisans. The review of the proposal raised concern about the dependency on grants and volunteerism to maintain operations. While aspirational, the Evaluation Committee was concerned about the sustainability of the financial model. There was also not a broad spectrum of clear partnerships with organizations providing community programming, and the outreach and education offerings appear to depend on community responsibility expectations of the resident members and/or building tenants.

In the interview, the Friends of the Foundry (led by people related to the Artist Asylum) allowed their mission to come through more strongly than it had in their written submission. However, this group did not strengthen their financial model or revise the approach to consider some level of market-rate rent to support the building's operations. This left the Evaluation Committee concerned about the need to charge for every space and the lack of free or very low-cost opportunities in the building. Their financial model rested on the premise of a \$1.25 million annual fund-raising campaign (not just a capital campaign), which seemed to be unsustainable. The Friends of the Foundry team did not have any back-up plan if fundraising fell short, creating a serious concern about the risk that this plan would require a regular bail out from the CRA and City to maintain operations. Additionally, this approach would burden the local non-profit community, who would now be competing with a new entity asking for \$1.25 million annually from the philanthropic business or foundation community. The full Friends of the Foundry group was not represented at the interview, which also raised concerns about the capacity of the team to building a new non-profit and raise funds to support their vision.

INTERVIEW FOLLOW UP

The CRA staff followed up on the interview process by contacting references for the Lemelson's team leadership. Those references provided strong confidence in the ability of the team to form meaningful partnerships and a collaborative approach to program development.

The Foundry Consortium proposed a diverse mix of tenants that includes arts, non-profit, and classroom uses. Their program emphasized STEAM opportunities and workforce development programs with a focused interconnection between art and science. The CRA has emphasized in follow-up conversations that the arts need to stand on its own, not just as a letter in STEAM. The Foundry Consortium represents a broad spectrum of organizations and individuals from the Cambridge community, but a lot of work is needed before their detailed building program is developed. This creates a significant opportunity for ongoing FAC and community input. Their conceptual building program and business plan was crafted to match the expectations of the RFP while it recognized an ongoing community process would help refine the program. In the interview, the Foundry Consortium reiterated their interest in using action groups to target programming issues for sectors within the building; theatre, workforce, art studios, etc. The CRA and the FAC would need to provide guidance to the Lemelson team to structure the next phase of program planning and the formation of a non-profit entity.

CONCLUSION

After reviewing the proposals, receiving feedback from the Foundry Advisory Committee, and interviewing each of the teams that submitted responses to the RFP, the Evaluation Committee has recommended that the Foundry Consortium, led by Lemelson and Lesley University, be tentatively designated as the operator entity for the Foundry Building.

If the CRA Board agrees with the recommendation of the Evaluation Committee, then per the CRA lease with the City, the CRA will request concurrence from the City Manager of this decision. Once designated, the Foundry Consortium would begin a thorough outreach process to refine the community programs for the Foundry, building on the efforts of the East Cambridge community, the City, and the CRA over the many years. This will need to be done in partnership with the broad set of organizations signed up to join the Foundry Consortium. The CRA will need to enter into an interim agreement with the Foundry Consortium to conduct this work, as well as the technical details of creating a new permanent non-profit entity that would hold the sublease with the CRA. Additionally, the operator team will be asked to provide input to the City's architectural team to inform their design process.

The CRA staff looks forward to engaging in the next level of planning with the City, a designated Operator, and Cambridge stakeholders to implement the vision of the Foundry Building.

ATTACHMENTS

- A. Operator RFP Evaluation Manual
- B. Operator Interview Questions
- C. Foundry Operator Evaluation – Summary of Findings

Attachment A

Foundry

101 Rogers Street, Cambridge, MA

Operator RFP EVALUATION MANUAL

March 5, 2018



255 Main Street | 8th floor | Cambridge, MA 02142 | 617-492-6800 cambridgeredevelopment.org

1.0 INTRODUCTION

The purpose of this Evaluation Manual is to set forth procedures to ensure a fair and uniform evaluation of the responses to the Request for Proposals (“RFP”) for an Operator of the city-owned building known as the Foundry at 101 Rogers Street in Cambridge, Massachusetts. The selection process is being managed by the Cambridge Redevelopment Authority (“CRA”) in consultation with the City of Cambridge (the “City”).

The CRA Board (“Board”) will be ultimately responsible for selecting the Operator, subject to the approval of the City Manager. The Board will base its decisions on the recommendations of the Foundry Evaluation Committee and the advice provided by the Foundry Advisory Committee.

1.1 Project Description and Operator Duties

The project involves the redevelopment of the currently vacant Foundry building into a thriving, innovative center that offers a collaborative environment with a mix of uses that could include cultural, arts, educational, manufacturing, and commercial uses. The project will require expertise in building management, tenant leasing, and community engagement, in particular the ability to curate a variety of creative programs that can coexist and interact within the 53,000-sf building.

The City has leased the Foundry to the CRA. Upon selection, the CRA will enter into an initial five-year Sublease (with extension options) with the Operator, which will delineate the management, maintenance, and other responsibilities of the Operator in accordance with the Foundry Building Demonstration Project Plan and Lease between the CRA and the City.

The Operator is expected to perform three major roles: program management and outreach, property management, and tenant recruitment and selection. The Operator will serve as the primary tenant of the building. The Operator may be an individual, an organization, or a team, as long as there is a single point of responsibility. The roles may be fulfilled through staffing, partnerships, or subcontracts subject to the approval of the CRA. The capacity to handle these overlapping responsibilities will be critical. The Operator will need to reach out to constituencies and organizations who have yet to become engaged in the building; create, coordinate, and schedule collaborative programming to complement other activities in the building; coordinate the building’s physical management with program activities, and recruit tenants and build programmatic partnerships.

1.2 Selection Process Summary

The selection process for an Operator has followed a period of public process spanning several years, culminating in approval of the Amended Foundry Building Demonstration Plan and an amended Lease between the CRA and the City. In August of 2017, the CRA issued a Request for Information (RFI) to receive feedback, program interest and management ideas for potential operators and building tenants or programmatic partners.

On January 25, 2018, the CRA issued a Request for Proposals (RFP). The CRA scheduled an RFP information session and building tour on February 7, 2018, with a follow-up tour on February 28, and set a deadline for questions regarding the RFP for February 15, 2018. The deadline for responses is March 8, 2018.

The City issued a Request for Qualifications (RFQ) in 2017, seeking design services to lead the physical redevelopment of the Foundry building under the direction of the City’s Owner’s Representative. The City

selected Cambridge Seven Associates, Inc. to lead the design team, including the first phase Feasibility Study, which will require collaboration with the selected Operator.

1.3 Basis of Evaluation

The CRA intends to select the Operator offering the best combination of a comprehensive understanding of the project, an innovative concept that maximizes public benefit, as well as the experience, capacity, and financial wherewithal to follow through on its proposal. The CRA intends to create a fair and uniform basis for the evaluation of RFP responses.

1.4 Reviewing Parties

The roles and responsibilities of the reviewing parties are summarized below:

- **CRA Staff:** Receives submittals, certifies them for completeness, and distributes as defined below.
- **Foundry Advisory Committee (FAC):** Committee of Cambridge residents charged with advising the City Manager and CRA Board on the execution of the Foundry project; provides comments on the submittals to the Evaluation Committee in closed session.
- **Evaluation Committee:** Team of City and CRA staff who accepts input from the Foundry Advisory Committee, evaluates proposals, and makes a recommendation to the CRA Board.
- **CRA Board:** City and State-appointed Board that will select the Foundry Developer, subject to City Manager approval.
- **City Manager:** Provides final approval of CRA Board selection of the Operator.

The Evaluation Committee may, in its discretion, recommend that the CRA invite the highest-ranked Responder, or several of the highest-ranked Responders, to present their proposals in a public meeting to the CRA Board.

2.0 EVALUATION AND SELECTION PROCESS

2.1 Completeness Review

When RFP responses are received, the CRA Staff will review the Proposals for conformance with the seven submission requirements identified in the RFP:

1. Letter of Interest
2. Programming Concept and Management Approach
3. Staffing and Organization Plan
4. Business Model
5. Experience and Qualifications
6. Letters of Support, Collaboration, and/or Commitment (recommended)
7. Forms

The CRA Staff may reach out to individual Respondents to collect or clarify any minor requirements that are missing. The CRA Staff will then summarize the status of the submittals and distribute them to the FAC and the Evaluation Committee

2.2 Evaluation Criteria

The evaluation criteria below reflect the intent of the Project Vision and Objectives and other aspects of the Governing Documents. All factors are important and many are interrelated; proposals are expected to be responsive to all criteria. Proposals will be evaluated according to the extent the following criteria have been fulfilled.

1. Submission offers creative ideas and an inclusive, collaborative program to create a City-wide resource that is financially sustainable for years to come, promoting the building vision and objectives.
2. Responder demonstrates the ability to engage the community in an active and ongoing manner to create a place that is accessible, inclusive, and welcoming to the public in a variety of ways and times, tied to the program vision and objectives, targeting the full diversity of Cambridge, including opportunities for drop-in visits by the general public and destination activities.
3. Responder demonstrates experience and presents ideas for hosting cross-disciplinary programs and collaboration, with strategies to engage and maintain community involvement in the building and its programs over time.
4. Responder demonstrates experience, partnerships, or ability to build capacity in property management, especially its integration with program management.
5. Responder demonstrates experience, partnerships, or ability to build capacity in tenant recruitment, selection, and retention, with both non-profit and market-rate tenants.
6. Program mix and allocation maximizes benefits to the community while maintaining the financial sustainability of the property over the long term.
7. Staffing and Organization Plan demonstrates dedicated, qualified management personnel, committed staff resources, strong contractors and/or partnerships that will focus on the Foundry project.
8. Business Model demonstrates a solid understanding of non-profit and market-rate revenue rates and structures, staffing and other operational costs, and offers creative approaches or solutions where necessary.
9. Responder identifies performance measures and reporting strategies to keep the CRA and the public informed about the Foundry programming and community benefits.

2.3 Foundry Advisory Committee

Once the Completeness Review is finished by CRA staff, the Proposals will be provided to the Foundry Advisory Committee. The CRA will facilitate at least one meeting of the FAC to discuss the merits of the proposals; because this is related to a real estate transaction, . While the FAC will not vote, they will be asked to utilize the same criteria and provide feedback as a group to the Evaluation Committee. CRA staff will facilitate the transmission of the FAC advice to Evaluation Committee members.

2.4 Evaluation Committee Review

Once the Completeness Review is finished, the Proposals will be provided to the Evaluation Committee. The categories and criteria are not numerical intentionally and are un-weighted to reflect the complex balance of decision-making as part of formulating a recommendation. Ultimately, the evaluation process is intended to balance the desire for an ambitious, creative proposal and the need for an Operator that has the capacity to deliver what it proposes and is suitable as a long-term partner for the CRA and the City in this project.

The Evaluation Committee will meet to 'short-list' Responders for interviews and may also request that Responders provide additional information at that time. The Evaluation Committee may, in its discretion, invite all, none, or only some Responders for an interview.

2.5 Interview and Additional Presentations

The Interview will provide the Evaluation Committee an opportunity to meet the Responders and receive a presentation of the Responder's qualifications, proposed program, and community engagement concepts. The Evaluation Committee will prepare a list of questions or topics for each of the short-listed Responders. The Evaluation Committee through the CRA, may request additional information from the Responders after the interview.

After the Evaluation Committee has interviewed Responders and considered additional information, the Evaluation Committee will rank the short list of Responders. The Evaluation Committee may, in its discretion, recommend that the CRA invite the highest-ranked Responder, or several of the highest-ranked Responders, to present their proposals in a public meeting to the CRA Board.

2.6 Final Selection and Sublease Negotiation

The CRA Board will approve final selection of the Operator, contingent upon approval from the City Manager and successful negotiation of a sublease agreement with the CRA. The CRA Board may, at its sole discretion, negotiate changes to parts of the Proposal that are not required items by the RFP.

If the CRA Board rejects a recommended Operator, the Evaluation Committee will submit a new recommendation based on its rankings, and continue in like manner until an Operator is selected and approved.

Once the Operator is approved by the CRA Board and the City Manager, the CRA will proceed to enter into negotiations of the Sublease for the Foundry. A draft sublease was appended to the RFP. While the CRA does not intend to deviate substantially from the draft provisions and will in no way deviate from provisions required by the Amended Lease between the CRA and the City, the CRA will negotiate smaller changes in good faith to accommodate the Operator and facilitate a strong working relationship.

If the Operator cannot reach agreement with the CRA on acceptable terms of a Sublease, then the selection process will proceed as outlined above, beginning with a new recommendation from the Evaluation Committee.

EXHIBIT A: REVIEW SCHEDULE

The following schedule and participants are tentative and subject to change based on availability and needed review time.

Date - 2018	Task	Responsibility
January 25	Issue RFP	CRA
February 7	Information Session and Building Tour	CRA and OPM
February 15	Questions Due	CRA
February 28	Building Tour	CRA
March 8	Proposals Due to CRA	Responders
March 9	Completeness Review	CRA
March 9	Distribute Proposals to Foundry Advisory Committee Distribute Proposals to Evaluation Committee	CRA
March 16	FAC Meeting: Discussion and Questions	FAC
March 19	Evaluation Committee Meeting Designate Responders to Interview	Evaluation Committee
April 6 - 9	Interviews of Shortlisted Candidates	Evaluation Committee
April 11	Board Meeting: Progress Report on Submittals	CRA
April 13	FAC Meeting: Progress Report on Submittals	FAC
April 28	Public Presentation by Recommended Operator to CRA	CRA Board
May 9	CRA Board Meeting	CRA Board
TBD	City Manager approval	City Manager
TBD	Sublease Agreement Negotiation Period	CRA / Foley Hoag
TBD	Finalize Lease and Operation Terms	CRA / City Manager

EXHIBIT B: REVIEW PARTICIPANTS

Foundry Advisory Committee (FAC)

1. Folakemi Alalade
2. Deoborah Ruhe
3. Marie Saccoccio
4. Jamie Sabino
5. Jason Slavick
6. Mark Tang
7. Richard Thal

Evaluation Committee

1. Tom Evans, Executive Director CRA, Chair
2. Michael Black, Owner's Representative
3. Lisa Hemmerle, Director of Economic Development, CDD
4. Lillian Hsu, Cambridge Arts Council
5. Taha Jennings, City Manager's Office
6. David Kale, Assistant City Manager, Fiscal Affairs
7. Kathryn Madden, CRA Project Manager
8. Sue Walsh, Human Services

CRA Board

1. Kathleen Born, Chair
2. Margaret Drury
3. Christopher Bator
4. Conrad Crawford
5. Barry Zevin

The CRA's and City's legal team and other City departments may also provide technical advice.



Attachment B:

Operator RFP Interview Questions

Please organize your interview presentation to address the following questions. You will have 25 minutes to present and this will be followed by a one-hour discussion and question and answer period.

1. Vision – How will your vision for the Foundry integrate the role of arts, performing arts, and workforce development? How might this vision evolve over time?
2. Governance – How will your proposed governance plan be well suited to the mission of the Foundry building? What will be the leadership structure of your organization and how will this organization relate to the building tenants and program providers, the CRA, and the Foundry Advisory Committee? What will be the relationship between existing and newly formed entities? (Please include a summary diagram to illustrate this.)
3. Adaptability - How adaptable are your program and governance plans to the evolution of the Foundry's building design, additional community input and specifics of lease negotiations with the CRA over the next few months?
4. Outreach – How will outreach be conducted by the Operator and/or building tenants to encourage a participation in Foundry programs by a broad cross section of Cambridge residents?
5. Property management – How will you conduct property management (custodial, maintenance, security etc.) to best meet the needs of the Foundry tenants, the public, and other users and visitors.
6. Business model summary – Provide a summary of sources and uses of funds and key income and expense assumptions using the attached tables. There are three tabs to provide details on the program and staffing elements that effect the business model. You may add brief explanatory notes as needed.

The Foundry Consortium

Programming *Program mix and allocation maximizes benefits to the community while maintaining the financial sustainability of the property over the long term. Submission offers creative ideas and an inclusive, collaborative program to create a City-wide resource that is financially sustainable for years to come, promoting the building vision and objectives.*

The Foundry Consortium provides a good tenant mix of non-profit, classroom, community, kitchen/café and market rate uses. Their team has strong leaders with significant expertise in STEAM and workforce initiatives. Partnerships are a core element to their model, ensuring programming efforts throughout the city will not be duplicated. They are committed to continuous community outreach to inform programming and to attract a diverse Foundry community.

Advantageous

- Excellent breakdown of tenant mix: arts, nonprofit and classroom uses, other community use and kitchen/café with market rate uses for subsidization.
- Seeks to attract diverse community members – artists, young people, families, the elderly, etc.
- Strong workforce development plan.
- Interconnection between arts and STEM which will help with engagement in the broader community.
- They are committed to gathering data from the community and listening to their needs.
- Team leaders have various elements of STEAM program experience.
- Does not want to duplicate existing efforts.
- Partnerships are core to their model.

Community Engagement and Involvement *Responder demonstrates the ability to engage the community in an active and ongoing manner to create a place that is accessible, inclusive, and welcoming to the public in a variety of ways and times, tied to the program vision and objectives, targeting the full diversity of Cambridge, including opportunities for drop-in visits by the general public and destination activities. Responder demonstrates experience and presents ideas for hosting cross-disciplinary programs and collaboration, with strategies to engage and maintain community involvement in the building and its programs over time.*

As a consortium, partnerships are a key component of their community engagement strategy. The large number of community support letters show they have the capacity to network. Their interdisciplinary program plan will engage with the broader community. The role and purpose of the Action Groups outlined in their proposal needs clarification and oversight will be needed to ensure outreach is not fully outsourced to partner organizations.

Advantageous

- They have many support letters from the community.
- Wants to partner with community groups for outreach (ok if it does not become too outsourced).
- Their diverse program plan will help engage with the broader community.
- Wants the Foundry to be an interdisciplinary hub for activities extending out into the community.

Not Advantageous

- The role and purpose of the Action Groups need clarification.

Property Management *Responder demonstrates experience, partnerships, or ability to build capacity in property management, especially its integration with program management.*

The Consortium does not have expertise in this area, partnerships still need to be established and the integration of property management and programming determined.

Not Advantageous

- This expertise does not yet exist for this group – they still need to build partnerships to manage the operation of the building.
 - Did not describe how the property management and programming will be integrated.
-

Tenant Recruitment *Responder demonstrates experience, partnerships, or ability to build capacity in tenant recruitment, selection, and retention, with both non-profit and market-rate tenants.*

Like property management, the Consortium needs to build capacity for tenant recruitment and management. Temporarily they can tap into resources at MIT, but that is not a long-term strategy. Recruitment intentions are strong as they aim to vet all tenants to ensure compatibility with the Foundry's mission. Successful tenant recruitment is also part of their performance measures.

Advantageous

- They can temporarily use resources at MIT.
- Expressed commitment to attract tenants that support the Foundry mission.
- Tenant recruitment strategies are tied to performance measures.
- They have many letters of support and appear ready to engage more.

Not Advantageous

- The team does not have experience managing leases or recruiting tenants.
-

Organization/Staffing Plan *Staffing and Organization Plan demonstrates dedicated, qualified management personnel, committed staff resources, strong contractors and/or partnerships that will focus on the Foundry project.*

Their proposal included a good staffing and transition plan. The initial Consortium team includes very qualified individuals who plan to contribute their own time and resources to launch the building. The governance structure of the non-profit and ways the CRA and FAC will provide oversight needs more clarification.

Advantageous

- They have a reasonable plan for staffing.
- They have a good transition plan from the current team to the full-time Foundry Consortium nonprofit team.
- Initial Core Team includes very qualified individuals contributing their own time.

Not Advantageous

- The nonprofit governance structure needs more definition and a closer link to the CRA and FAC for oversight.
-

Business Model *Business Model demonstrates a solid understanding of non-profit and market-rate revenue rates and structures, staffing and other operational costs, and offers creative approaches or solutions where necessary.*

Their business model is a good balance of non-profit and market rate tenants. They make reasonable financial assumptions with conservative revenue estimates. They recognize only a portion of the building can be programmed and utilized in their

financial model. There is concern about 12% of their budget relying on fundraising. The below market rate rents per square foot might also be too high.

Advantageous

- Business model balances non-profit and market rate tenants.
- Recognizes only a portion of the building, not the entire 70+K square feet can be utilized.
- Conservative and reasonable financial model assumptions.

Not Advantageous

- Costs per square foot for below market rent might be high.
- 12% of budget dependent on grants – would require the director to spend significant time fundraising.

Performance Measures/Reporting *Responder identifies performance measures and reporting strategies to keep the CRA and the public informed about the Foundry programming and community benefits.*

The Consortium outlines a number of performance measures and reporting strategies, showing they will be a data-driven organization. Measures include assessing revenue generation, space utilization and qualitative tenant feedback. They also plan on assessing public benefit through community education, job creation and workforce development. Questions are raised as to whether these performance measures are realistic and possible to quantify.

Advantageous

- There are measures to report on revenue, space use, tenant feedback and public benefit actualization.
- They intend to collect data on outcomes of programming.

Not Advantageous

- Might be hard to capture some of their performance measures, and goals may be unrealistic.

The Foundry Works Team

Programming *Program mix and allocation maximizes benefits to the community while maintaining the financial sustainability of the property over the long term. Submission offers creative ideas and an inclusive, collaborative program to create a City-wide resource that is financially sustainable for years to come, promoting the building vision and objectives.*

The Foundry Works Team has experience managing community space and they plan to partner with existing non-profits. Some of their program elements, such as a biology lab seem redundant and their workforce development strategy lacks sophistication. The proposal programs 76,000 square feet of space compared to 38,000 square feet the CRA estimates will be available. Their use assumption is not consistent with CRA expectations and exaggerated revenues raises into question the efficacy of their business model and programming agenda.

Advantageous

- Indicated they did not want to compete with existing actors in the community.
- Large carve out for FabLabs.

Not Advantageous

- Weak workforce development strategy - seems like an add on.
 - The partners they mentioned in this section don't really make sense.
 - Some of the program elements ex. a biology lab, are redundant.
 - Programming square footage estimate is not consistent with CRA expectations.
-

Community Engagement and Involvement *Responder demonstrates the ability to engage the community in an active and ongoing manner to create a place that is accessible, inclusive, and welcoming to the public in a variety of ways and times, tied to the program vision and objectives, targeting the full diversity of Cambridge, including opportunities for drop-in visits by the general public and destination activities. Responder demonstrates experience and presents ideas for hosting cross-disciplinary programs and collaboration, with strategies to engage and maintain community involvement in the building and its programs over time.*

The team has experience connecting with start-up and freelance audiences. They have energy and interest in creating a community environment at the Foundry and received a significant number of support letters. They did not present well on ways to connect to the broader Cambridge community and they lack partnership support for workforce development. During the course of the interview there were concerns about the group's ability to agree, have one voice, and engage the community in a respectful way.

Advantageous

- They have a good number of support letters.
- Adept at connecting with the start-up Industry Lab audience.
- Shows interest in creating a community environment at the Foundry.

Not Advantageous

- Lacks partnership recommendations for workforce development.
- The relationship between the proponents in the interview raises concern about their ability to agree with each other.
- Not confident they had the understanding or capacity to engage with the community in a respectful and authentic way.

Property Management *Responder demonstrates experience, partnerships, or ability to build capacity in property management, especially its integration with program management.*

The Foundry Works Team has experience handling real estate and property management functions, and existing relationships with vendors could be utilized for the Foundry building.

Advantageous

- Real estate function was the most straightforward aspect of their proposal.
- They have relationships with existing vendors that could be leveraged to maintain the Foundry.

Tenant Recruitment *Responder demonstrates experience, partnerships, or ability to build capacity in tenant recruitment, selection, and retention, with both non-profit and market-rate tenants.*

The team has experience in tenant recruitment at Industry Lab. They plan on having a combination of market rate and non-profit tenants. They appear to have the capacity to recruit non-profit tenants once they become more familiar with the non-profit landscape.

Advantageous

- They have experience in tenant recruitment
- They support a balance of market rate and non-profit tenants.
- They would have the capacity to recruit non-profit tenants once they have they learn the non-profit landscape.

Not Advantageous

- They do not have a strong understanding of the non-profit landscape

Organization/Staffing Plan *Staffing and Organization Plan demonstrates dedicated, qualified management personnel, committed staff resources, strong contractors and/or partnerships that will focus on the Foundry project.*

The organization and governance structure established by the Foundry Works Team is overly complex and shows a lack of understanding of basic nonprofit business models. Having two entities, a benefit corporation and a non-profit foundation duplicates staff and likely will limit their ability to be flexible and adaptable. Separating the two organizations, one financially and the other programmatically driven could lead to interorganizational disagreements.

Advantageous

- The staffing plan identified individuals to fill the staffing plan roles.

Not Advantageous

- The benefits corporation is unnecessary. The governance model is overly complex and shows a lack of understanding of basic nonprofit business models.
- Duplicates some staff.
- Bureaucracy of two organizations could limit their ability to be flexible and adaptable.
- Two organizations could end up at odds with each other.

Business Model *Business Model demonstrates a solid understanding of non-profit and market-rate revenue rates and structures, staffing and other operational costs, and offers creative approaches or solutions where necessary.*

Their business model is detailed and shows a good understanding and balance of non-profit and market rate tenant space. Concerns were raised about the building's unrealistic utilization of 76,000 square feet and should financial assumptions not be met the team did not have creative ideas about cutting costs. Having a separated benefit corporation and non-profit foundation structure also raises concerns that financial gains would undermine commitments to the community and programming.

Advantageous

- They have experience managing and expanding Industry Lab.

Not Advantageous

- Concerns over the amount of building utilization at 76,000 square feet is overly optimistic, and their model would not work if they had less (closer to 36,000 square feet).
- Concerned the financial sustainability of the business model would trump commitment to the community. Programming would be secondary to finances.
- If financial assumptions in their model could not be met, they did not have creative ideas about cutting costs, except for cutting programming and non-profit space.
- Questions about start-up expenses.

Performance Measures/Reporting *Responder identifies performance measures and reporting strategies to keep the CRA and the public informed about the Foundry programming and community benefits.*

Their proposal provides clear performance measures and reporting strategies and the benefit corporation integrates the CRA in its oversight to ensure transparency. While performance measures are well identified, they are more focused on revenue generation than on measuring public benefit and having two governance entities could make it difficult to evaluate organizational success in the future.

Advantageous

- Outlines performance measures and reporting strategies clearly.
- Benefit Corp structure discusses relationship with the CRA to ensure transparency.

Not Advantageous

- Measures are more solely focused on revenue generation and utilization and only slightly on public benefit.
- Complex organizational structure and cash flows could make it difficult to evaluate their organizational success in the future.

Friends of the Foundry

Programming *Program mix and allocation maximizes benefits to the community while maintaining the financial sustainability of the property over the long term. Submission offers creative ideas and an inclusive, collaborative program to create a City-wide resource that is financially sustainable for years to come, promoting the building vision and objectives.*

Friends of the Foundry's programming model is mission driven and commits to maximizing all space for community benefit. Concern is that this approach as a membership driven organization makes the Foundry less accessible and available to the public. Focus on art is strong but other elements of STEAM is an afterthought and workforce development ideas are theoretical. Building elements such as a Kitchen/Café is not discussed and partnerships with existing non-profits and community groups have not been made.

Advantageous

- Mission driven.
- Maximizes space for the community (includes no for-profit space).

Not Advantageous

- Art focus leaves out other elements of STEM.
- More artist focused could mean less open to the public.
- No food use/kitchen/café into the model.
- Not collaborating with existing programming, recreating what already exist elsewhere without a strategy.
- Concerns most staff time dedicated to fundraising and not programming.
- Workforce development projects seemed naïve.

Community Engagement and Involvement *Responder demonstrates the ability to engage the community in an active and ongoing manner to create a place that is accessible, inclusive, and welcoming to the public in a variety of ways and times, tied to the program vision and objectives, targeting the full diversity of Cambridge, including opportunities for drop-in visits by the general public and destination activities. Responder demonstrates experience and presents ideas for hosting cross-disciplinary programs and collaboration, with strategies to engage and maintain community involvement in the building and its programs over time.*

The Friends of the Foundry articulates social equity and justice as their programming framework, however it is unclear how they will engage underserved and underrepresented residents. The proposal does not discuss how the Foundry will welcome drop-in visitors or target Cambridge's diverse population. Reliance on fundraising and fees makes programming less accessible to vulnerable communities and they had few letters of support from the community.

Advantageous

- Social equity programming focus.
- Intent to engage a diverse community.

Not Advantageous

- Understanding of how to engage underserved and underrepresented residents was not evident.
- Did not demonstrate ability to create a place that is accessible, inclusive, and welcoming to the public.
- Does not target the full diversity of Cambridge.
- No plan for opportunities for drop-in visits by the general public and destination activities.

- Reliance on fundraising and fees means the more vulnerable communities around the Foundry or generally those with a low/fixed income (students, youth, seniors) will not be able to access the programming at the Foundry on a regular, walk-in off the street basis.
 - No letters of support from community.
-

Property Management *Responder demonstrates experience, partnerships, or ability to build capacity in property management, especially its integration with program management.*

While Friends of the Foundry members have some experience managing the Artisan's Asylum, little detail is provided on how the entity will have the capacity or ability to manage the Foundry building.

Advantageous

- Some experience managing the Artisans Asylum.

Not Advantageous

- Provided little detail on this topic.
-

Tenant Recruitment *Responder demonstrates experience, partnerships, or ability to build capacity in tenant recruitment, selection, and retention, with both non-profit and market-rate tenants.*

In their proposal, the building is sustained on membership fees, event fees and fundraising revenues. No leases will be given to market-rate tenants. Few details on tenant recruitment, selection and retention were discussed.

Advantageous

- May be able to fulfill their tenant requirements based on their experience with Artisans Asylum.

Not Advantageous

- Concerns recruitment strategy relies solely on membership, event fees and fundraising for the revenues.
 - Might be difficult to get nonprofit tenants if they are competing with them for fundraising.
 - No market-rate tenants.
 - Provided little detail on this topic.
-

Organization/Staffing Plan *Staffing and Organization Plan demonstrates dedicated, qualified management personnel, committed staff resources, strong contractors and/or partnerships that will focus on the Foundry project.*

The proposal provides a detailed staffing and organization plan that is straightforward and logical. Concerns include the amount of staff time needed for fundraising, the number of staff expected to be hired and high salaries for those individuals.

Advantageous

- Staffing and Organization plan was straightforward and logical.
- Artisans Asylum has a history of being able to manage these types of projects.

Not Advantageous

- Concern that most staff time will be dedicated to fundraising and not programming.
- Expenses for tech support seemed low.

- High salaries for lead staff

Business Model *Business Model demonstrates a solid understanding of non-profit and market-rate revenue rates and structures, staffing and other operational costs, and offers creative approaches or solutions where necessary.*

Their business model does not include market rate rents. While this ensures the whole building is programmed for community benefit, the evaluation committee has concerns it will increase the financial burden on artists, nonprofits, community groups and residents who want to use the Foundry. Raising a million dollars every year to operate does not seem achievable or sustainable. Fundraising takes grant money away from other non-profits and might put The Foundry at odds with the groups they should collaborate with. Should fundraising or membership assumptions not be met the committee fears the CRA/City would be expected to supplement the building over time. The model also did not include property taxes.

Advantageous

- The whole building would be programmed for community benefit.

Not Advantageous

- Business model seems to shift the burden more to the artists and nonprofits to avoid market rate tenants.
- Their reliance on fundraising could pit them against other nonprofits they should be working with.
- \$1M is a huge amount to raise every year (about half their budget) - does not seem feasible, realistic or sustainable.
- Did not include property taxes and were concerned paying them would impact their business model.
- Concern that the CRA and/or City will need to provide additional financial support over time.
- Did not seem flexible in adapting their business model strategy.
- No backup plan in case of a funding deficit except to rent the space for events.

Performance Measures/Reporting *Responder identifies performance measures and reporting strategies to keep the CRA and the public informed about the Foundry programming and community benefits.*

Performance measures and reporting strategies to keep the CRA and public informed about the Foundry are not clearly identified.

Advantageous

- Performance measures and reporting to the CRA can be fleshed out at a later point.

Not Advantageous

- Never discussed or identified performance measures.
- Did not talk about how they would keep the CRA informed.
- Unclear who will be the face of the Foundry in this model, and who the contact will be for the CRA.