

August 2021

# State of the Organization Report

This report format is designed for the officers to report to the board and the general membership. **This report closes on September 14th.**

**Date of Report:** September 14, 2021

**Reporting Period:** August 2021

**Report prepared by:**

Rachel Sadd  
*Executive Director*

Steven Sheffield  
*Treasurer*

Matt Cridland  
*Vice President*

Cela Grady  
*Board Chairperson*

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# Program

## Diversity, Equity, and Inclusion

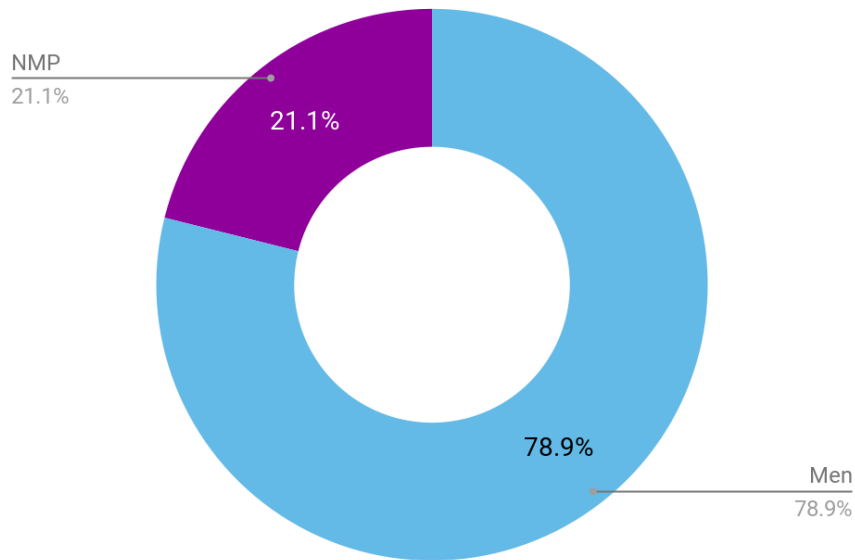
2023 Goal Ace is operating at 50% of it's DEI goals with targets set by the diversity in [Oakland, CA](#). The data shown here is as of June 30, 2021.

### Soft Demographics

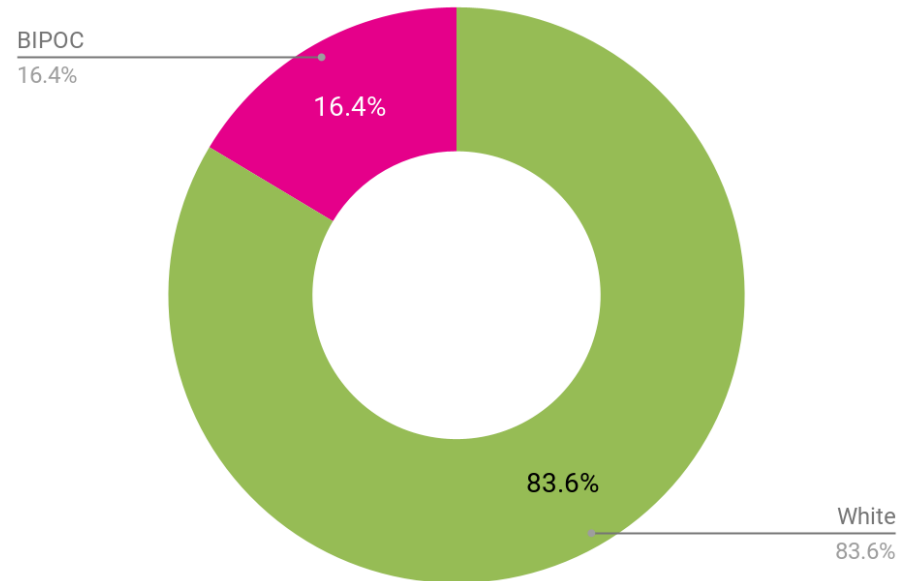
As of 9/2/21. The number in the small colored box is the differentiation between last month and this month.

Men		Non-Men People		White Appearing		BIPOC Appearing	
<b>101</b>	<b>-1</b>	<b>27</b>	<b>-1</b>	<b>107</b>	<b>-1</b>	<b>21</b>	<b>-1</b>

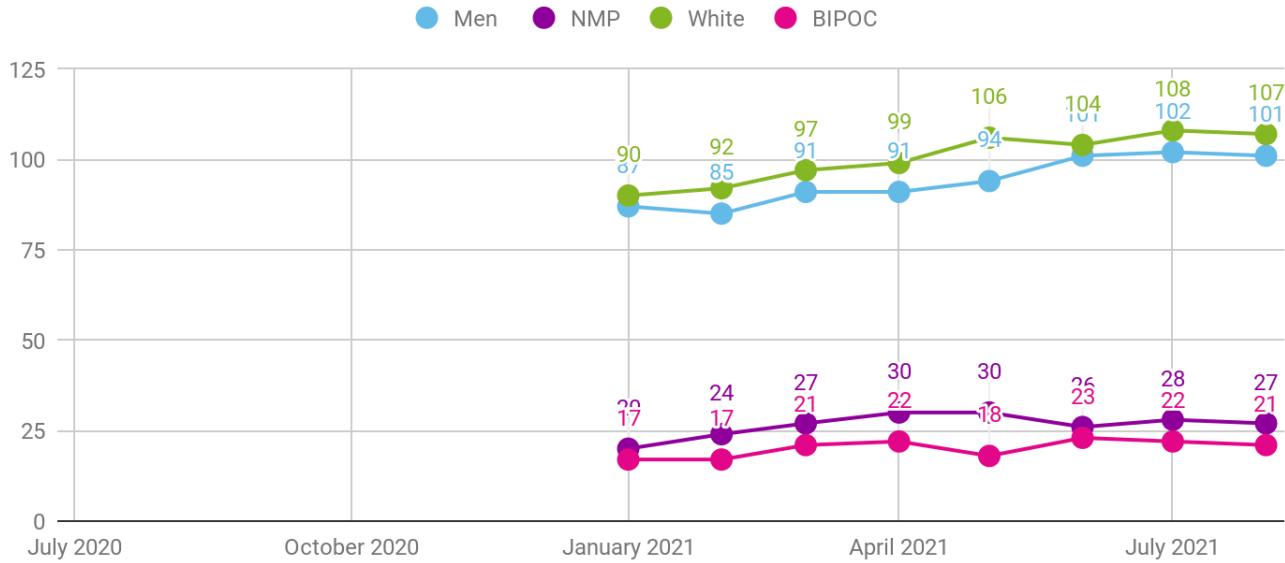
Soft Demographics: Gender Identity



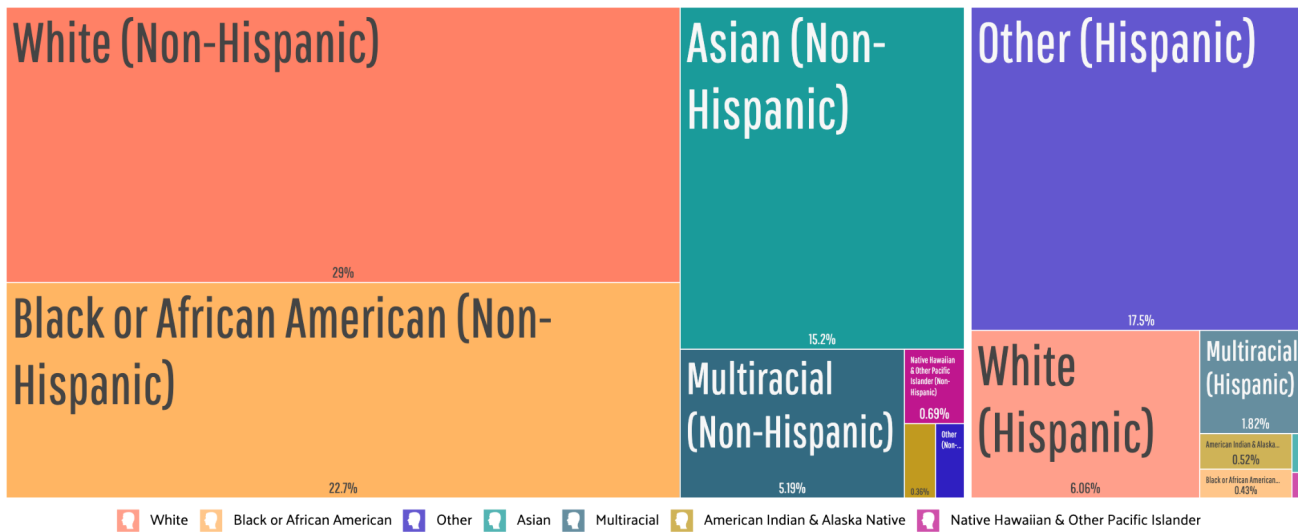
Soft Demographics: Race



## Soft Demographics over time



## Diversity in [Oakland, CA](#) : Ethnicity

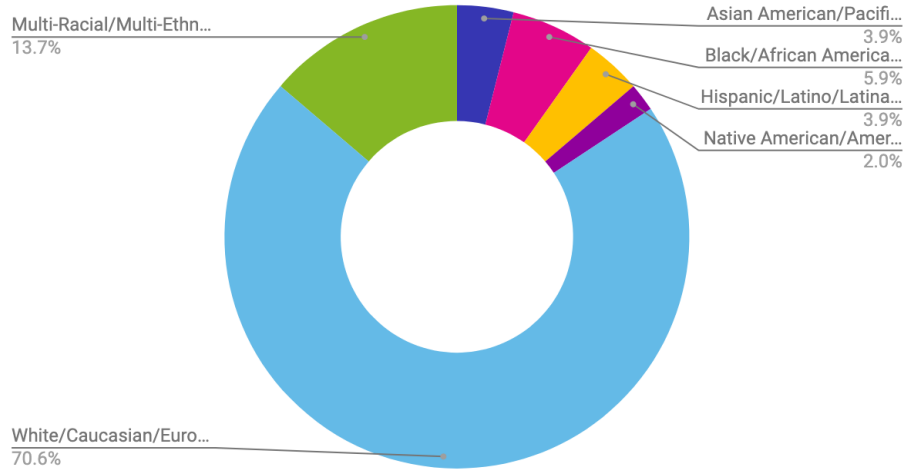


2013 2014 2015 2016 2017 2018

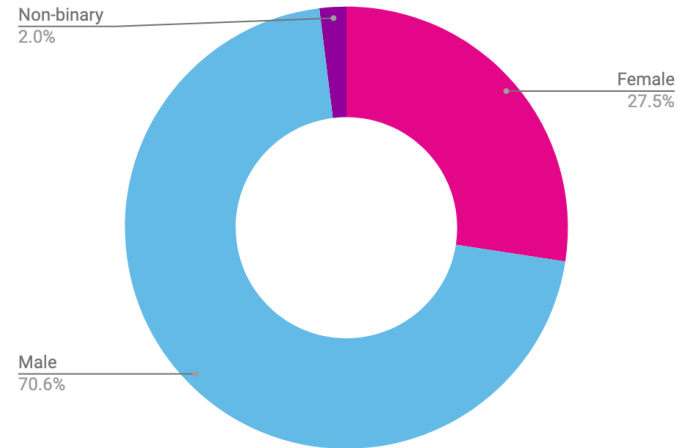
# Membership demographic metrics

As of June 30, 2021 Anonymous Self reported information. 40% (50) of members reported.

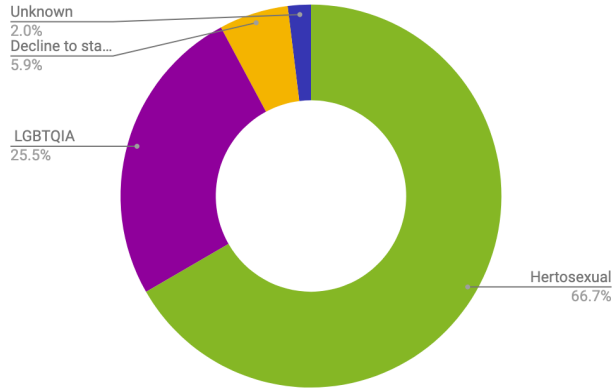
## Ethnicity



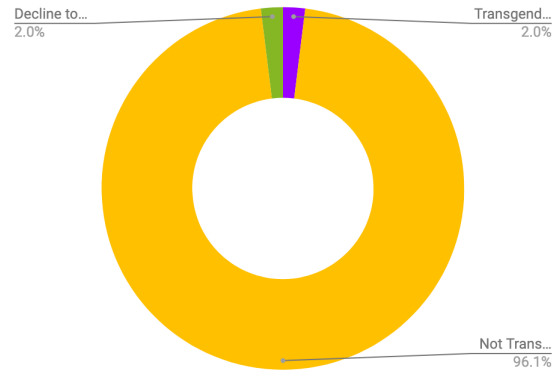
## Gender



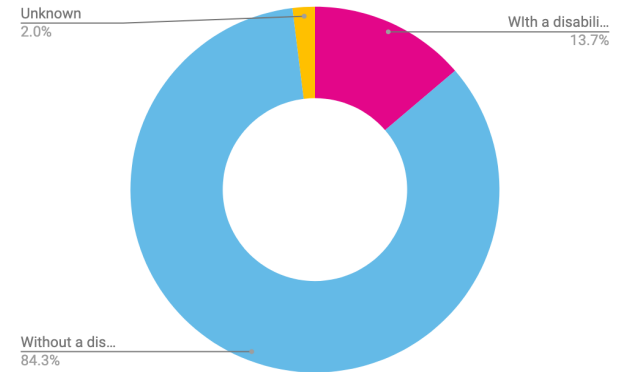
## Sexual Orientation



## Gender Identity



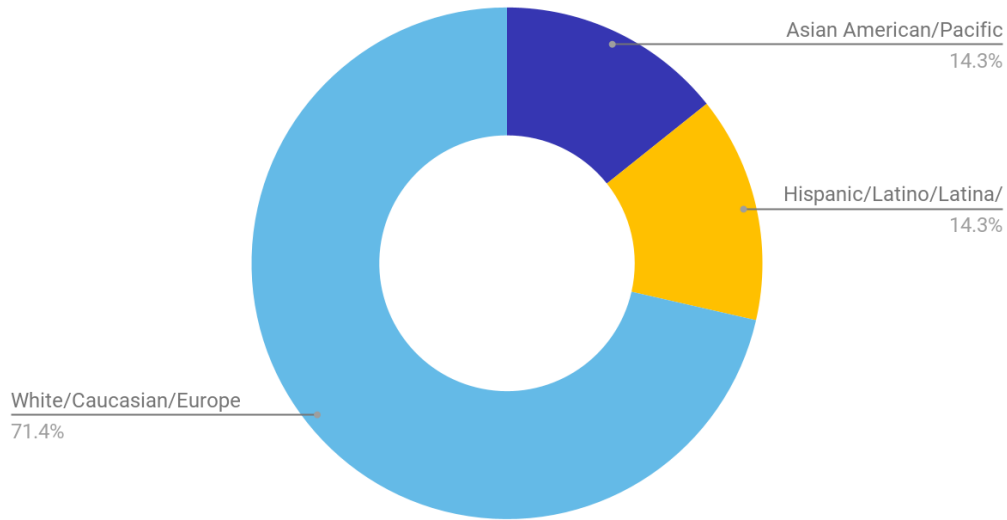
## Disability Status



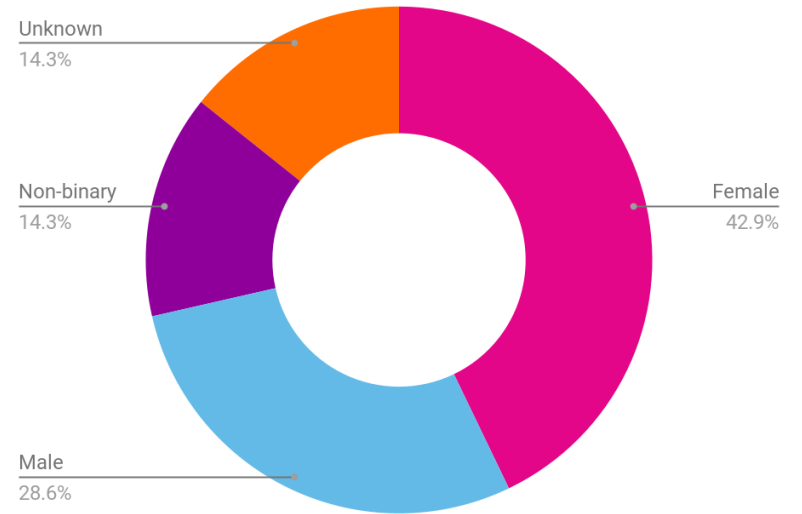
# Leadership Demographics Metrics - Pending Survey

As of June 30, 2021 Anonymous Self reported information. 40% (50) of members reported.

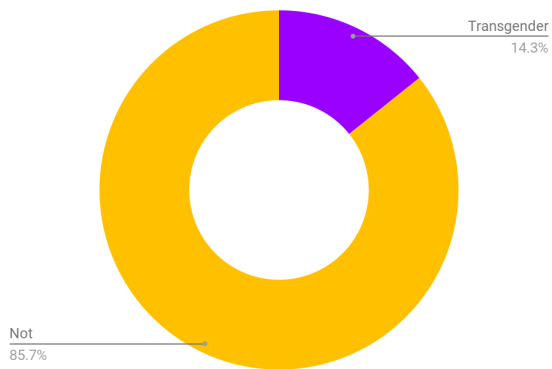
### Ethnicity - Leadership



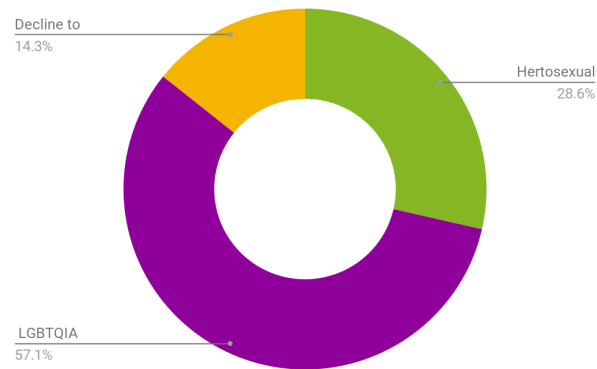
### Gender-Leadership



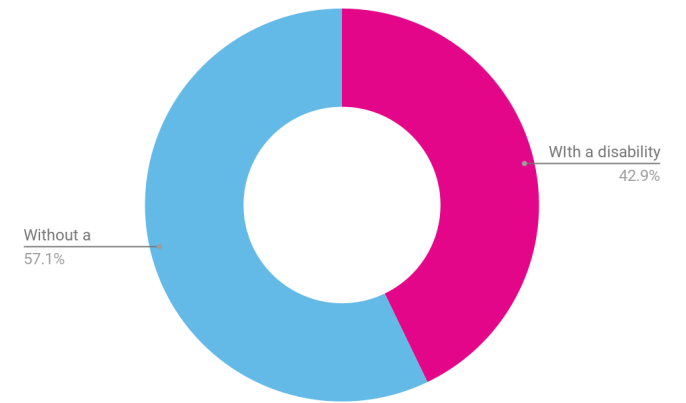
### Gender Identity-Leadership



### Sexual Orientation - Leadership



### Disability Status-Leadership



# Operating Capacity

As of 7/31/21. The number in the small colored box is the differentiation between last month and this month.

Total Members		Total Paying Members	
<b>128</b>	<b>-2</b>	<b>93</b>	<b>2</b>

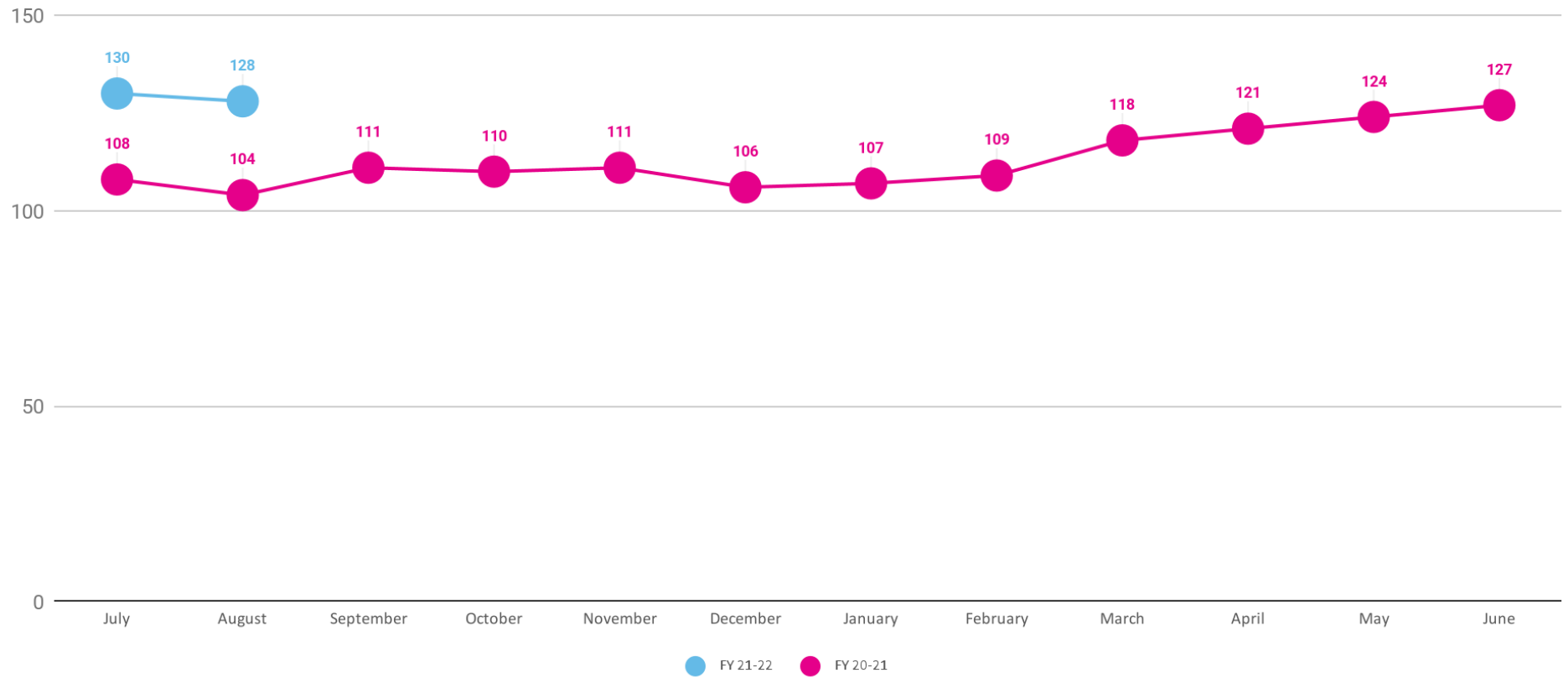
Premium \$120	Standard \$95	Starving \$79		Scholarship \$45	Scholarship	Monster Corps	Operations
<b>5</b>	<b>64</b>	<b>15</b>	<b>0</b>	<b>9</b>	<b>3</b>	<b>20</b>	<b>12</b>
<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-2</b>	<b>-2</b>

Paid vs Monster Corps / Ops Memberships  
2020-21 FY

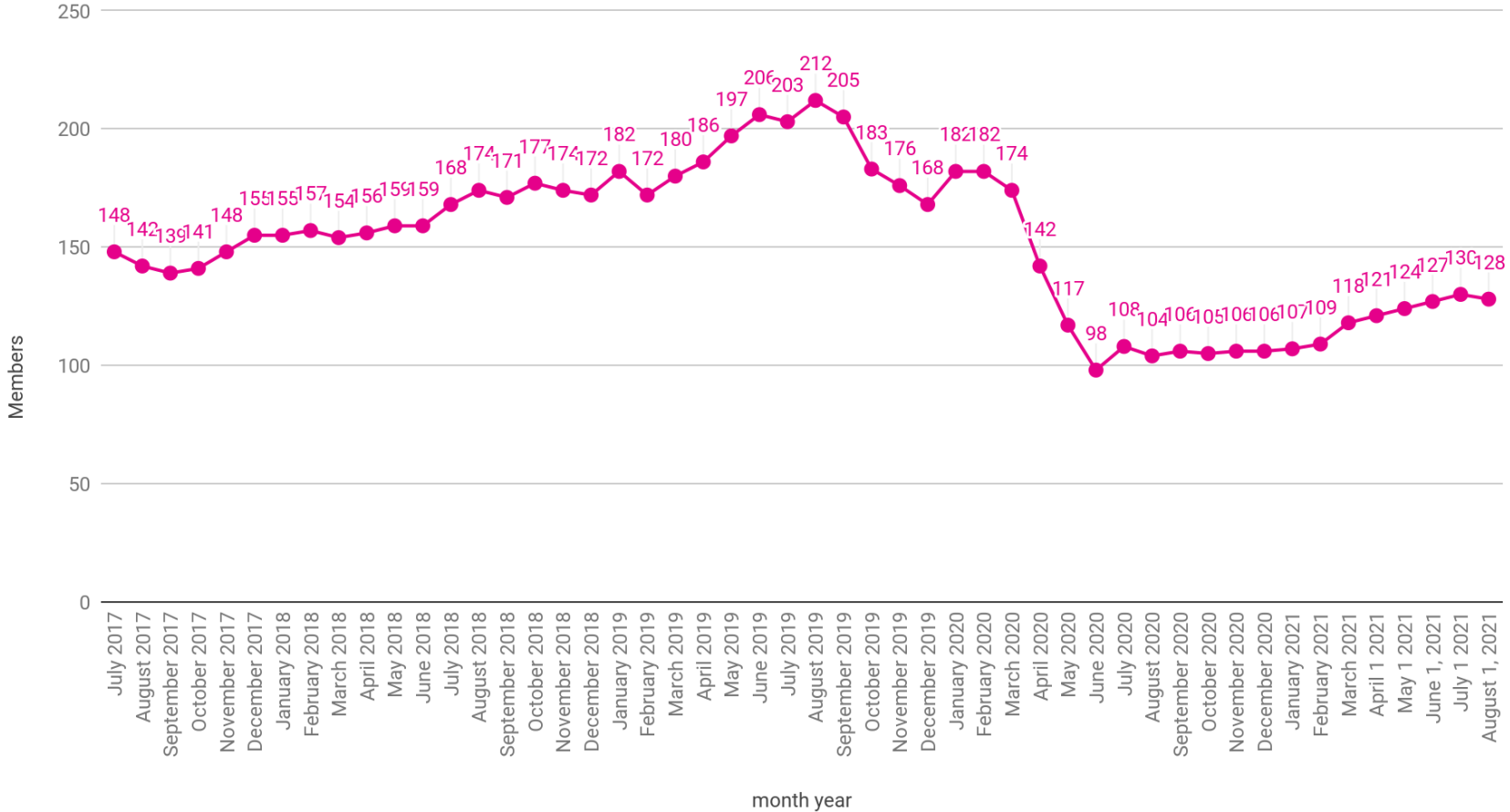




## Membership Comparison | Current Fiscal Year vs Last Fiscal Year



# Membership over time



- Comparison of activity to 180 *paying members* goal by Fall 2021. The delta in this chart is the differential between how many paying members we have vs what we need.

Fall 2021 Recovery Goal	
180	-87

# Education

As of 7/31/21. The number in the small colored box is the differentiation between last month and this month.

## Tours, Open House, and New Member Orientation

Tour Attendees		Open House Attendees		Orientation Attendees	
<b>9</b>	<b>1</b>	<b>26</b>	<b>12</b>	<b>0</b>	<b>-5</b>
Bookable Tours		Open House Events		Orientation Workshops	
<b>12</b>	<b>-5</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>-5</b>

## Classes, Open Lab, Events

Events		Access		Exposure		Experience		Outreach	
<b>21</b>	<b>-2</b>	<b>5</b>	<b>-1</b>	<b>8</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>-4</b>
Seats/attendees		Seats/attendees		Seats/attendees		Seats/attendees		Seats/attendees	
<b>21/107</b>		<b>36/15</b>		<b>78/42</b>		<b>0/0</b>		<b>49/50</b>	

3D Printing		CNC Router		Electronics		Laser		Art	
<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>1</b>
Seats/attendees		Seats/attendees		Seats/attendees		Seats/attendees		Seats/attendees	
<b>12/7</b>		<b>0/0</b>		<b>15/7</b>		<b>30/14</b>		<b>12/5</b>	
Metal		Textiles		Workshop		Comm. Benefit/MA			
<b>0</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>5</b>	<b>-1</b>	<b>1</b>	<b>0</b>		
Seats/attendees		Seats/attendees		Seats/attendees		Seats/attendees			
<b>0/0</b>		<b>19/10</b>		<b>28/16</b>		<b>7/6</b>			

- Restructured and new offerings include
  - CNC Certification is being restricted into a two-part course to support CNC Mill certification. It will be Intro to Fusion 360 CAD/CAM as the prerequisite for CNC Router Certification and CNC Mill Certification.

## Equipment Gaps

- Status on major equipment initiatives
  - Current initiatives on hold pending new budget and operating resources (SBA Loan). Items being considered are
    - ShopBot Alpha acquisition - 28k-35k
    - Sheet Metal shear - \$1,400
    - Pop-up bike shop - \$1k
    - Dedicated Desk in Coworking - \$700
    - Dedicated Workbench in Clean Fab \$400

## Staff and Volunteer Pipelines

- Anecdotal uptick in volunteer. Hope to capture metric when resources allow

## Maintenance and policy development

- COVID Policy was revised to reflect the new situation, Alameda County being a hot spot.
  - Over 60% compliance with existing members
  - 1 fraudulent submission from a guest (not a member)

## Service Metrics

[Dashboard? How many people we served in total. Deviation from last month. Maybe a chart that shows progression over time. Would need a collection methodology to execute. Call out class scholarships given]

## Residencies

- Indigenous Makers 20-21 Residency
  - More peer support needed for Nazshonnii by way of mentorship and coworking
- Black Makers Residency

- 2 Residents selected, offer letters going out in Sept.

## Mutual Aid/Community Benefit

- Prototypes for the Hoover Garden signage continue
- 500 Filters project has delivered over 230 filters and surpassed the 65% point for both fundraising and kit delivery

## Community and Culture Innovation

List below are placeholder prompts

- Programing innovations
- Systematic DEI tools development, ops assessments
- Community partnerships
- Needs identification
- Curiosity based community outreach and response (influence)

## Structure

## Staffing

## ED Salary

- We are at the current goal for this year, with salary at the minimum standard in the state of California, at 54k per year
- New milestones for 2023, and 2026 to be established

## Officer and Key Leadership

Officer team fully staffed and key leadership staff positions are filled

- Current the key deficits are Board Members
- 42% of staff positions are currently filled

Hire or contract with a Fundraising person, continue with associate, build instructor base

- Recruiting efforts pending budget, SBA Loan processing, and values/mission update

## Staff Retention

Maintaining/retaining the Associate position + other professional development and retention actions

- Support plan further developed in June
- Added a program of peer training to deepen Zoe's knowledge of Ace

## Instructor Base and Pipeline Performance

A stable instructor base is maintained and a pipeline developed

- Constrained due to resources
- Not continuing with one contractor we tried

## Board

### Director and Sr. Staff Recruiting

Recruiting and pipeline building is prioritized, with members uphold and build upon the commitments outlined in the Member Agreement and the Board Member Agreement

- The new mission has been soft-launched with members, on the website, and in collateral
  - Next steps will include member and community communications; campaign considered
- Values still need work, but are no longer considered a roadblock to beginning communication efforts
- Recruiting page on the website planned for August - on hold pending resources

### Assessments

Board provides peer-assessments, self-assessments, and assessments of the Officers, including feedback, suggestions, and proposed accountability metrics

- We are looking at using the tools via <https://nonprofitleadershiplab.com/>

### Demographic Metrics vs. Goals

Board exists with full, diverse membership, including Ace folks and non-Ace folks. Our 2-Year goal is to look at least 50% like Oakland by 2023.

- We are currently at about 20% of goal with a sample too small to be meaningful with current leadership gaps

## Processes + Automations

### Billing

- Auto Billing for Laser - v1 - Continues to perform well
  - We collected \$1420 worth of laser fees from August billing

### Access/Utilisation Tracking

Booking system changed to allow for lifted restrictions after State Re-Opening. Future plans include better usability for users, integrated dibs system, and suggested contributions.

- Laser Access Point Documentation - Contract negotiations with developer ongoing.
  - Rational: Allows for maintenance and improvements on current access point
  - Allows for distribution of Open Source solution
  - Budget: \$780 is total project cap
  - Expected completion = end of July
  - Bonus establishes relationship with long term contractor
  -

### Area Standards

All Areas are set up according to [Ace standards](#) for safety, equity and inclusion

- 85% of textiles completed!
- Signage installed in Electronics
- Zoe continued training in area set up standards

### Marketing, Advertising, Communications

Marketing and communications follows a communication structure based on resources and priorities

## Campaigns

- Began membership campaign with free laser class offer
  - Google post reached 238 views
  - 2 known sign-ups associate with the project

## Social Marketing Reach

Analysis of our social media reach to improve reach to more diverse people. Below are our baseline social media numbers as of **9-31-21]**

- *Google Business - Results reflect July 2021 Performance*
  - *23,100k people found us, 17k by searching business name, 5400 based on category search, 284 based on similar brands*
  - *130 asked for directions*
  - *167 visited our website*
  - *Rated 4.8 stars from 42 reviews*
- *Facebook*
  - *2,209 followers (-5)*
  - *2168 likes (+26)*
  - *23 posts (-8)*
- *Twitter*
  - *23 followers (+3)*
  - *19 tweets (-7)*
  - *343 Profile visits (+81)*
  - *1,439 Impressions (-269)*
  - *2 Mentions (+1)*
- *Instagram*
  - *408 followers (+19)*
  - *267 posts (+4 this month)*
  - *169 following*

## Finances

### Cash

We had \$60k cash on hand at the [end of August](#), about 104 days of cash.



The cash chart shows Ace running out of money around April 2022 at our spending rate. We are planning to take on more debt (SBA loan), but the most sustainable way to turn around this gap is more membership revenue and more grant funding. We have requested reconsideration on our SBA loan application, will pursue additional grant opportunities, expand the breadth of class offerings, and more urgently solicit donations from friends and members.

## Revenue

Membership revenue in August 2021 was up again from last month. This annual trend continues to point slightly downwards.

Revenue from [classes](#) reached nearly \$4,000 in August!

## Updates

- The reconsideration application with the SBA remains under review. Help was requested from Senator Feinstein's office, and a caseworker has initiated contact with the SBA on our behalf.
  - Recall from last month: Our SBA loan application for an additional \$275,000 loan was canceled. The SBA is experiencing lots of issues with loan applications being denied for [technical issues](#).
- Ace was tentatively awarded a \$15,000 California Relief Grant. We have completed all of the steps to secure the deposit. We hope this deposit will clear by late September.