

State of the Org Update

This report format is designed for the officers to report to the board and the general membership. **This report closes on March 10th.**

Date: March 10, 2021

Reporting period: February 2021

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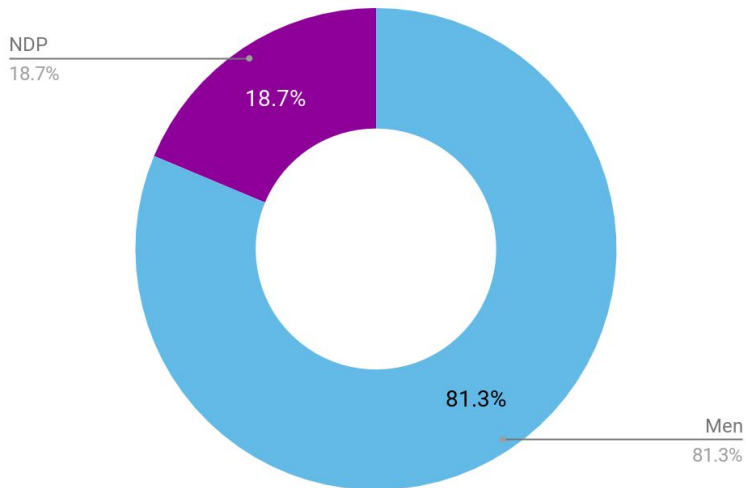
Community Engagement

Inclusion and Equity

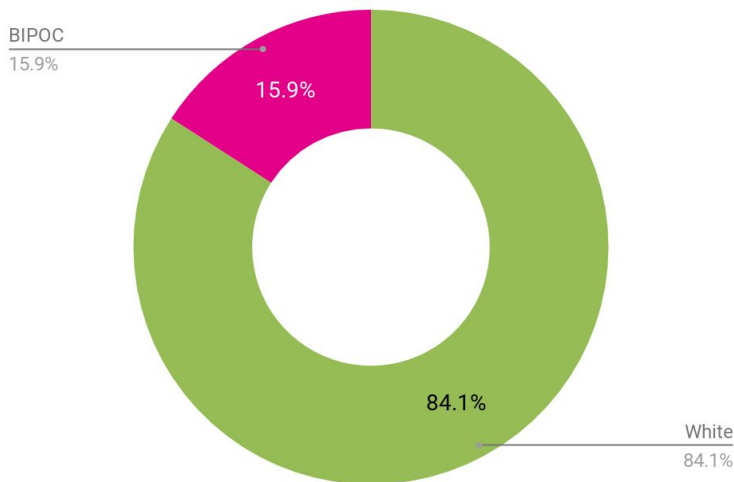
Membership Metrics

- Soft demographics reporting (based on the member directory, as of **1-28-21**)

Soft Demographics: Gender Identity



Soft Demographics: Race



Representation

- Our new maker in residence, Nazshonnii has begun onboarding after accepting the Indegenous Makers Residency offering

- Ace outreach for promoting this residency was promoted over 11 times on social media in new indigenous groups and communities and was supported by most by the Sogorea Te Land Trust.
- Social media retweets and signal boosting
 - The marcom team completed a boost campaign for Black History Month focusing on signal boosting events and artists in Oakland with 2x post a week on Facebook and Twitter

Membership Development and Engagement

- Held Makers with Questions event on Friday the 26th - Will, RS
 - 6 members showed up
 - Will showed his sewing machine to pick-up winder project
 - Crafty showed the Lead to Life project, with live updates from David Perry
 - Crafty showed up to represent the leadership team. Next time it would be great to get a rep. From the board
- 2-5-10 Vision outreach and member engagement was begun mid-month with 1:1 conversations with the core 20 members who are high contributors - 6 of those conversations were had. These are informal conversations centered around “where would you like to see Ace when the C-19 dust settles?” and so on. - RS
- Our first ever youth intern Carter J. (see newsletter) started this month for his 60-day internship as the Ace Journalist. He has started off strong interviewing folks about their projects. He is currently navigating the cat-herding challenges with a good attitude.
 - Rachel designed the internship in collaboration with Carter
 - New paperwork was generated and loaded into Docusign for dealing with youth - rs
 - Outcomes are reported via an App to Carter’s school program

Member Contribution Tracking

- This tracking is pretty much at a standstill as automated methods aren’t sustainable at this time.
- Rachel is currently contemplating plans of applying a more CRM like approach while the group is at this scale to manage member contributions. To do this monster corps volunteer time would be leveraged to seek out contributors and send small personal thank you notes in celebration of their contributions. This CRM-centric approach could also be applied to donor management processes and operational structures.

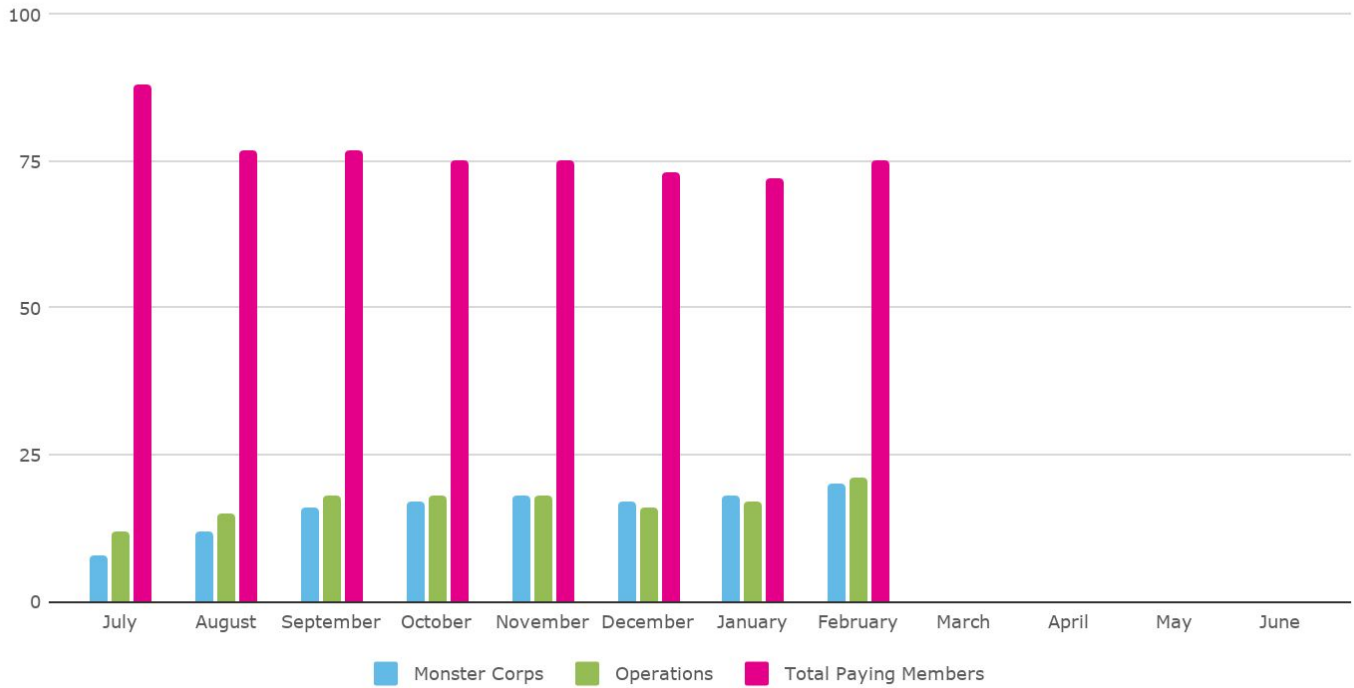
Membership Metrics

- Member Billing: There are currently no overdue bills but we are way behind in billing for the laser.
- Data from WordPress (*as of February 28, 2021*)

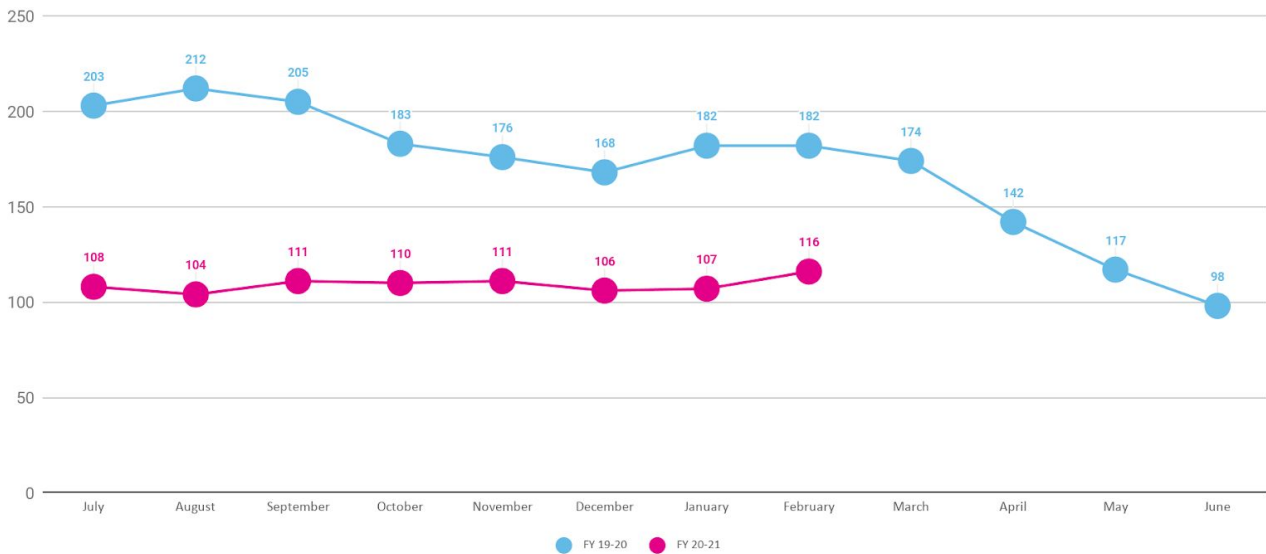
	Scholarship	Starving	Standard	Premium	Monster Corps	Operations	Total Paying Members	Total Members
July	6	16	59	7	8	12	88	108
August	4	15	52	6	12	15	77	104
September	4	12	54	7	16	18	77	111
October	3	13	53	6	17	18	75	110
November	5	13	52	5	18	18	75	111

December	5	13	50	5	17	16	73	106
January	7	12	48	5	18	17	72	107
February	9	13	50	3	20	21	75	116

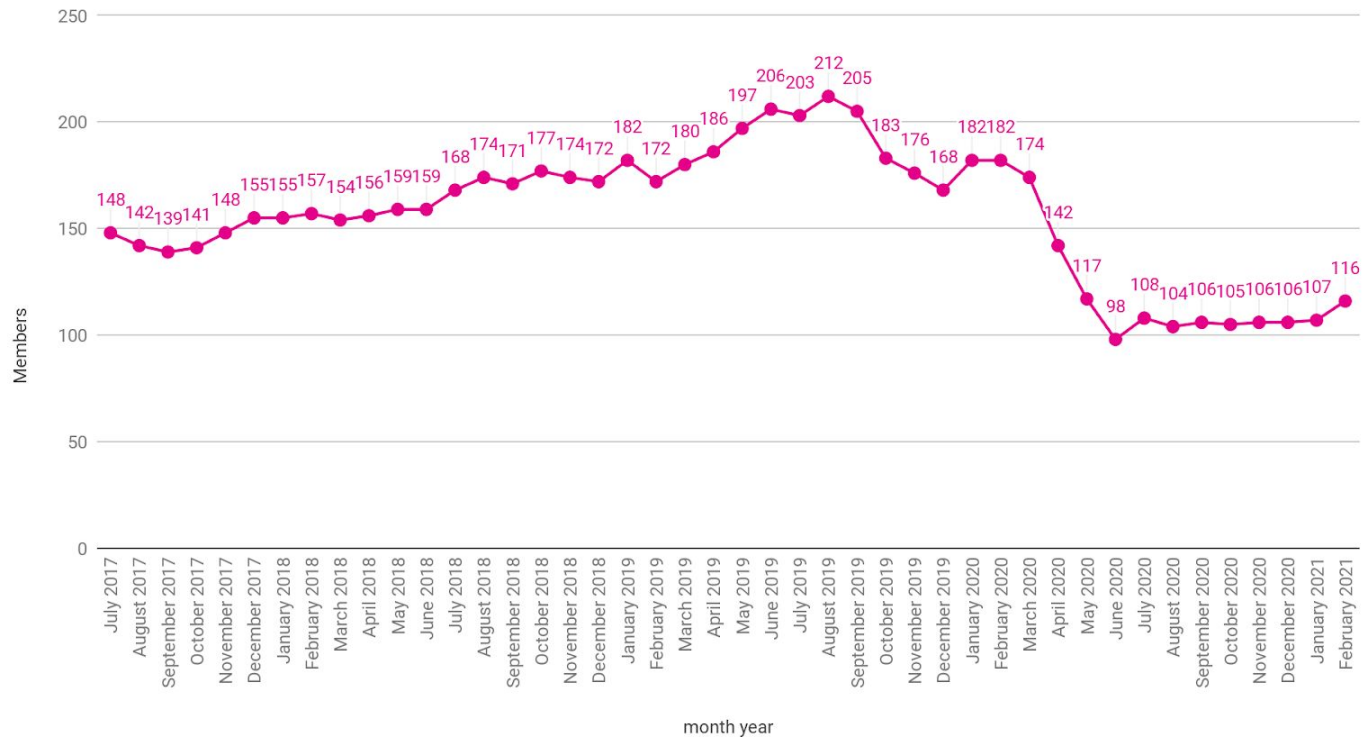
Paid vs Monster Corps / Ops Memberships
2020-21 FY



Membership Comparison | Current Fiscal Year vs Last Fiscal Year



Membership over time



Deliver on our BLM Promises

Goal 1 - Demilitarization Signal Boosts. Support calls for the demilitarization of police and a racially-equitable justice system.

- In partnership with Lead to Life we began laser etching a large batch of shovel handles. They are part of shovels created from melted down guns and are used in community gardens to support those efforts and as memorials to people lost to gun violence.
 - Our contributions are talked about in social media both from our feeds and from Lead to life and partners

Goal 2 - Small Business Support. Donate sani-stations to businesses in Oakland that are rebuilding

- Continued project to build IR wall mounted thermometers - Rachel, Ted and Ahkil

Goal 3 - PPE. Continue to provide PPE to marginalized communities

- Low-level PPE creation - Currently refocusing efforts to engage volunteers and combating the volunteer fatigue in the COVID-19 aid space
- Brought on a new sewing contributor with amazing energy

Goal 4 - Anti-Racist Education. Add anti-racist courses to our education programs

- 3 new workshops scheduled for March
 - Outreach in local and national groups begun include Bay Area Makers, and Nation of Makers
 - Nation of Makers has reached out to create a more formal relationship with me personally around my Anti-Racist work - Rachel
- 4 workshops scheduled for April

- This is part of our commitment to give these workshops 1x per quarter for one year.
- **NEW!** These workshops are part of the professional development required of the new hire and of instructors and steward. This has a direct relationship with embedding anti-racism into Ace systematically.

Outreach

- Held Makers with Questions event - Will, RS
 - See Membership engagement for more details
 - 1 many people form outside Ace attended
 - Turn out wasn't really great and I think we are gonna have to be more innovative about promoting it

Social Media Performance

- Analysis of our social media reach to improve reach to more diverse people. Below are our baseline social media numbers as of **[2-28-21]** - rs
 - *Google Business - 42,125k people found us, 88 asked for directions, 118 visited our website, Rated 4.7 stars from 39 review - Report from google on February 2021 performance*
 - *Facebook: 2,307 followers (-8), 2186 likes (-6), 19 posts (-3)*
 - *Twitter: 11 followers (+5), 15 posts (+)*
 - *Instagram: 331 followers (+54), 227 posts (+3)*

Programs and Operations

Program and initiatives being restructured

- **Monster Corps** - The stewardship positions have been posted on the Monster Corps page. The idea is to recruit people to do the job, train them for DEI and the ways of Ace then groom them to take on greater responsibilities like policy setting if it is a good fit. Regardless of the later coming about this addresses many program level maintenance needs and revitalizes education and project based offerings as a part of COVID-19 recovery. It is also a member recruiting draw.
 - The marcom team did a weekly drip campaign with recruiting posts on social media
 - Started looking for new recruiting platforms such as the Laney College Volunteer Board and the Volunteer Board on Craigslist.

New program and initiatives being developed

- New camera system - **100% done** - Recording reconfigured to store more than a day's footage. The folks who worked a lot on this are Mark Graham, Evan, Will, Matt, and a few others - rs
- New network infrastructure - **100% done** - We have moved on to planning the next phase including documentation and debugging for modern network needs and installation of several new donated WAPs.
- Occupancy Tracking System - **v2 launched!**
 - v2.1 and v2.2 in flight with fast follow tweaks that will add about \$750 in additional expected developer expense

- Several user issues were surfaced with the new features and we are experiencing some growing pains with members
 - Please note that major version changes are a paid experience
 - This is open source software that we will be demonstrating to a national audience on March 13th with the core developer donating his time to speak at this event - rs
- Planning and development for the Black Makers Residency is underway - rs
 - Funded by a private donation with 4k allocated and a 5k max.
 - We have created a relationship with Tammy Johnson, a local artist and activist as our consultant as none of us can speak to the black makers' lived experience. Consulting expense \$750. Tammy is offering us introductions to relevant folks and organization staffers to further the goals of the residency.
 - Core Brainstorming was completed on 2/25 with Tammy, Steven, and Rachel
 - Next steps are milestones and resource allocation planning for outreach
 - Research has been underway since 2/15, done by the Monster Corps team members recruited for equity outreach effort

Program Updates

- New Laser FATT Access Box - Matt, Rachel
 - The project is currently lagging behind. Some if it is getting developer bandwidth and struggles with hardware development/contribution.
 - The open source software development cost \$5k cap though hoping to come in under
 - This will allow us to bill and stop losing revenue from the laser program
 - This automates many billing functions and maintenance prompts for users
- Old Drill Press being repurposed for Metal. We are experiencing delays but also a lack of demand so the repurpose work, including tool remediation, documentation and curriculum are a low priority. - Colm
- Oakland Community PPE has recruited 1 new confirmed regular volunteer with sewing skills that is presenting as very promising for both the PPE program and for Ace. - rs
 - A second viable candidate has also applied and is currently in flight for interview and possible onboarding
- We are seeing a steep decline in use for the Electronics and Textiles programs and this is largely means that 206 and Clean Fab are under-used. That also means they represent the most viable opportunities for member recruitment and member engagement from an operational perspective. In effect this also means we know what members dropped off.

Operations Updates

- Hiring Admin/Retail clerk underway.
 - Job descriptions and postings completed on CL and soon to be the Laney Job boards - rs
 - 1 job interviews completed - rs
 - HR Checklist complete
 - Onboarding/Training and management plan complete
 - Employee handbook crafted and other HR requirements sourced through Gusto - Steven
 - This hire is a key resource to membership acquisition as they will be giving tours on a set schedule.

- This replaces tours we used to do with volunteers - which we can't do any more as it took Rachel a large amount of time that can no longer be sustainably devoted to this.
- In the future if we go back to volunteers giving tours we will need to have a dedicated Volunteer Coordinator managing the process.

Leadership Development

Cross-training and delegation

Reduce critical single-person dependencies (critical tasks only one person knows how to do).

- Created the Employee handbook - Steven
- Posted the Job Opening - Crafty
- Delegated 2 documentation tasks to Monster Corps Resources- rs
- Recruited 3 people to do outreach, equity based work - rs
 - Onboarding 100%, training underway
- Recruited one person to cover Electronics steward work, though not conferring authority to set policy to them until we know them better and they have completed DEI training - rs

2-5-10 year Vision Planning began this month - rs

- The goal of this planning is to define the vision for Ace's future that will see us through pandemic while also addressing our pre-pandemic sustainability issues
- This core vision and direction setting will inform strategic planning and is in fact vital for such
- The core team is Rachel, Steven, Sabrina and Kent
- We are using a consultative approach to engage other stakeholders both internal and external as this planning develops
- Once the plans are cohesive and have roadmaps and financial strategy added they will go to the board for review
- Once through the board a more broad member and community engagement strategy will be employed that includes town halls and panel discussions

Engaged the amazing Kent Jenkins as an advisor to Ace!

- Very excited about this new energy and contribution coming to the organization and we are already seeing value in the 2-5-10 planning and leadership team cohesion

Board Updates

- Met 1x in February 10th - Sabrina and Cela met and reviewed the Feb. SOO, requested metrics for the indigenous makers residency and requested for cohesive revenue shortfall plans.
- Sabrina attended 3 committee meeting for strategic planning

Finances and Fundraising

Please note strategic planning including the 2-5-10 Year Strategic Plan project includes an action plan to deal with our income shortfall (from the membership losses). A cohesive plan is currently being crafted by officers and will be presented at the April 19th board meeting.

(as of February 28, 2021)

Detailed financials and the annual budget are on the [Wiki](#).

Cash on Hand

An interactive cash dashboard is available [here](#).

As of February 28, 2021, our cash balance was \$90K (124 days of cash). We forecast to end the year with \$59K (79 days of cash, +19 days from last month).

Our daily expense is approximately \$466..

Funds available by Program

Steward reports available as a standalone [wiki](#) page.

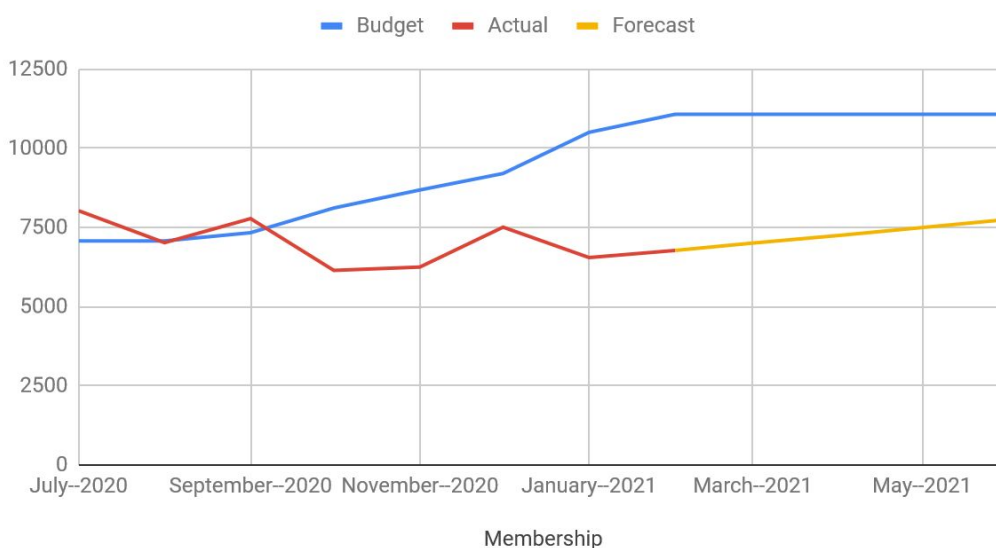
This [page](#) shows monthly program revenue from classes and an overview of available funds by program.

Membership Revenue

An interactive membership revenue graph is available [here](#).

Due to the lower-than-budgeted membership revenue, our forecast for future membership growth is lower (on an absolute basis) and based on historical monthly growth trends (e.g. in previous Aprils, we've seen 15% membership drops, month-over-month). The graph below shows the modeling for future membership revenue - approximately 3% increase monthly.

Budget, Actual and Forecast



Activities

- One grant (State of California, \$15K) applied for in January 2021 - no award notification received; grant period extended for four additional rounds
- PPP loan forgiveness application paused - Bank of America will release new application mid-month that requires no documentation and will be much easier.
- PPP Second Draw Loan Application cancelled. A new application process will be required for ~ \$8K.
- Detailed financials and the annual budget are on the [Wiki](#).

Instructions

Please be mindful of these definitions when adding information to this report:

Action: Actions are directly copied from the goals

Status: This can be DONE, Deferred, Cancelled, Modified, OR colors to reflect how well it is going

Activity: This is only a list of any actions or accomplishments during the reporting period. It is **not** noted about what needs to be done or plan. Any action should only be listed one time in this report. So if you did XYZ choose what goal to tie it to. Please, initial entries.