

January 2023

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 February 14th.**

Date of Report: February 15, 2023

Reporting Period: January 2023

Report prepared by:

Rachel Sadd
Executive Director

Liz Patrician
Operations Manager

Steven Sheffield
Treasurer

Contents

[Summary](#)

[Program](#)

[Diversity, Equity, and Inclusion](#)

[Soft Demographics](#)

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

[Membership demographic metrics](#)

[Leadership Demographics Metrics - Pending Survey](#)

[Operating Capacity](#)

[Education](#)

[Equipment Gaps](#)

[Staff and Volunteer Pipelines](#)

[Maintenance and policy development](#)

[Education and Outreach Metrics](#)

[Service Metrics](#)

[Residencies](#)

[Mutual Aid/Community Benefit](#)

[Community and Culture Innovation](#)

[Challenges](#)

[Structure](#)

[Staffing](#)

[ED Salary](#)

[Officer and Key Leadership](#)

[Staff Retention](#)

[Instructor Base and Pipeline Performance,](#)

[Board](#)

[Director and Sr. Staff Recruiting](#)

[Assessments](#)

[Demographic Metrics vs. Goals](#)

[Processes + Automations](#)

[Billing](#)

[Access/Utilization Tracking](#)

[Area Standards](#)

[Marketing, Advertising, Communications](#)

[Outreach events](#)

[Social Marketing Reach](#)

[Cash](#)

[Revenue](#)

[Updates](#)

Summary

Twenty-Two Three kicked off well without the usual drop in membership. We still struggle to meet the challenges of successfully scaling up. Building and realigning to a team is the current focus of energy by the Executive Director. We had successful pilot runs for Textiles and CNC Router classes. Two renovation projects completed their phases including major Art, Textiles, and CNC Area projects.

Program

Diversity, Equity, and Inclusion

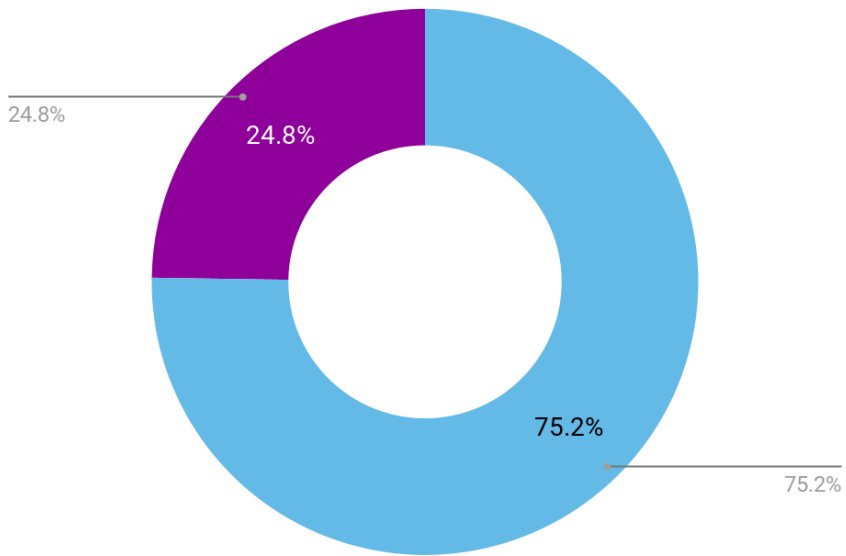
2023 Goal Ace is operating at 50% of its DEI goals with targets set by diversity in [Oakland, CA](#). The data shown here is as of February 28, 2022.

Soft Demographics

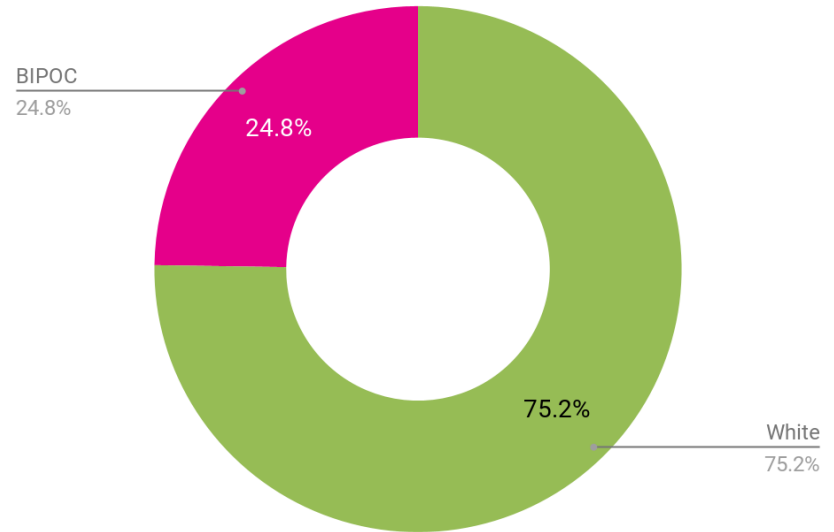
As of 1/31/23. The number in the small colored box is the differentiation between last month and this month.

Men		Non-Men People		White Appearing		BIPOC Appearing	
150	3	56	-1	155	-9	51	11

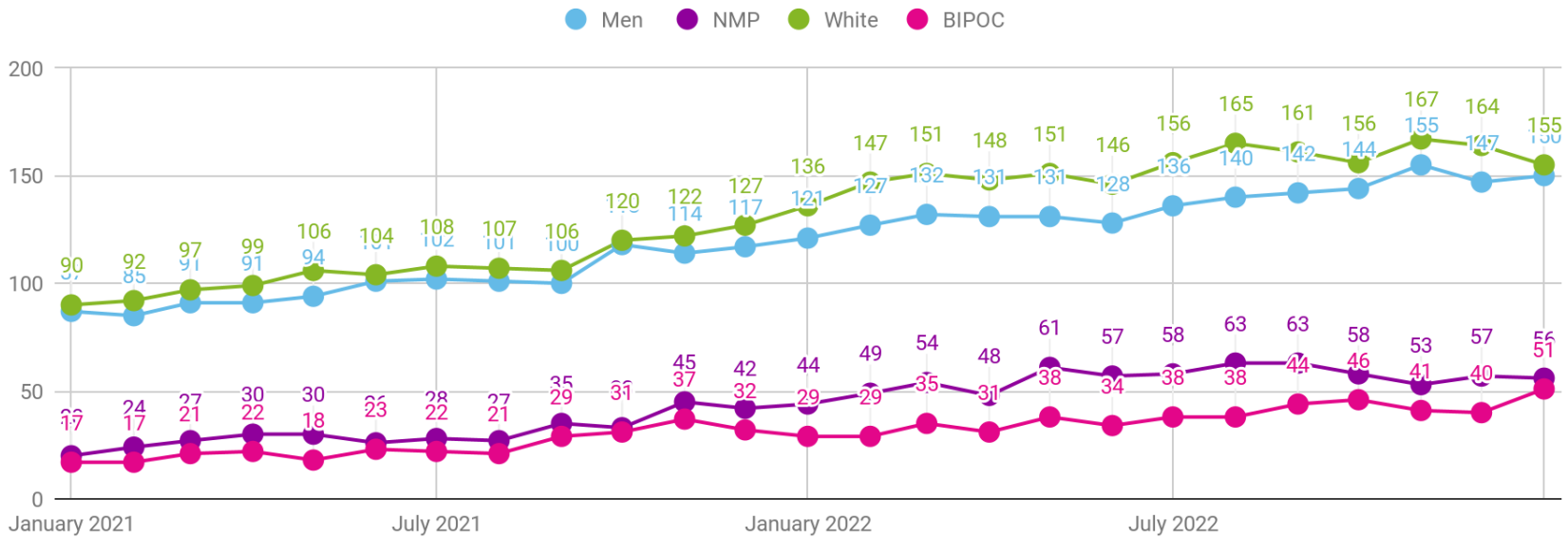
Soft Demographics: Gender Identity



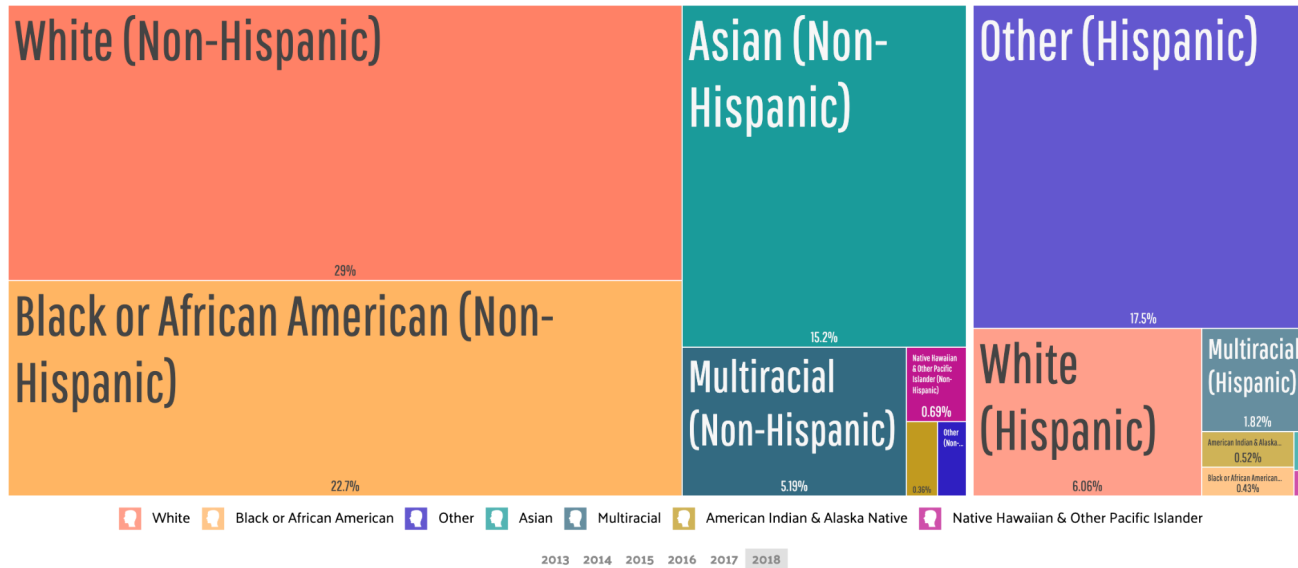
Soft Demographics: Race



Soft Demographics over time



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



Membership demographic metrics

As of June 30, 2021, Anonymous Self-reported information. 40% (50) of members reported, can be found in previous SOO reports.

[data not available until 2022 survey is complete)

Leadership Demographics Metrics - Pending Survey

As of June 30, 2021 Anonymous Self-reported information. 100% (4) of leaders reported, can be found in previous SOO reports.

[data not available until 2022 survey is complete)

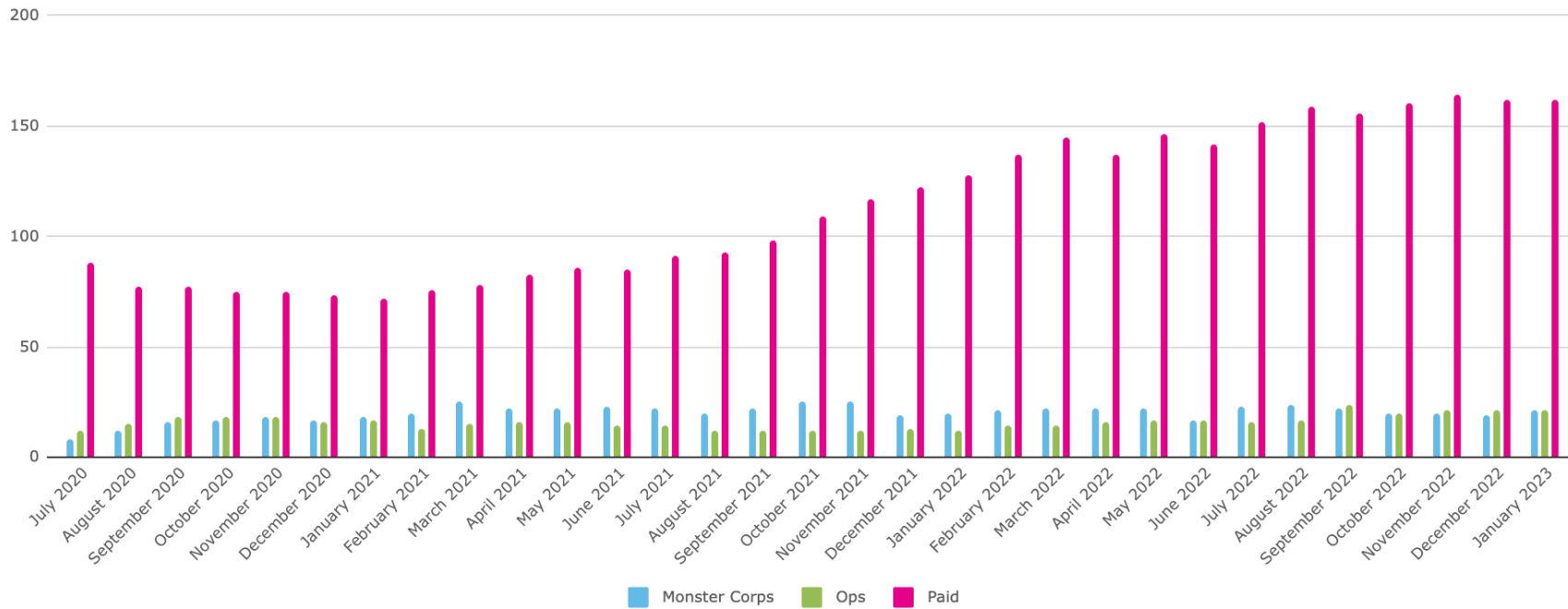
Operating Capacity

As of 1/31/23. The number in the small colored box is the differentiation between last month and this month.

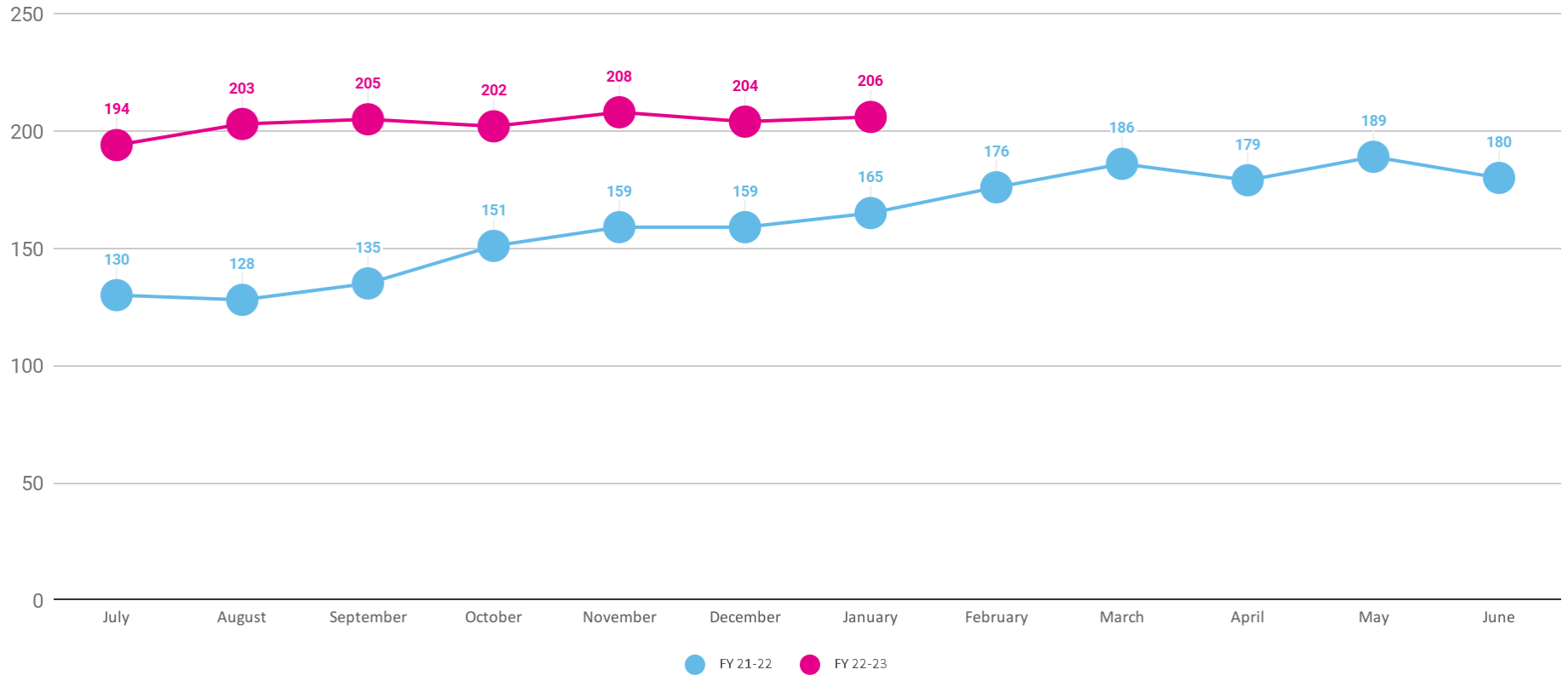
Total Members		Total Paying Members	
206	2	162	0

Premium \$120		Standard \$95		Starving \$79		Scholarship \$45		Scholarship		Monster Corps		Operations	
22	1	107	-2	30	2	3	-1	2	0	21	2	21	-2 1

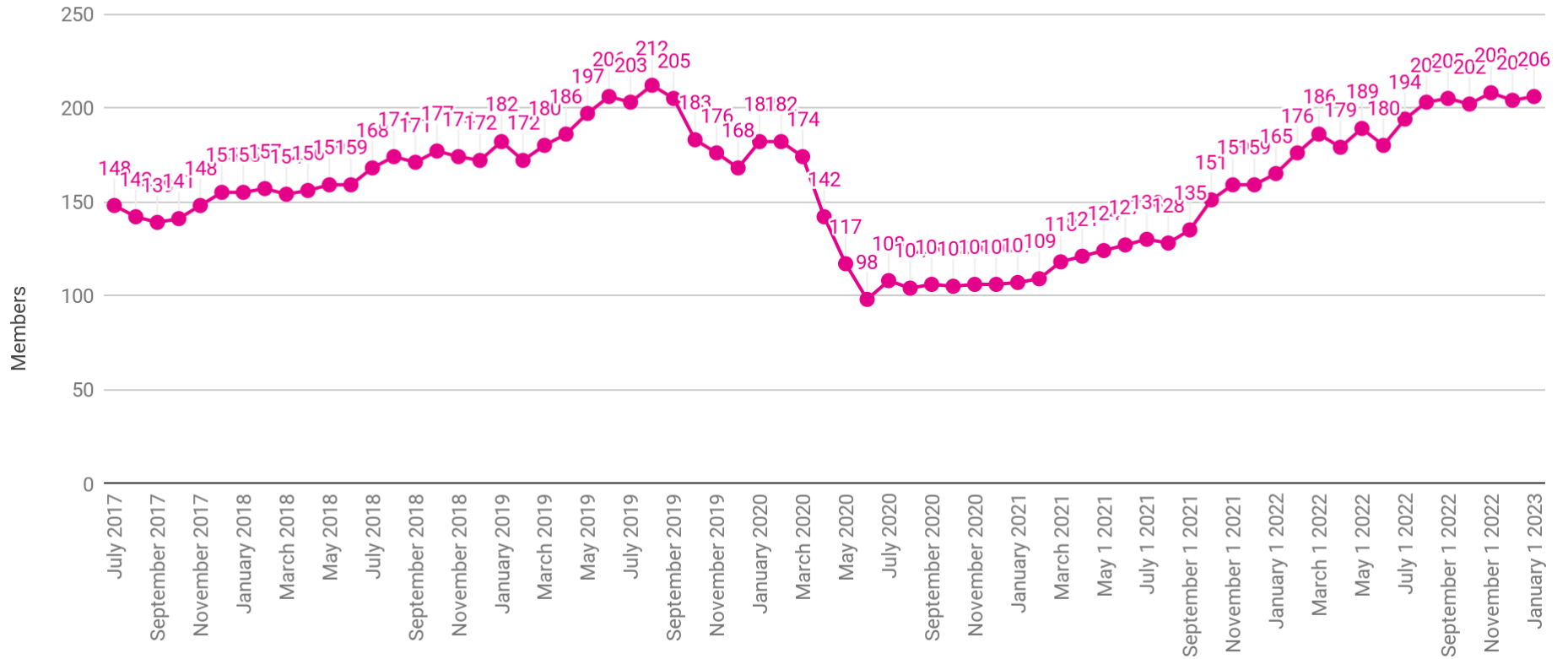
Paid vs Monster Corps / Ops Memberships
2022-23 FY



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. We obviously didn't meet that benchmark as of Winter 2021, but it still remains the goal.

Recovery Goal
180
-18

Education

- CNC Pilot classes successfully completed
- Serger Pilot class successfully completed

Equipment Gaps

- Currently only minor equipment gaps exist across the org but we anticipate some major woodworking equipment will age out soon.
- Epson 9880 large-format printer may be unrepairable with current budget, further research is needed.

Staff and Volunteer Pipelines

- Saron leading tours and performing member services associate duties solo
- Liz continues to increase institutional knowledge and perform as a “closer”
- Jacky accomplishes a large workload in a limited time without sacrificing quality
- January Monster Corps cohort initiated and training underway

Maintenance and policy development

- Began a more official “Running a business at Ace” Policy

Education and Outreach Metrics

As of 1/31/23. 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					
15	1	40	12	20	-2				
Bookable Tours		Open House Events		Orientation Workshops					
21	-15	8	1	3	1				
Classes, Open Lab, Events									
Events		Access		Exposure		Experience		Outreach	
50	9	20	5	11	3	0	0	11	2
Seats/attendees		Seats/attendees		Seats/attendees		Seats/attendees		Seats/attendees	
352/192		133/93		87/39		0/0		132/60	
3D Printing		CNC Router		Electronics		Laser		Art	
1	0	0	0	2	0	3	-1	2	2
Seats/attendees		Seats/attendees		Seats/attendees		Seats/attendees		Seats/attendees	
12/11		0/0		24/6		14/10		24/11	
Metal		Textiles		Workshop		Comm. Benefit/MA			
1	1	10	5	11	0	0	0		
Seats/attendees		Seats/attendees		Seats/attendees		Seats/attendees			
6/6		66/41		62/27		0/0			

Service Metrics

[Dashboard? How many people we serve 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] - Development pending resources availability

Residencies

- Indigenous Makers and Black Makers Residency cohort
 - Post mortem analysis of the pilot cohort is the first step to running the next round

Mutual Aid/Community Benefit

- Quilts for veterans has stalled due to lack of sewers

Community and Culture Innovation

This section examines: Programming innovations, Systematic DEI tools development, ops assessments, and Community partnerships.

- Needs identification
 - There are a lot of needs. Refocusing on getting out of our plateau and the 2-5-10 year goals is where it is at.
 - Plateau seems to be resolving
- Curiosity-based community outreach and response (influence)
 - Community Advisory Committee totally failed to garner a response. Redesigning to a ½ day workshop.
 - We are out of human resources to even do a ½ day program for fall. **Action needed to continue.**
- Prototyping and program development for additional leatherworking classes is underway

Challenges

- Epson 9880 printer has been down and techs are unresponsive for service- we have sourced a new ink sensor and are working on install

Structure

Staffing

ED Salary

- ED salary is on track with the 2-5-10 play at \$62,400.

Officer and Key Leadership

Goal: The officer team is fully staffed and key leadership staff positions are filled

- Recruiting for directors, others stalled by capacity

Staff Retention

- Maintaining/retaining the Associate position + other professional development and retention actions
 - Jacky's is doing a great job - need to look at full-time next year
 - Operations manager training underway, Liz is starting to take point on org build projects

Instructor Base and Pipeline Performance,

A stable instructor base is maintained and a pipeline developed

- We missed out on the Oakland grant by a few percentage points.

Board

Director and Sr. Staff Recruiting

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

- We need to re-envision how we rebuild the board from scratch and build the board we want. The Annual report will be a key tool for doing this. And a robust in-person recruiting strategy that can overlap with Residency outreach.

Assessments

- On Hold until new board is established

Demographic Metrics vs. Goals

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

- Annual information collection was an overwhelming fail. We may need to consider adding it to the sign up process.

Processes + Automation

Billing

- Laser fees \$396
- Honor Bar Goods \$70
- Class and Education fees \$255

Access/Utilization Tracking

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

- **Laser Access Point** - New version launched. Overwhelmingly successful.
- **Door Access (FATT)** - This is in the quote and spec process at this point. The doors are also physically aging
- **Honor Bar Billing App** - v1 Beta Station is Performing well. Planning for the second one for Clean Fabrication.

Area Standards

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

- Textiles re-org complete!
- Art area build out and reorg complete! New shelving, art work desk, organized bins with member available and workshop supplies, and two big drying racks for paintings, resin, and other projects.

- CNC room re-org 90% complete
- Org storage in 113 purged and sorted to better store and use what we have
- Accumulated e-waste around the space cleared up and taken for disposal

Marketing, Advertising, Communications

Marketing, and communications follow a communication structure based on resources and priorities

Outreach events

- Ace Makerspace did not attend Oakland First Friday for January because of poor weather.

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 1/31/23.**

- *Google Business*
 - *3,275 Profile views (+21.7% compared to January 2022)*
 - *209 asked for directions (-21.7% compared to January 2022)*
 - *265 visited our website (+3.5% compared to January 2022)*
 - *1,645 found us in searches (+31.9% compared to January 2022)*
 - *Rated 4.8 stars from 48 reviews*
- *Facebook*
 - *2,236 followers (+4)*
 - *25 posts*
 - *33 post likes*
- *Twitter*
 - *We are no longer using Twitter as the platform is no longer in line with the Ace Mission or cultural values*
- *Instagram*
 - *860 followers (+20)*
 - *12,247 profile impressions*
 - *176 profile visits*
 - *54 posts*

Cash

We had about \$240k cash on hand at the [end of](#) January, about 233 days of cash. Our average daily spending is on track to be \$1,046/day by the end of the year.

Ace should make it through FY23 with plenty of money thanks to our additional SBA loan and adding enough members by the spring to begin making a monthly profit.

Note: There is a discrepancy between the cash metrics on the dashboard. This is under investigation and is likely the result of our accounting system needing to be restored.

Revenue

[Membership revenue](#) in January 2023 reached a new annual high! Although this is only the second month this fiscal year when our budgeted membership revenue was met or exceeded, it does signal progress.

- Our membership goal for March 2023 was \$20,000 per month in membership revenue
- In January, we earned nearly \$21,000
- Our twelve month average is just above \$14,000

Revenue from [classes](#) was about \$4,750, similar to last month.

Comparison to Budget

As of January, the following accounts differed significantly from the budget (\$1000 difference), most notably:

Revenue

- Revenue from the laser cutter educational programs is higher than budgeted
- Revenue from the textile education programs is higher than budgeted
- Grant revenue is less than what was expected by this point in the year.
- Membership revenue is less than we budgeted to be at by this point in the year, but this number will approach 0 if we keep exceeding monthly membership targets from the budget.

Expenses

- Staff wages are on track to be **significantly higher** than budget due to adding two part-time positions that weren't budgeted.
- Spending on the Textile Program is more than what was expected by this point in the year.
- Spending on the Woodshop Program is more than what was expected by this point in the year.
- Spending on the Workers Compensation is more than what was expected by this point in the year.

[Review this report](#) for more detailed information.

Updates

None this month.