

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 April 10th.**

Date: April 10, 2021

Reporting period: March 2021

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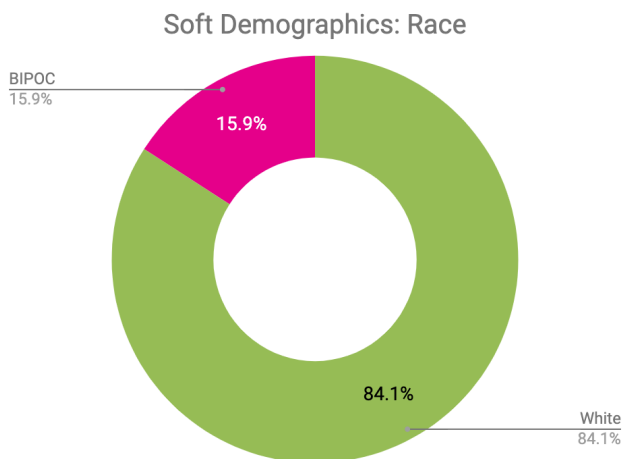
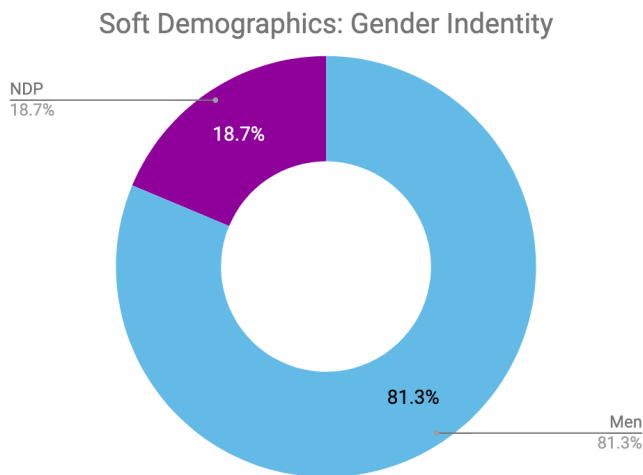
[Activities](#)

Community Engagement

Inclusion and Equity

Membership Metrics

- Soft demographics reporting (based on the member directory, as of **3-31-21**)



Representation

- The Art from Jorge Bejarano's found a new more prominent spot in the space and we are working a plaque for a nice artists statement. - marcom team

Membership Development and Engagement

- Makers with Questions was cancelled this month. We need to work on a more cohesive campaign before relaunching the event- Will, RS
- We are at capacity with Scholarships and have suspended taking applications until we either receive donations or hit 200 members for more than 2 months in a row.

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. Do 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.

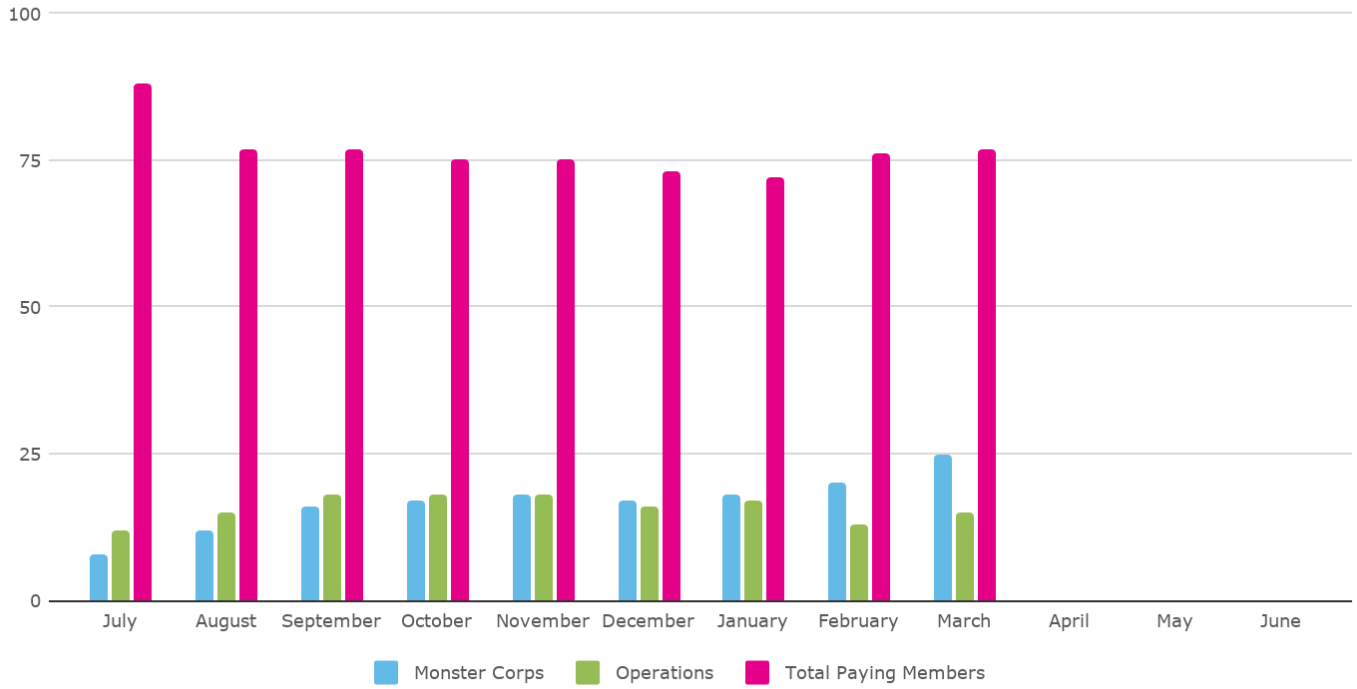
Decision point: I would like to work on a CMS approach and I am currently recruiting a Monster Corps Resources to run it.

Membership Metrics

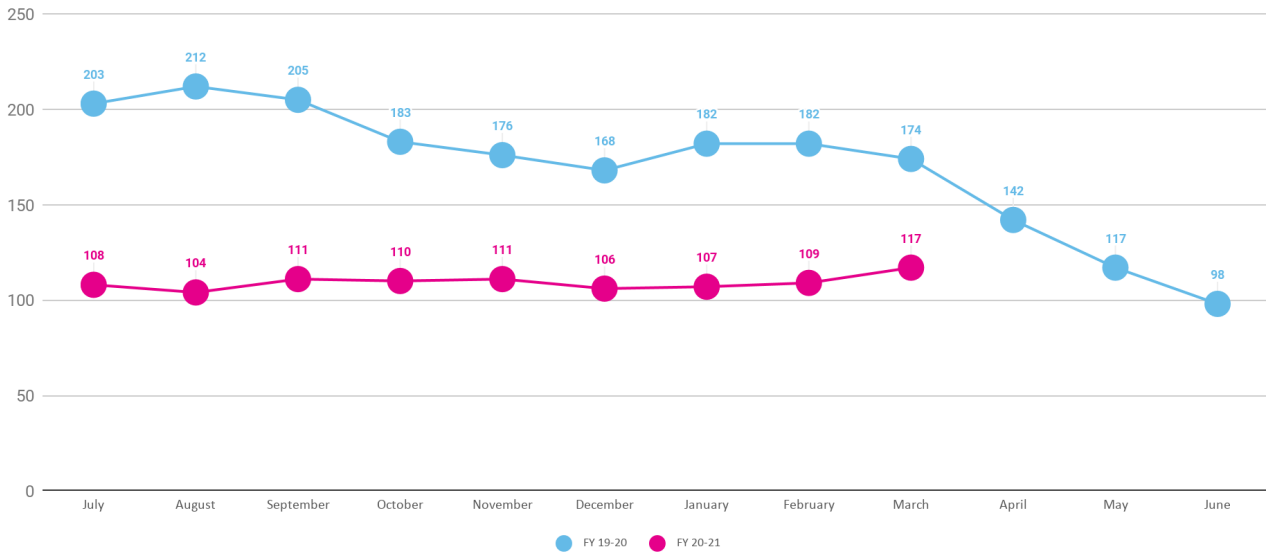
- Member Billing: We are WAY backed up with billing due to tech deficient. Seeking a new developer as a contractor and we need to raise 7k to get all the backlog sorted.
- Data from WordPress (*as of March 31, 2021*)

	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	4	20	13	76	109
March	9	14	51	3	25	15	77	117

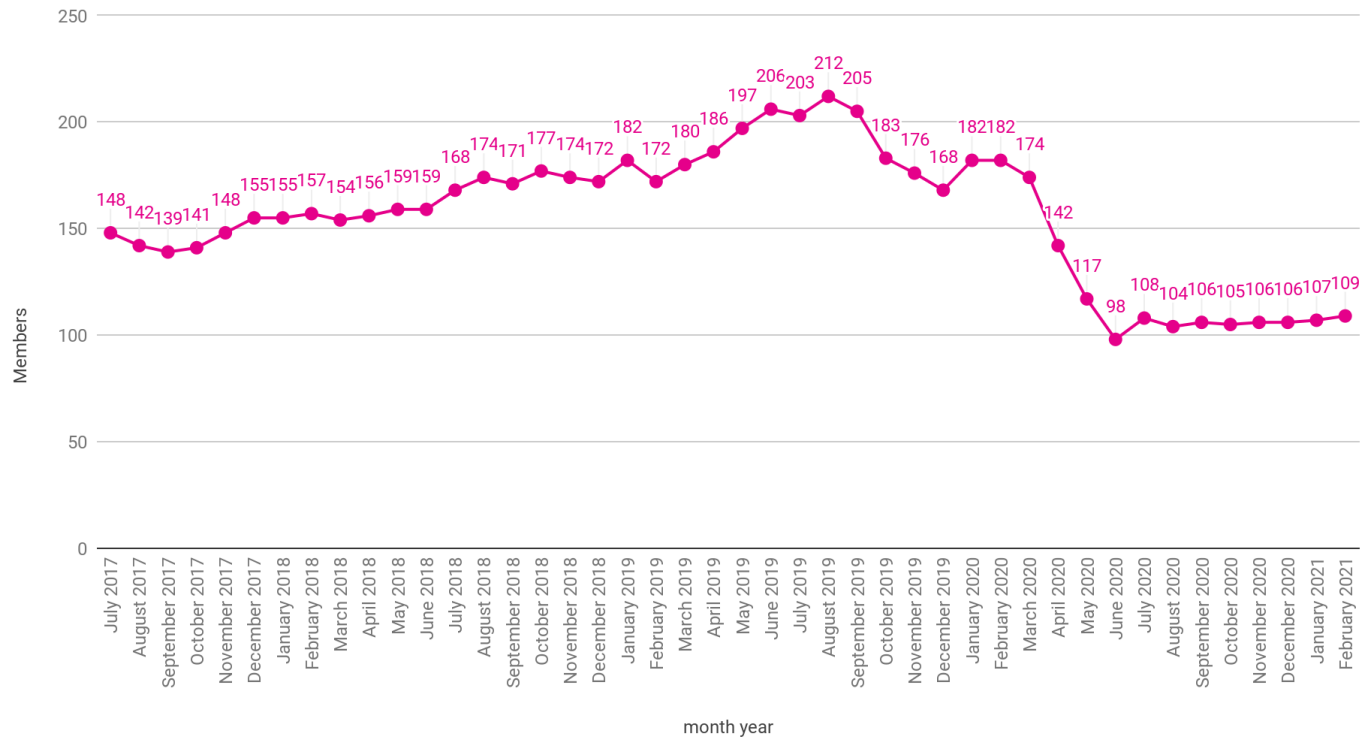
Paid vs Monster Corps / Ops Memberships 2020-21 FY



Membership Comparison | Current Fiscal Year vs Last Fiscal Year



Membership over time



* Please note February 2021 numbers were adjusted as a miscalculation was found that counted 5 Development dummy accounts as Operations members.

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 a laser etching project for 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 will be talked about in social media both from our feeds and from Lead to life and partners
 - Key members for doing this project are Crafty Rachel, David Perry
 - We are looking for a larger lathe to finish the job

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

- Project Stalled. Mostly due to lack of volunteer coordination resources. 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
- Applied for the FieldReady grant: <https://bit.ly/3h51rjD>

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

- 3 new workshops scheduled for March
 - 6 humans RSVP'd
 - 5 humans showed up
 - \$115 dollars were raised with an over head of \$22
- 5 workshops scheduled for April
 - 3 humans RSVP'd so far

Outreach

- Kicked off Textiles focused member recruitment campaign
 - Elaine, our new volunteer is contributing content generation and messaging - that is going so so.
 - Campaign includes drip campaigns on social media, Google AdWords, and Relationship based marketing via email and direct posting in social media groups
 - So far we had good attendance at the first Textile Tuesday's with 1 member and 2 folks from the public attending
- Kicked off Old Member Acquisition Campaign
 - Sara (the mentor), an awesome volunteer is contributing content generation and messaging, and collaborating on strategy
- **Press during march**
 - Mention by Burning Man on facebook (big reach) [LINK](#)
- Began collecting more detailed information about our workshop attendees (and potential new members) so we can learn more about these folks, their needs, and design better offerings
 - Example of questions we are ask for woodshop tools class:
 - Do you consider yourself a beginner, intermediate or experienced woodworking tools user?
 - How often do you use planers, jointers, table saws and bandsaws?
 - When did you last make a woodworking project?
- Applied for and got Google Ad Words grant for 10k per month worth of advertising
 - Beginning planning to find a marketer to run this space in an effective ebay
 - Began Integrating Google Ads into the normal stuff we for all digital marketing

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 **[3-31-21]** - rs
 - *Google Business - 42k people found us, 88 asked for directions, 118 visited our website, Rated 4.7 stars from 39 review - from the March 9th report from google on Feb performance*
 - *Facebook: 2,303 followers (-5), 2183 likes (-3), 9 posts (-10)*
 - *Twitter: 15 followers (+4), 6 posts (-9)*
 - *Instagram: 346 followers (+15), 234 posts (+7 this month)*

Programs and Operations

Program and initiatives being restructured

- All class offering being restructured (for equity, access and mass appeal)
 - **Access-based Education** - Competency and Certification classes, Certification Testing for the Experiences
 - **Exposure-based Education** - These are considered "taster" classes where users make something very simple and small in a supervised, guided way. These workshops would be to get folks thinking on the possibilities and create a sense of approachability. (Lots of requests for this!)
 - **Long-Form Project-Based Experiences** - These are fancy workshops designed as part experience/part fundraisers. These are pipeline classes for future philanthropy and board members. Examples of options would be a 4 part course to build a small piece of furniture or art. Certification would not be part of the courses though there would be some competency crossover.
- Monster Corps
 - Started using new recruiting platforms
 - Laney College Volunteer Board
 - Craigslist Volunteer Board
 - Posted a short term volunteer engagement for a marketing writer to help write campaign copy. The idea is that a short term engagement would be less risk and more attractive to folks with skills.
 - Volunteer Match
 - Posted a short term volunteer engagement for a marketing writer to help write campaign copy.
- Membership Onboarding - Streamline and simplify membership onboarding process and new member support.
 - Added door code to Handshake page
 - Folks can now book a tour straight from the home page. This is supported by the new Associate (which imploded mid month and I worked to cover with volunteers) and Monster Corps volunteers until the new Associate Katherine comes up to speed
- Metal Area - The metal area has suffered from general neglect for some time. It was being addressed prior to the pandemic, unfortunately key contributors were not available after the first lockdown. We also surfaced an access/equity problems with the program in general. Below outlines the plans and actions taken to address it within the next 60 days.
 - Recruit contract instructor to give competency / certifications for the core tools outside the mill on a regular basis
 - Implement a rubric for experienced users so the testing for certification is transparent and equally administered
 - Invited the current user base to discussion / town hall to create engagement in the program.
 - Invited outside community members to the town hall.
 - DWD, other

- Updated the wiki on [metal stewardship](#) as well as several other wiki pages and the primary webpage for the program.

New program and initiatives being developed

- New network infrastructure - 99% done - The core of the project is done and we are on the new networks. The next phase will include documentation and debugging for modern network needs and installation of several new donated WAPs.
- Occupancy Tracking System - v2.1 and v2.2 in flight
 - 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
 - 2.1 released March 29th
 - 2.2 in progress expected release in April
- Planning and development for the Black Makers Residency is underway - rs **[Rachel Update this]**
 - 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
 - Core Brainstorming was completed on 2/25 with Tammy, Steven, Liz 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 installed - Matt, Rachel
 - The open source software development cost \$
 - This will allow us to bill and stop losing revenue from the laser program
 - This automates many billing functions and maintenance prompts for users
 - Project in final stages - Projected to be finalised in April
 - Stage 1 includes:
 - Filter management (minutes & replacement tracking)
 - User sessions - Odometer/Minutes logged for billing
- Moving to sunset some activities for the Oakland Community PPE Program and usefully distributing mask making kits in order to realize the most good with the existing materials.
- Textiles
 - Steven kicked off a budding relationship with Nia at the Fabric Mermaid, a local shop, possibly for teaching classes
 - Textiles Tuesday has restarted with CC hosting on the last Tuesday of the Month
 - Sewing 101 Bootcamp has been scheduled to restart on the second tuesday of the month
- Standards for how things are set up at Ace were established and we began socializing them with leaders and core users. [Standards](#)

Residencies

Indigenous Makers Residency

- Nazshonnii completed CNC Certification and solved for Solidworks access
- Next steps include completing workshop certs and connecting her with community resources for materials
- We have a interview planned for May as well as a website update

Operations Updates

- Maker Associate.
 - Well we completed 40% of the Onboarding and Training for Vanessa before she quit the next day. She was offered more hours from her existing job. We are back to recruiting phase on craigslist and the Laney job board. Also started a tell a friend campaign and might look at hallway signage. [Rachel Update this]
 - On Mar-25 we sent an offer letter to Katherine Qiu with her first day being Mar-27 for training and integrated her schedule in the Tour booking tool.
- **Book a tour functionality added to the website** - As a one our key member lead generators, tours are now becoming stable and bookable straight from the website.
- **Volunteer recruiting strategy changes.** We took a new tactic about recruiting volunteers where the posting is shorter and mission forward, the engagement is specific and time boxed and ran a pilot on Volunteer match.
 - Results so far are very good. The pilot post was recruiting content generators for our marketing campaigns related to member recruitment. Craigslist Volunteer Board
 - Posted a short term volunteer engagement for a marketing writer to help write campaign copy. The idea is that a short term engagement would be less risk and more attractive to folks with skills. So far no real bites.
 - Volunteer Match
 - Posted a short term volunteer engagement for a marketing writer to help write campaign copy. Within two weeks we were able to recruit 2 skilled professionals to work on a Textiles based campaign and a member re-acquisition campaign.

Leadership Development

Cross-training and delegation

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

- Launched a [new process](#) for accessing more people resources for board members - rs

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

- Steven and I met to work on the 2 and 5 year visions.
- Framework created for the 2-5 year workshop/class strategy, including branching out from access based classes into taster workshops and lifestyle workshops

Board Updates

- After several years of services Patrick stepped down and is taking a more support/advisory role with the org
- Rachel Sadd was temporarily appointed to the board to meet legal voting requirements
- Sabrina and Rachel surfaced two new potential reports for the next fiscal year
 - **Events, Workshops and Classes** - A report that breaks things down to the three types (access, taster, lifestyle), and shows; Overhead vs Revenue + Soft overhead + lead generation outcomes. This will be a non-trivial report to plan and execute and will require that we resource it (volunteer or staff).
 - **ROI of donated time** as a Report including what it takes to recruit, train, and manage volunteers and the outcomes metrics both operationally and socially. This too will need to be resources but is a smaller lift than the the EWC report.
- Sabrina and Cela requested different data around our demographic reporting to include trends and differentials on at least a quarterly basis. The changes in demographic reporting will begin no later than the new fiscal year.
- The Board met with Officers to get a comprehensive overview of planned measurements for success on the residency programs.

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 March 31, 2021)

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

Cash on Hand

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

As of March 31, 2021, our cash balance was \$85K (164 days of cash). We forecast to end the year with \$58K (111 days of cash). Due to a typo, our days of cash forecast used a formula that overcalculated our daily expense. The correction shows that we can actually sustain ourselves much longer than previously forecast.

Our daily expense is approximately \$548.

Funds available by Program

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

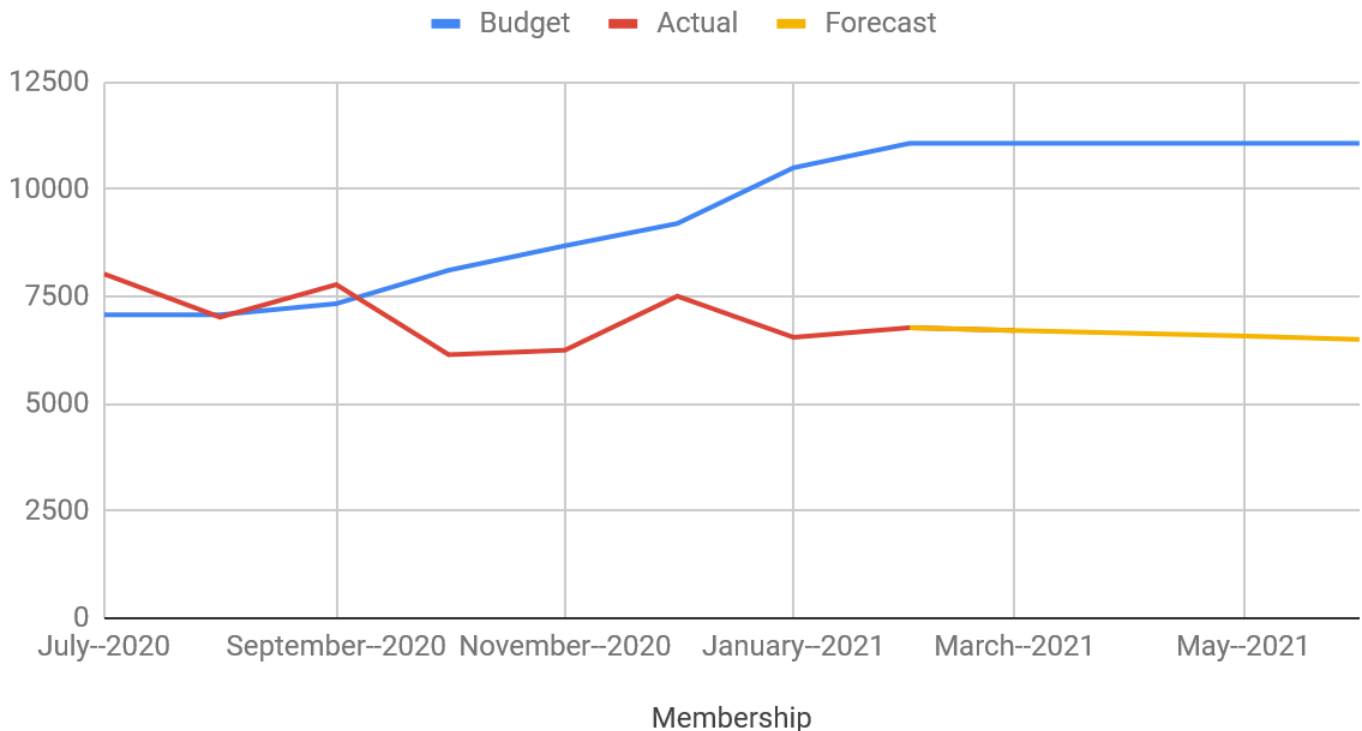
This [page](#) shows monthly program revenue from classes and an overview of available funds by program.

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.

Budget, Actual and Forecast



Activities

- One grant (State of California, \$15K) awarded and pending final approval before distribution! *This is the second large grant received this year and demonstrates that opportunities that Ace could leverage from a continuous development posture.*
- The SBA has offered Ace the opportunity to increase its emergency loan from \$88K to up to \$500K; we've indicated that we're interested in making an additional draw on the loan and will discuss the amount with the Board before final draw.
- PPP loan forgiveness application paused - Bank of America is going terribly slow as regulations continue to change
- PPP Second Draw Loan Application was cancelled in March due to Bank of America onerous document requirements, however, the loan draw deadline has been extended to May 31, and we plan to submit another application.
- Ace received a \$5K donation where the donor suggested the funds be used to fund a Makers residency and pay for anything else we need!

- Ace is working with its payroll provider to take advantage of payroll tax credits and reduced its operating expenses through the end of year.
- Rachel's awesome friend Juke (Patrice Mackey) and part of the Burning Man Project (employee) ran a fundraiser for Ace Makerspace for his birthday with the goal of raising \$200... in 3 days he raised over \$400 for us. *This highlights a need for a donor appreciation and retention program/process.*
- Rachel applied for a small (they determine the amount) Field Ready grant for PPE making for the Oakland Community PPE program.
- Rachel Applied for a 10k per month Ad Words grant from google
- Sara (our new marketing volunteer) put Ace forward for a microgrant (\$400) specifically for a computer for the IMR program with [12 Women](#)
- ~~One grant (California Arts Council, up to \$30K); officers working on application language—grant would be for general operating expenses, but we would be required to improve our ADA compliance—~~ **did not finish application; lack of capacity**

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.