

March 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 March 10th.**

Date of Report: April 10, 2023

Reporting Period: March 2023

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Summary

We are very ready for winter to be over. Being unable to participate in Oakland First Friday has had an impact on our recruitment numbers. Adjusting to having Jackly full time is already reaping rewards.

Program

Diversity, Equity, and Inclusion

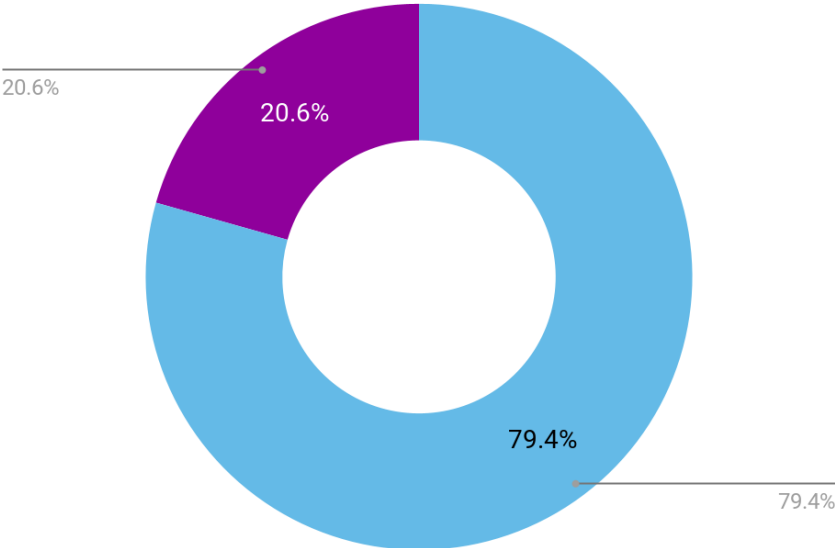
2023 Goal Ace is operating at 50% of its DEI goals with targets set by diversity in [Oakland, CA](#). The data shown here is as of February 28, 2022.

Soft Demographics

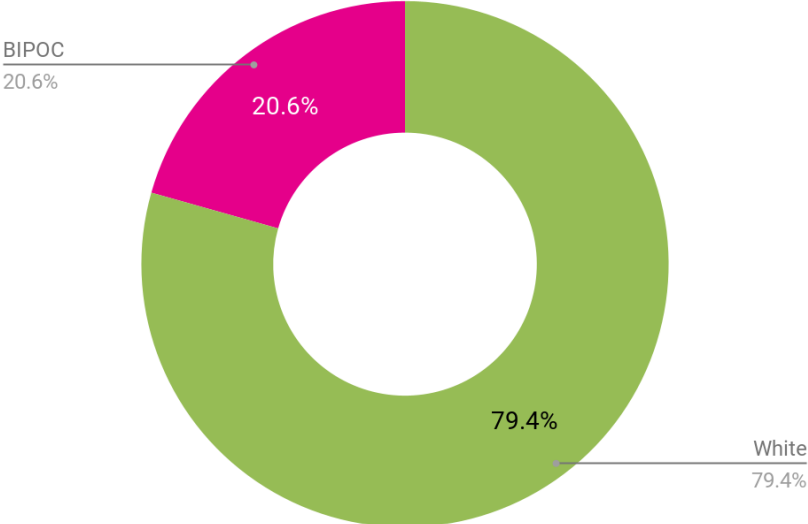
As of 3/31/23. The number in the small colored box is the differentiation between last month and this month.

Men	Non-Men People	White Appearing	BIPOC Appearing
146	56	158	44
-4	0	3	-7

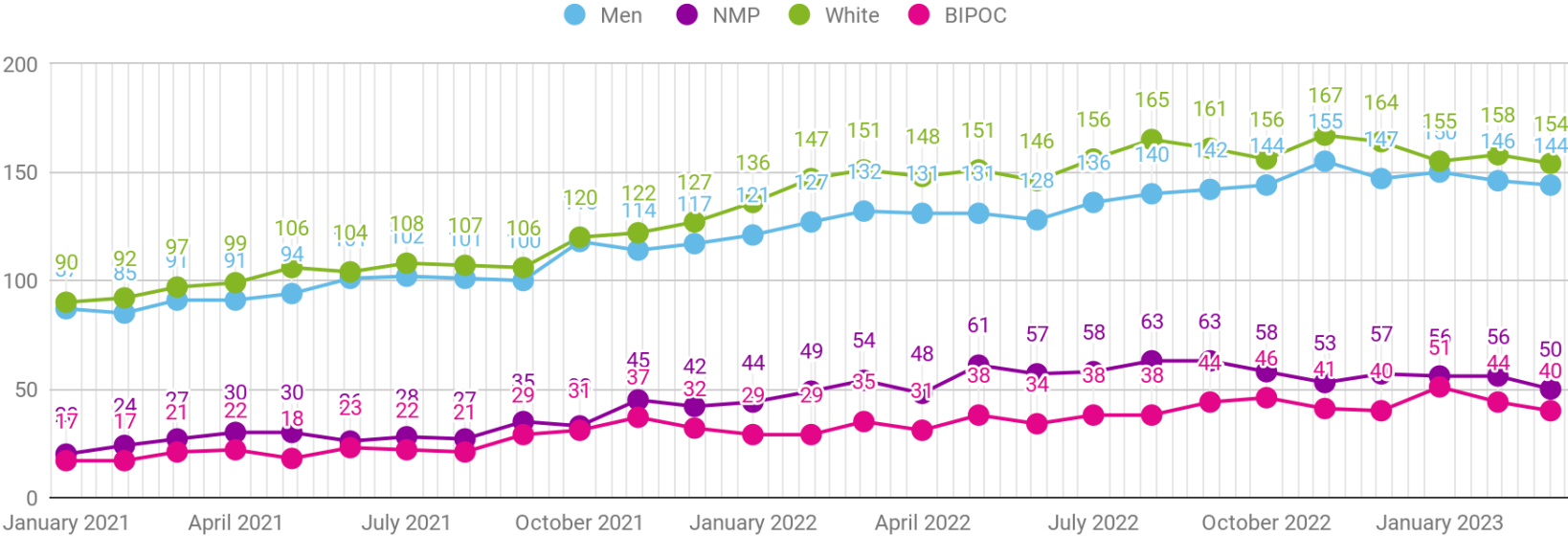
Soft Demographics: Gender Identity



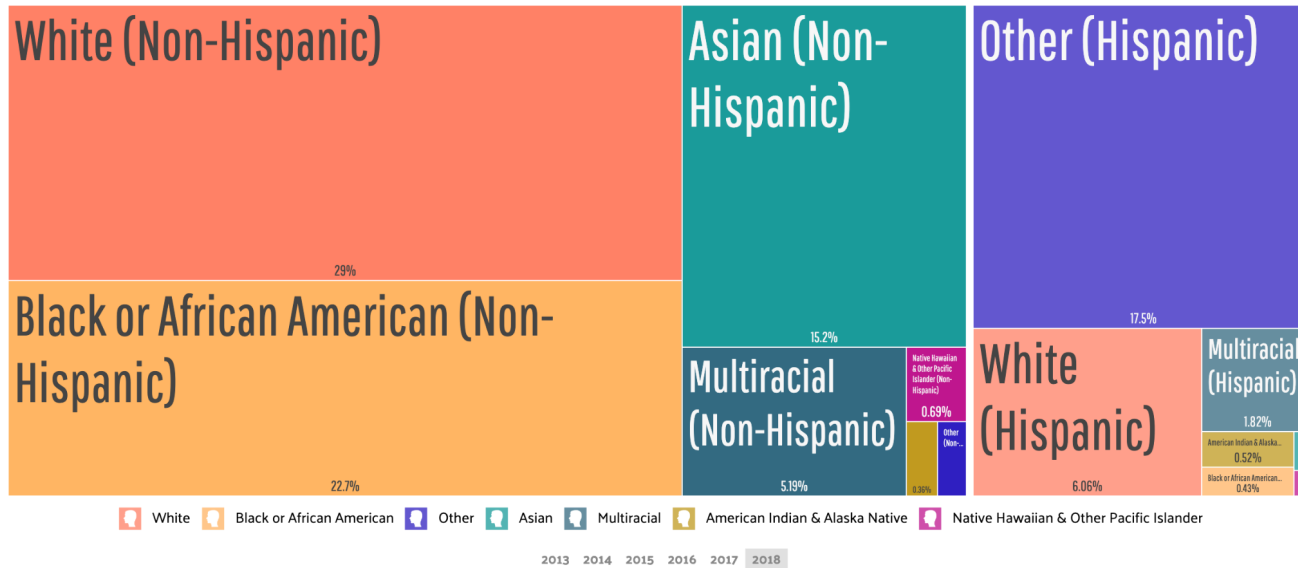
Soft Demographics: Race



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)

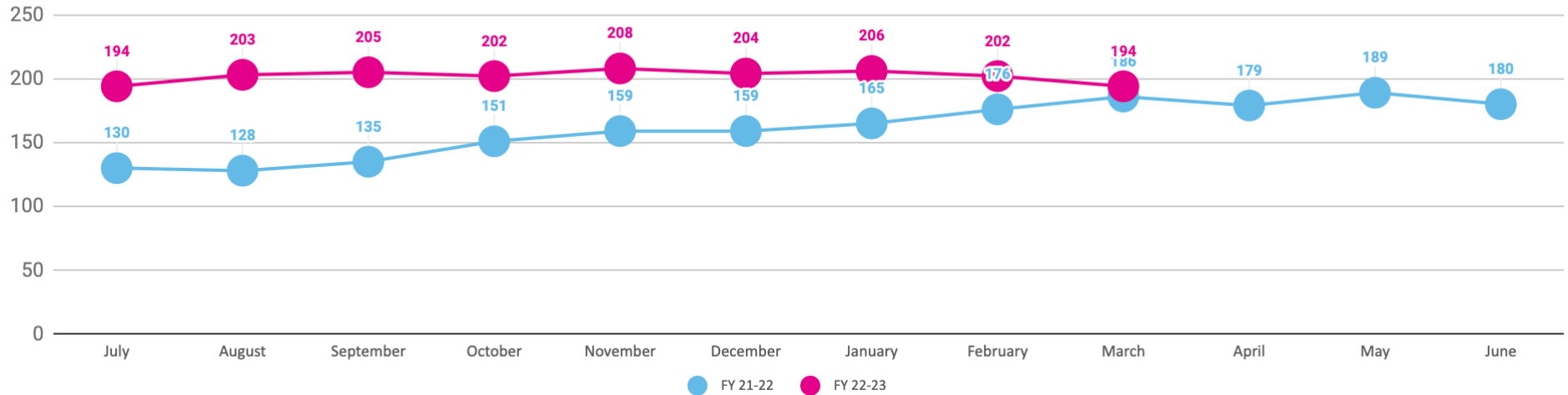
Operating Capacity

As of 3/31/23. The number in the small colored box is the differentiation between last month and this month.

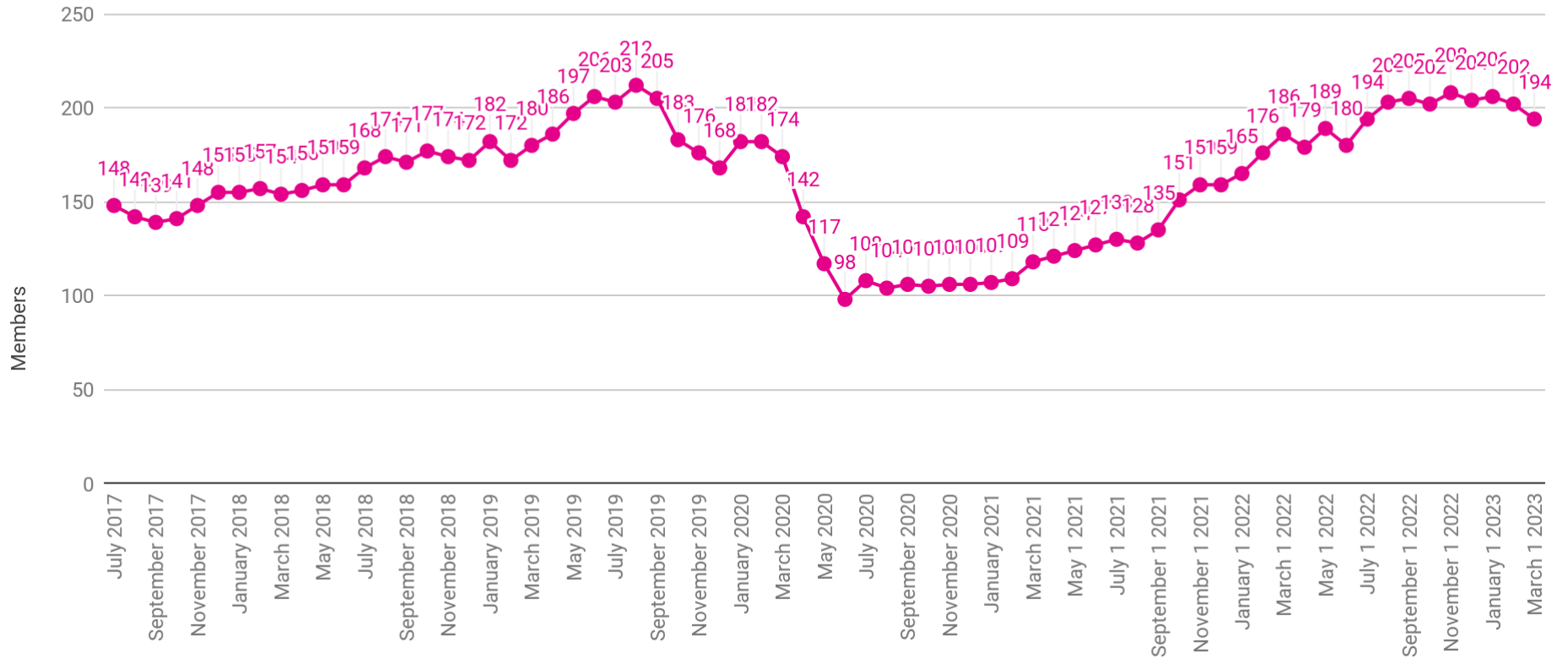
Total Members		Total Paying Members	
194	-8	150	-5

Premium \$120		Standard \$95		Starving \$79		Scholarship \$45		Scholarship		Monster Corps		Operations	
17	-1	99	-7	31	3	3	0	1	-1	24	0	19	-2

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
-30

Education

- CNC Basics Course 80% with pilot phase which should be complete by the end of April
- Liat is going to be piloting serger classes, still need repair resolution on one machine.
- Button Maker content in flight
- Working on Stained Glass scoping

Equipment Gaps

- Worn out bandsaw needs replacement
- Epson 9880 large-format printer looks repairable! Parts have been ordered and should arrive by mid-april

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 now MORE TIME, Jacky is now full time 40hrs a week with us.
- March Monster Corps cohort initiated and training underway, April cohort in flight

Maintenance and policy development

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

Education and Outreach Metrics

As of 3/31/23. 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					
12	0	24	-27	12	4				
Bookable Tours		Open House Events		Orientation Workshops					
21	0	9	1	3	1				
Classes, Open Lab, Events									
Events		Access		Exposure		Experience		Outreach	
43	1	15	-1	7	-3	0	0	13	3
Seats/attendees		Seats/attendees		Seats/attendees		Seats/attendees		Seats/attendees	
314/139		92/62		78/41		0/0		144/36	
3D Printing		CNC Router		Electronics		Laser		Art	
1	0	1	0	2	0	5	0	1	0
Seats/attendees		Seats/attendees		Seats/attendees		Seats/attendees		Seats/attendees	
12/5		4/0		24/7		38/27		12/0	
Metal		Textiles		Workshop		Comm. Benefit/MA			
0	0	8	1	4	-5	0	0		
Seats/attendees		Seats/attendees		Seats/attendees		Seats/attendees			
0/0		62/42		18/27		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
 - It is killing me that we are running this because we don't have staff hours capacity

Mutual Aid/Community Benefit

- Quilts for veterans has stalled due to lack of sewist.

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 with some setback;
- 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 is looking more likely to be repairable. Certification or training requirements to ensure the printer stays operational are under consideration, but resources/staff time are needed to evaluate the program and determine updated operational and program costs.

Structure

Staffing

ED Salary

- ED salary needs new target to be in line with market value

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 is doing a great job - as of mid March is now full time.
 - Operations manager training significantly completed, Liz is taking point on org build projects and optimizing processes
- Bi-weekly team meeting established with goals of team cohesion, and discovering and addressing knowledge gaps and just overall satisfaction
 - Going well and time is well spent, proposed agendas always exceed time.

Instructor Base and Pipeline Performance,

A stable instructor base is maintained and a pipeline is developed

- We are starting to get inquiries from working artists!!

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.
 - A working team met twice in march and established a plan to recruit a interim board

Assessments

- On Hold until new board is established - Which is an urgent need

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 failure. We may need to consider adding it to the sign-up process.
- Demographic information collection continues to be an issue.

Processes + Automation

Billing

- Laser fees \$
- Honor Bar Goods \$
- Class and Education fees \$

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.

- Currently everything is work but we expect door systems to have to be changed/upgraded. Budgeting needed for this.
- The building is transitioning to Ubiquity Access and we will need to figure out how to get our members door access.
- Sonic Fiber installation complete. We will have both services for a month before canceling Xfinity.

Area Standards

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

- Shop needs significant work with labeling wiki updates to be inclusive and just accessible
- Metal shop reorganization in progress; we are assessing our use of the space and looking to create a stained glass workstation
- Updating and re-labeling of various area safety signage, QR codes, and informational data packs is in progress
- Covid & vaccination signage has been removed in accordance with new Alameda County policy

Marketing, Advertising, Communications

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

Outreach events

- Oakland First Friday went well with sign up filling up!

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 3/31/23.**

- *Google Business*
 - *3,035 Profile views (+2.1% compared to March 2022)*
 - *178 asked for directions (-13.2% compared to March 2022)*
 - *224 visited our website (-10% compared to March 2022)*
 - *1,333 found us in searches (+.5% compared to March 2022)*
 - *Rated 4.8 stars from 51 reviews*

- *Facebook*
 - *2,243 followers (+0)*
 - *25 posts*
 - *23 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*
 - *911 followers (+22)*
 - *8,105 profile impressions*
 - *156 profile visits*
 - *51 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.