

March 2022

# 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 March 10th.**

**Date of Report:** April 14, 2022

**Reporting Period:** March 2022

**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

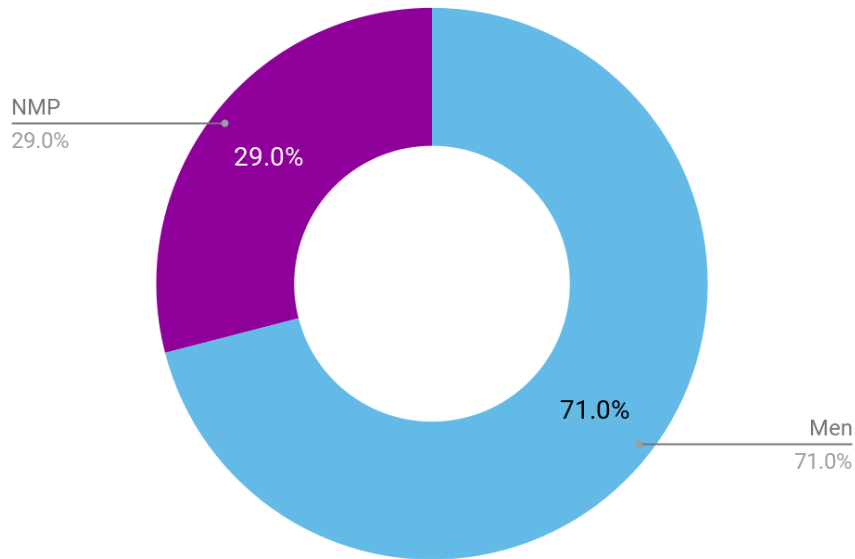
2023 Goal Ace is operating at 50% of it's DEI goals with targets set by the diversity in [Oakland, CA](#). The data shown here is as of February 28, 2022.

### Soft Demographics

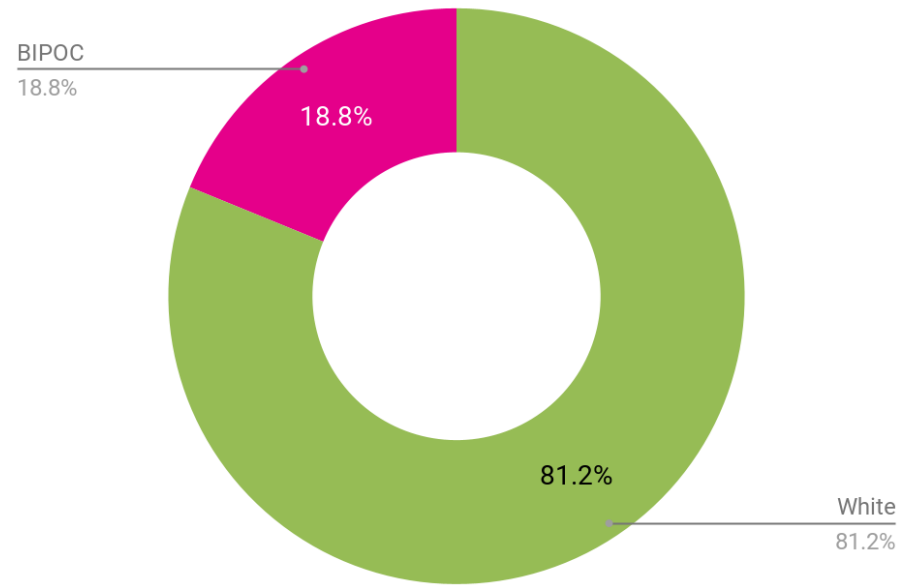
As of 3/31/22. The number in the small colored box is the differentiation between last month and this month.

Men	Non-Men People	White Appearing	BIPOC Appearing
<b>132</b>	<b>54</b>	<b>151</b>	<b>35</b>
5	5	4	6

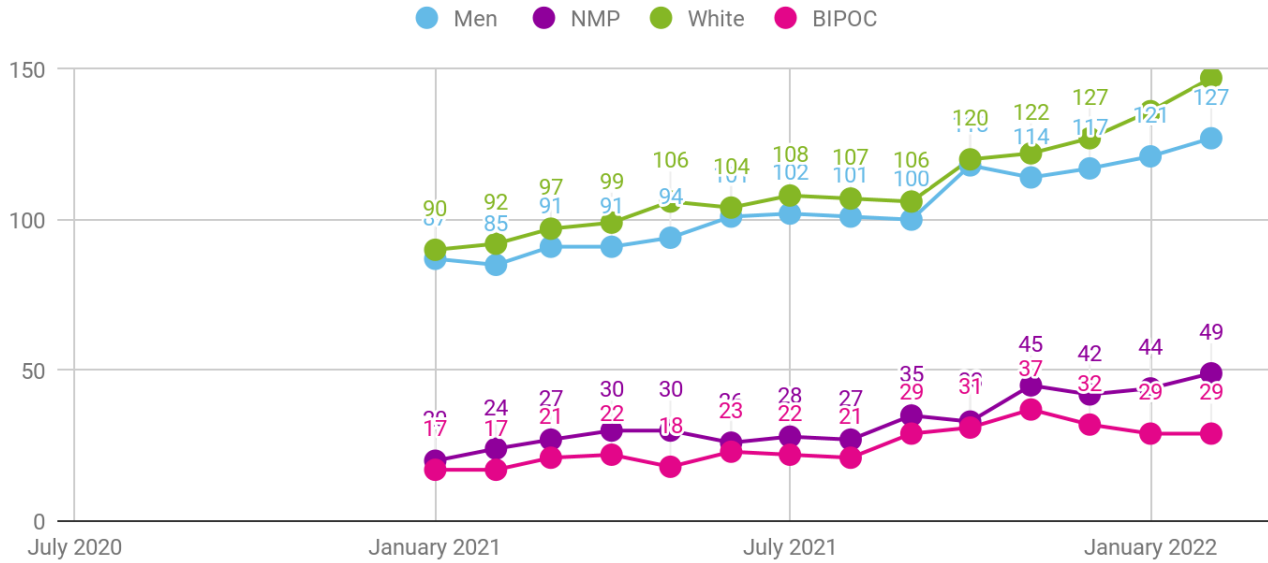
Soft Demographics: Gender Identity



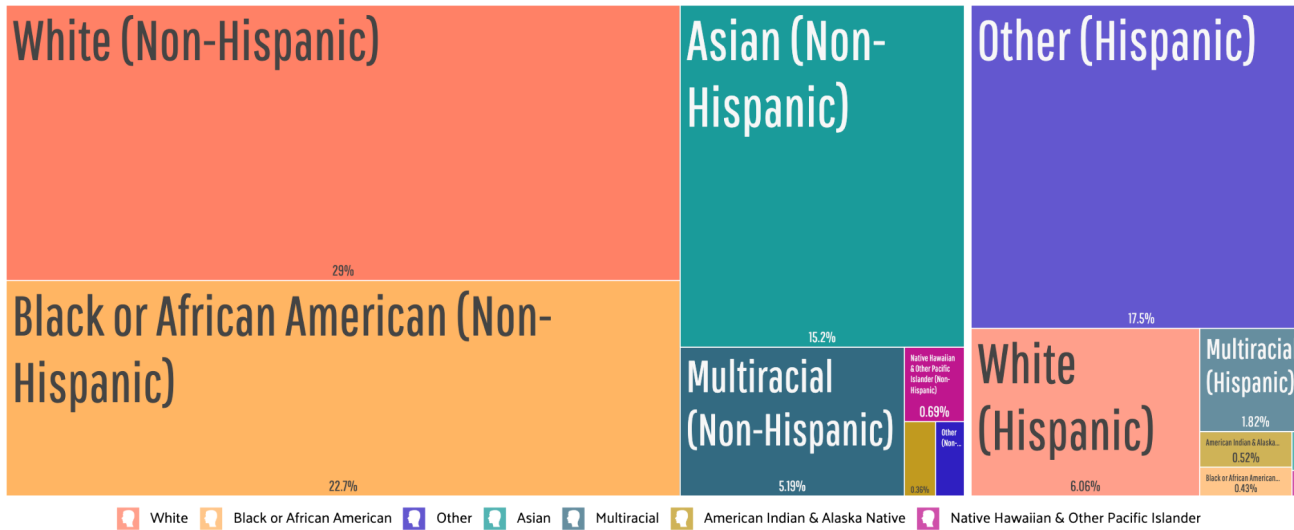
Soft Demographics: Race



## 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.

## 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.

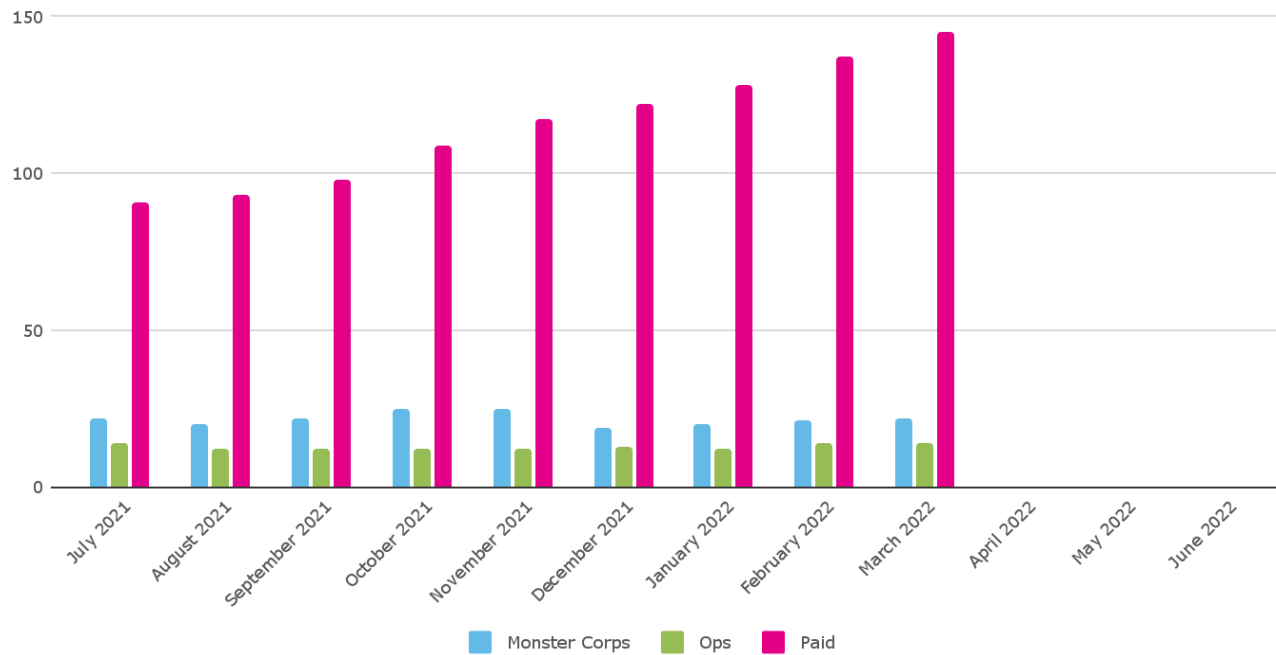
# Operating Capacity

As of 3/31/22. The number in the small colored box is the differentiation between last month and this month.

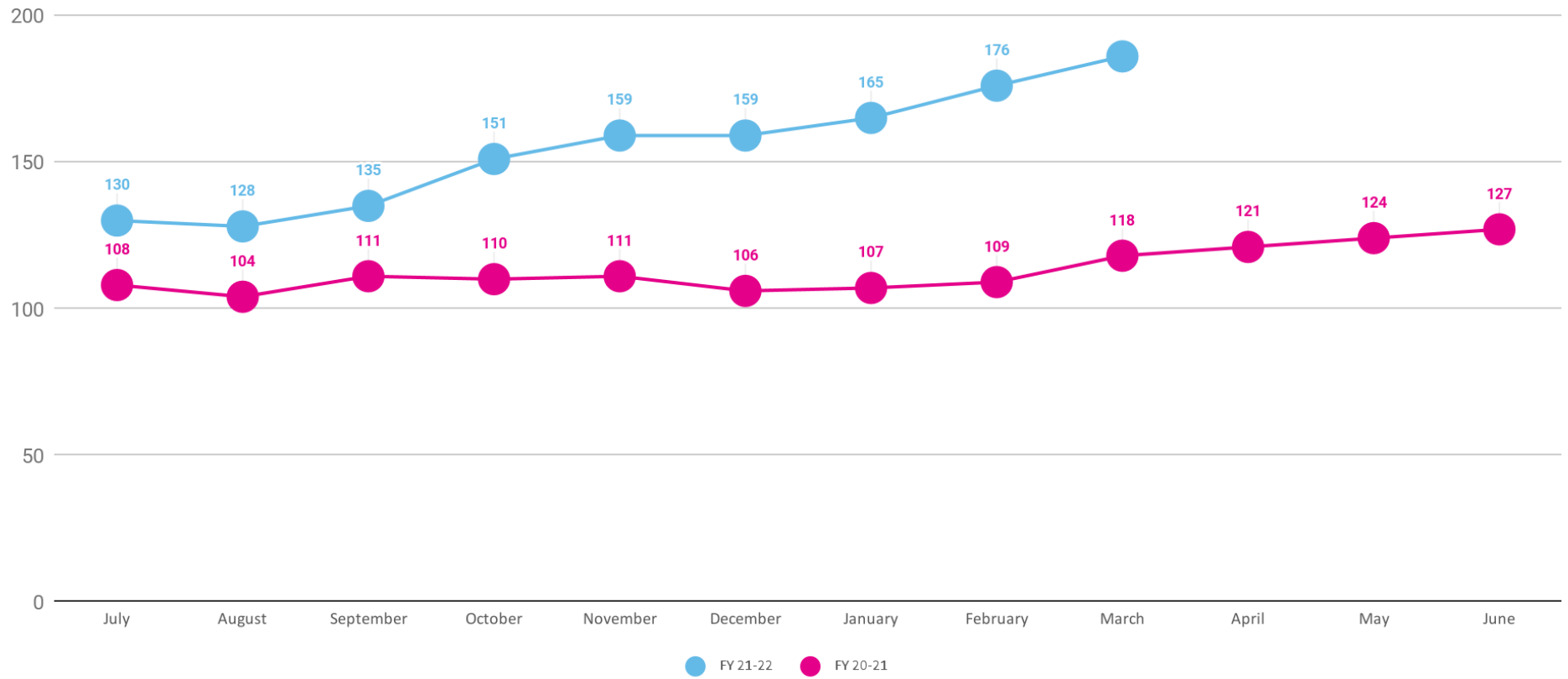
Total Members		Total Paying Members	
<b>186</b>	<b>10</b>	<b>145</b>	<b>8</b>

Premium \$120		Standard \$95		Starving \$79		Scholarship \$45		Scholarship		Monster Corps		Operations	
<b>10</b>	<b>-1</b>	<b>109</b>	<b>10</b>	<b>22</b>	<b>0</b>	<b>4</b>	<b>-1</b>	<b>5</b>	<b>1</b>	<b>22</b>	<b>1</b>	<b>14</b>	<b>0</b>

Paid vs Monster Corps / Ops Memberships  
2021-22 FY

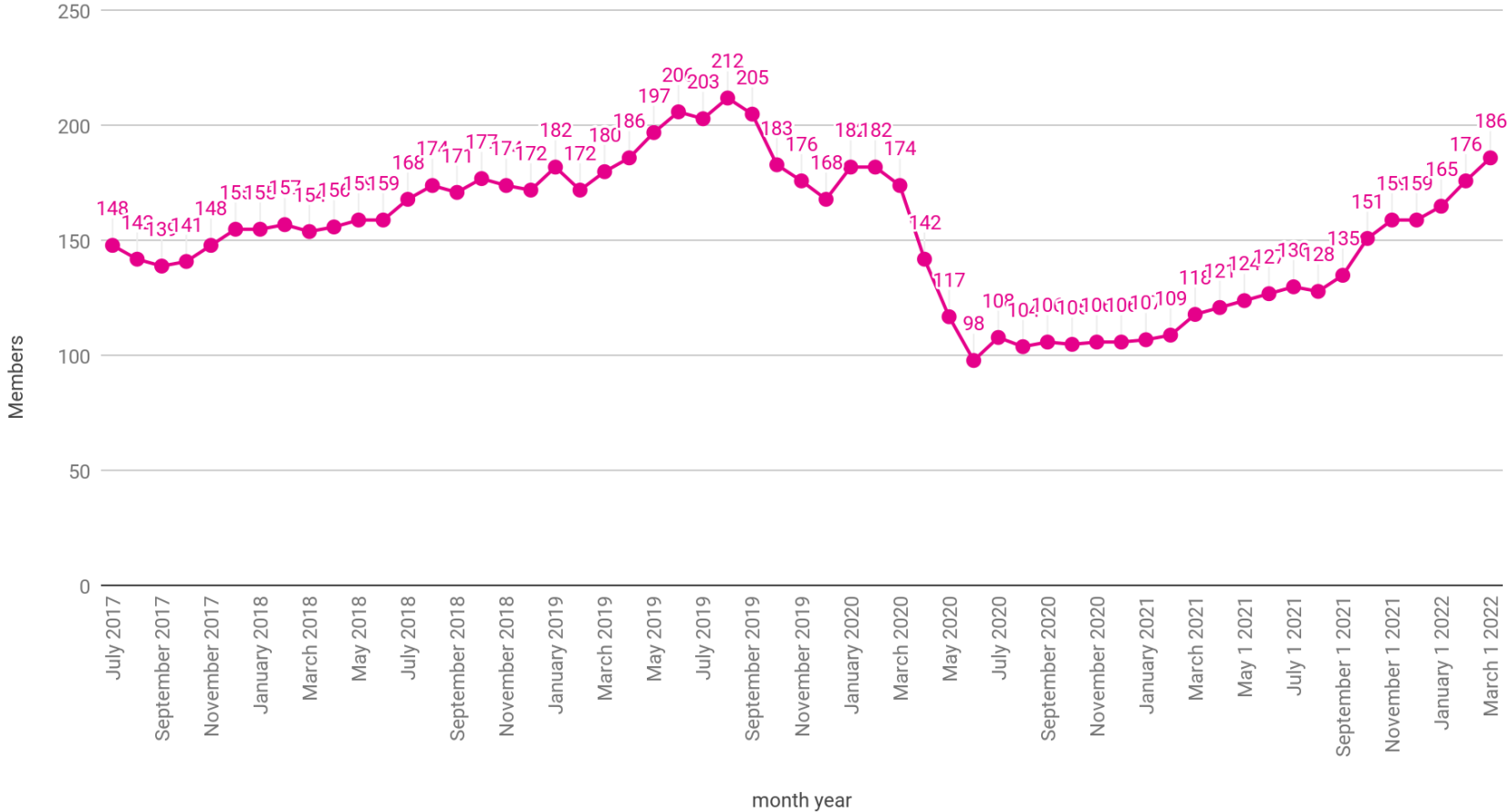


## Membership Comparison | Current Fiscal Year vs Last Fiscal Year





# 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	
<b>180</b>	<b>-35</b>

## Education

- The new course offering falling into 3 categories is a hit! We are working on completing the first version of the [Course Catalog](#).
- The woodshop intensive has been broken up into two classes with more time for the bandsaw, as member use reflects it was too dense a course as it was.
- Challenges identified regarding accommodations for folks with learning disabilities. We need to write a specific policy regarding what we can and cannot do. SLA very much needed.

## Equipment Gaps

- Status on major equipment initiatives
  - Capital Improvements planning is well underway using the [Planning Document](#)
    - The team would like to replace the jointer instead of the bandsaw and are 90% done with a proposal.
    - They submitted a proposal to replace the bandsaw instead of doing the ductwork, but it was determined that it isn't worth the investment at this time as it doesn't improve the user experience or make using the bandsaw more accessible.
    - Major Laser maintenance visit completed for the laser including rotary tool acquisition. The visit was very informative. And we collected great information. We did a "live stream" on the laser channel.

## Staff and Volunteer Pipelines

- The Shop Team lost Shaun as a member due to burnout. He was doing the majority of the leadership and project management work. The rest of the team is awesome at distributed workload but is not great with strategic thinking. Would be great with a leader... but we don't have one. The experiment is up for evaluation again at the end of April.
  - They did recruit a new Member Amy G. but she will not be stepping into Shaun's shoes
- A new distributed leadership team to support Textiles was launched, and a 60 day plan established with members being Ted, Liat, Chelsea and Becca.

## Maintenance and policy development

- [The Storge Policy](#) has performed well so far with a great reduction in "leftover stuff"
- We continue moving away from everything going to officers and transition to a more anonymized response format from support@
- The shop moved to a pack out all your dust model as folks were not responsible about removing material.

## Education and Outreach Metrics

As of 3/31/22. 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>11</b>	<b>3</b>	<b>28</b>	<b>-16</b>	<b>24</b>	<b>15</b>
Bookable Tours		Open House Events		Orientation Workshops	
<b>9</b>	<b>-15</b>	5	0	<b>3</b>	<b>1</b>

### Classes, Open Lab, Events

Events		Access		Exposure		Experience		Outreach	
<b>50</b>	<b>23</b>	<b>25</b>	<b>9</b>	<b>9</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>8</b>	<b>2</b>
Seats/attendees		Seats/attendees		Seats/attendees		Seats/attendees		Seats/attendees	
<b>333/220</b>		<b>128/97</b>		<b>65/38</b>		<b>22/19</b>		<b>118/59</b>	

3D Printing		CNC Router		Electronics		Laser		Art	
<b>1</b>	<b>1</b>	<b>0</b>	0	<b>1</b>	0	<b>7</b>	<b>2</b>	<b>2</b>	<b>1</b>
Seats/attendees		Seats/attendees		Seats/attendees		Seats/attendees		Seats/attendees	
<b>8/0</b>		<b>0/0</b>		<b>12/11</b>		<b>37/27</b>		<b>12/2</b>	
Metal		Textiles		Workshop		Comm. Benefit/MA			
<b>2</b>	0	<b>8</b>	<b>6</b>	<b>14</b>	<b>5</b>	<b>0</b>	0		
Seats/attendees		Seats/attendees		Seats/attendees		Seats/attendees			
<b>7/7</b>		<b>64/58</b>		<b>53/55</b>		<b>0/0</b>			

## 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
  - Financial reporting requested by the residents as they hit the mid-way mark.
  - Engagement up by residents by 50%
  - **Wilson Wong** (*He/Him/His*), Senior Research Scientist | Carbon, Inc. reached out about offering support to our residents.
  -

## Mutual Aid/Community Benefit

- We are exploring one project with Homies Empowerment. But that has frozen based on complications based on the design.
- Planning for the next fire season has begun. The funding assessment should be ready by end of April.

## Community and Culture Innovation

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

- Needs identification
  - Challenges identified regarding accommodations for folks with learning disabilities. We need to write a specific policy regarding what we can and cannot do. SLA is very much needed.
- Curiosity-based community outreach and response (influence)
  - Community Advisory Committee launched - Stalled out due to lack of applications.

## Challenges

- One remarkable incident of sexist disrespect on the general channel. Internal support conversations identified gaps in our own training and understanding. We are integrating a new monthly DEI session into our regular operations.

# Structure

## Staffing

### ED Salary

- While we are at the current goal for the year at 54k, this number has been identified as under the current hourly rate. Proposal to bring the ED Salary up to the current top hourly rate proposed to the board with preliminary approval bringing the salary up to \$62,400.

### Officer and Key Leadership

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

- Current the key deficits are Board Members
  - Web page and flyer development restarted for recruiting
- 42% of staff positions are currently filled

### Staff Retention

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

- Raise for ED position/ Rachel starting in April Equiv. To \$30 per hour.
- We hired a Communication associate B. Haro, but unfortunately, it was determined that this was not a good fit. Key learning has informed a re-write of the job posting, new hiring criteria as well as a new onboarding plan.
  - Start date will be two weeks after offer acceptance
  - The first 30 days all work will be on site
  - Position has moved to a 60/40 split for onsite vs offsite
  - ED will spend the first 2 weeks working side by side for immersive training, and 30% time for the second 2 week.

### Instructor Base and Pipeline Performance,

A stable instructor base is maintained and a pipeline developed

- One discussion started with a possible contract instructor for specialty textiles instruction
  - More marketing support would be needed to warrant the plan.

## 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 **This is totally stalled.**

- 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
- Recruiting work begun to hire or contract with a Fundraising person, seeking a non-profit resource center to help
- Now that we have more resources recruiting planning has begun

### 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/> - challenges accessing the platform. It is hard to join with a hard-sell approach that is unappealing over time.
- Assessments really need a schedule

### 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.

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

## Processes + Automations

### Billing

- We collected \$201 worth of laser fees from February billing, with approx. \$35 pending payment

## 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** - David Perry, Matt Baker and Evan Babb teaming up to create a more reliable system
- **Cupcake Fob Making Station** - Email address changed to [fobs@acemakerspace.org](mailto:fobs@acemakerspace.org) to reduce single point of contact feeling.
- **Door Access (FATT)** - Documentation in progress for door access hardware, this is to allow research into alternative systems for more reliable access.
- Kicked off the **Honor Bar Billing App** - Expected launch by EOM April - the app is designed
  - Eliminate the need for IOU slips and associated data entry for billing
  - Automate bill creation and collect more revenue in a timely manner from the honor bar
  - Create a streamlined experience for members

## Area Standards

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

- New signage in Textiles and new needs identified
- New labeling implemented in the shop, including English and Spanish labels.
- Metal area labeling started and will be translated as well.
- Design for the Metal welcome sign approved.
- Member empowered to create and suggest signage for electronics

## Marketing, Advertising, Communications

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

### Outreach events

- March Oakland First Friday had extremely high winds, and low attendance. We were unable to put the booth up. Volunteers still did their best and made an admirable effort.
- This month we returned to doing the New Member Workshop in the live format. We had 2 events, with 17 total attendees.

## Campaigns

- We held two Textile Open House events for Hello Stitch ex-pats.
  - We had approximately 25 attendees total and a good conversion rate to membership.
  - We developed a specific handout for the event.

## 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 3/31/22]

- *Google Business*
  - 2878 Profile views (this metric has been changed to monthly from all-time)
  - 189 asked for directions (-9%)
  - 240 visited our website (+8%)
  - 1,437 found us in searches (+5%)
  - Rated 4.8 stars from 43 reviews
- *Facebook*
  - 2,308 followers (+5)
  - 28 posts
  - 80 post likes
- *Twitter*
  - 36 followers (-1)
  - 25 tweets
  - 491 Profile visits (-11.6%)
  - 1801 Impressions
  - 9 Mentions
- *Instagram*
  - 572 followers (+31)
  - 394 profile impressions
  - 68 profile visits
  - 283 posts



# Finances

## Cash

We had \$383k cash on hand at the [end of](#) March, about 542 days of cash. Our average daily spending is on track to be \$732/day.

The cash chart shows Ace making it through FY22 with plenty of money thanks to our additional SBA loan. With these funds, we will continue to invest in ways to sustain this positive momentum by earning more membership revenue, seeking more grant funding, and expanding the breadth of class offerings.

## Revenue

[Membership revenue](#) in March 2022 was up to a new all-time record - more than \$15k! The annual trend for membership revenue points still points upwards, and we appreciate every new member and all those who've welcomed them. Our goal is \$20,000 per month by March 2023.

Revenue from [classes](#) was more than \$6k last month! Since January, we've earned more than \$15k in class fees.

## Updates

- A budget has been created and discussed at the most recent Board meeting. Delays occurred in presenting member-facing information, but an update is targeted for the May 2022 report and will be shared here. The budget plans for our spending through June 2023.
- Since the [Bay Area Racial Equity Fund](#) Pre Application was completed for a 100k loan, we will seek this additional source of loaned funds. Delays occurred in finalizing the application, but the decision is still expected by June 2022.