

May 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 June 10th.**

Date of Report: June 10, 2022

Reporting Period: May 2022

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Summary

May 2022 was a roller coaster at Ace. It seems to be a month of sharp change without much transition time. While not many of the changes were true surprises, the timing certainly was. Our membership numbers spiked for sure but are also a lot of members canceling membership in June as their projects finish up in June. So we expect this is not quite a stable trend. Organizationally this month we have discovered that distributed leadership did not work in the shop... not enough leaders and managers. The team did amazing work though. We had a lot of growth toward our diversity goals and that has been wonderful. We are adding and losing various staff and team members all at once. It is clear as we start June strong our focus needs to be on stabilizing our teams of contributors, especially in higher management. Grant, please. Key June Goals:

- Getting Jacky more integrated and complete onboarding
- Reorganize support for key systems, like Grand Central, Doors, and so on.
- Shifting Shop, Metal and Laser Leadership

Program

Diversity, Equity, and Inclusion

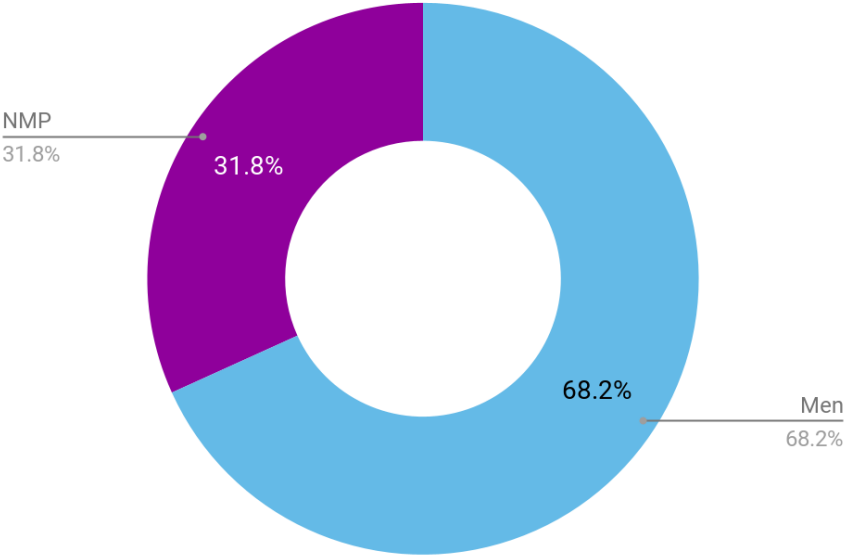
2023 Goal Ace is operating at 50% of it's DEI goals with targets set by the diversity in [Oakland, CA](#). The data shown here is as of February 28, 2022.

Soft Demographics

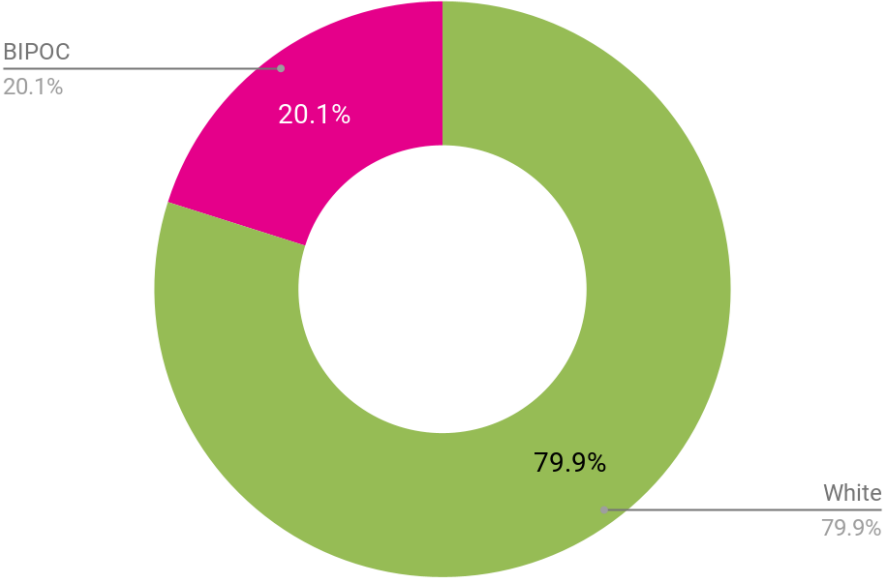
As of 5/31/22. The number in the small colored box is the differentiation between last month and this month.

Men	Non-Men People	White Appearing	BIPOC Appearing
131	61	151	38
0	13	3	7

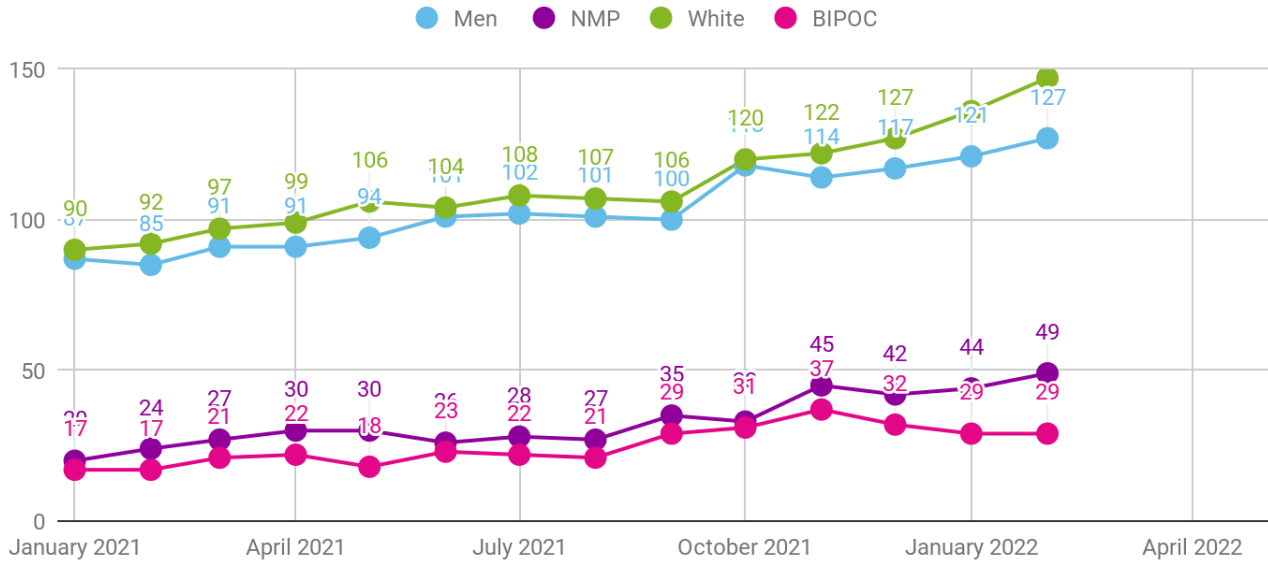
Soft Demographics: Gender Identity



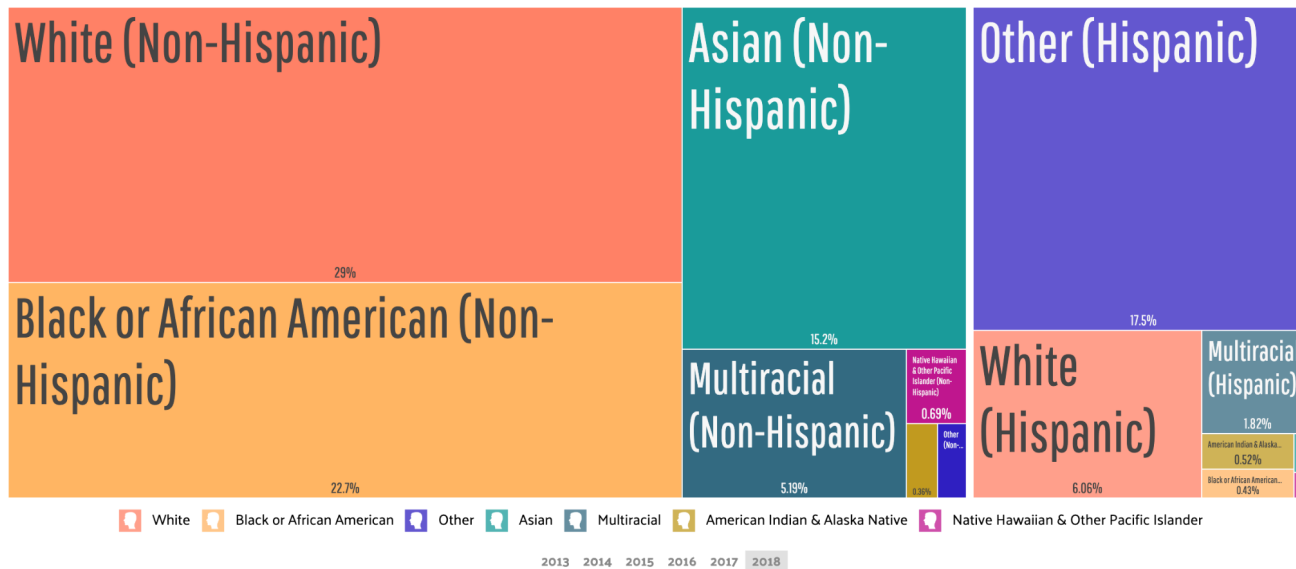
Soft Demographics: Race



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)

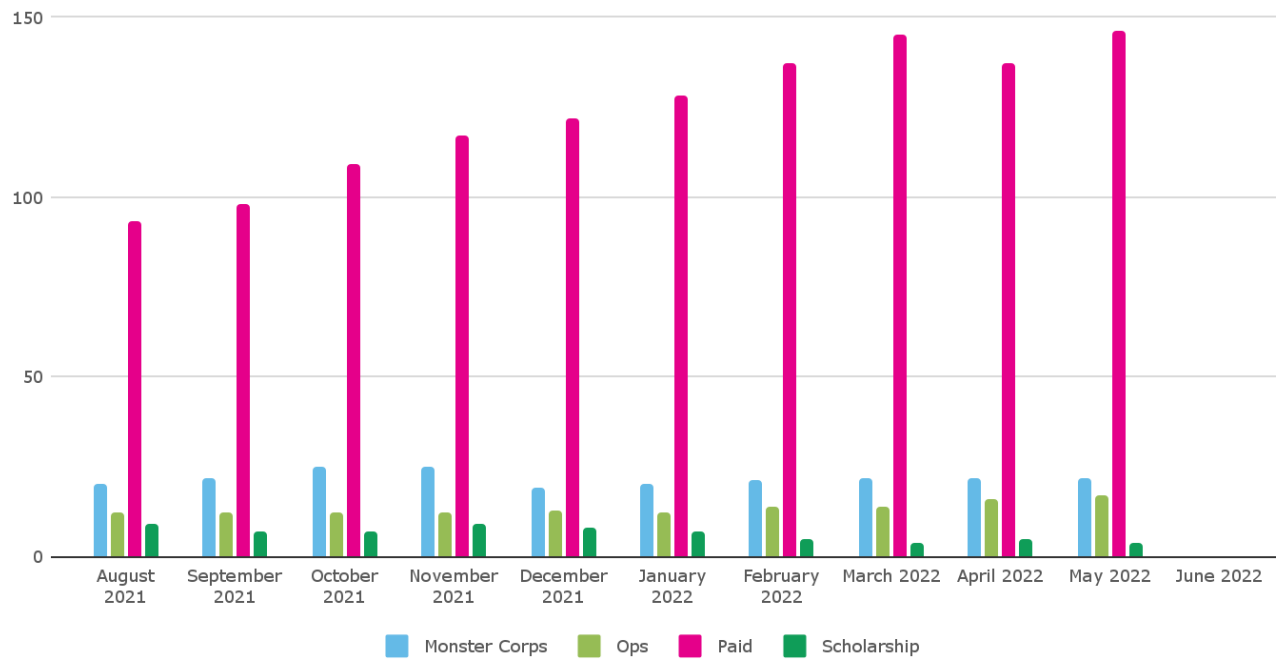
Operating Capacity

As of 5/31/22. The number in the small colored box is the differentiation between last month and this month.

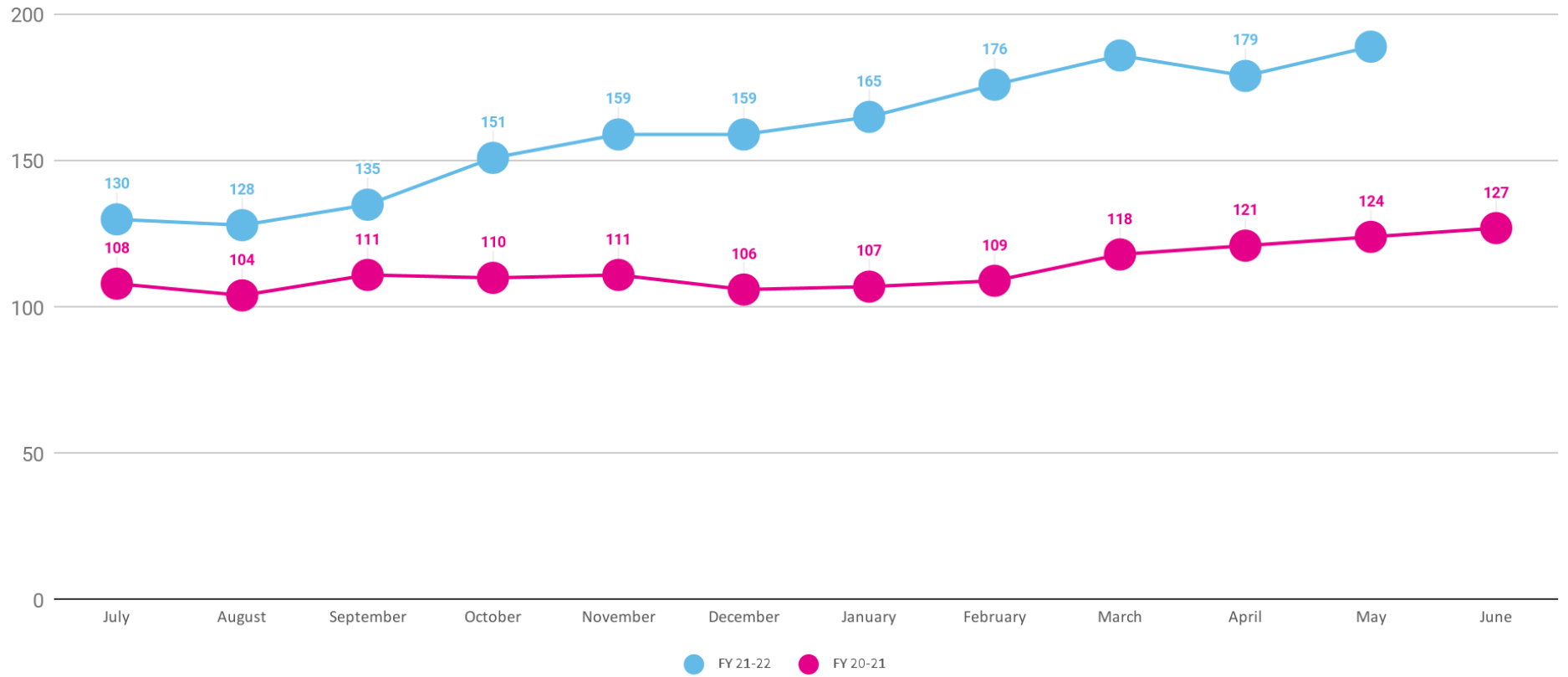
Total Members		Total Paying Members	
189	10	146	9

Premium \$120		Standard \$95		Starving \$79		Scholarship \$45		Scholarship		Monster Corps		Operations	
8	0	115	9	19	1	4	-1	4	0	22	0	17	1

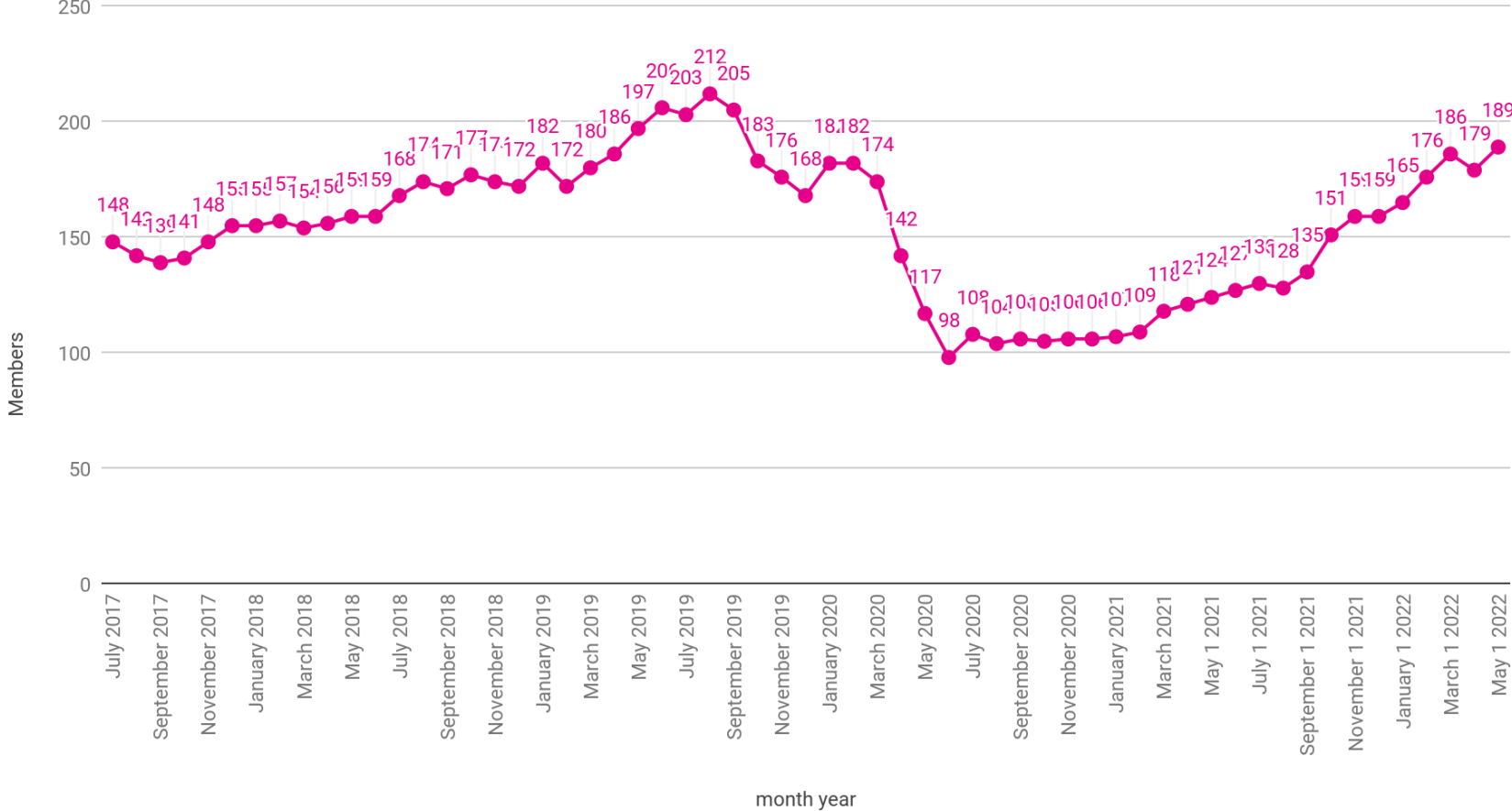
Paid vs Monster Corps / Ops Memberships
2021-22 FY



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	
180	-34

Education

- Work on the [Course Catalog](#) resumed as a ongoing project with Jacky
- 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. This is still a need but didn't get worked on in the face of rapid changes in May. We did have one request of accommodation that we could not meet. They requested a dedicated mentor for all their interactions at ACE. That is beyond the reasonable accommodations we can offer. They did refuse to provide key information for case-by-case mentorship, which we are more likely to offer.

Equipment Gaps

- Status on major equipment initiatives
 - Capital Improvements planning is well underway using the [Planning Document](#)
 - Jointer replacement stalled by lack of engagement by the workshop team
- All equipment initiatives including the CNC Router and Planer suffered for a lack of downstream leadership and management.
- The planner sustained major damage and will likely need to be replaced
- Rachel connected with Rockler about the makerspace program which provides discounts on tools if the tools will be used in community spaces.

Staff and Volunteer Pipelines

- The Shop Team distributed leadership experiment has come to an end. We are looking to roll up leadership. More details in the Structure section of this report.
- New key volunteer was recruited... and then dipped out on their first assignment. Sigh.

Maintenance and policy development

- We identified gaps in shop policy, especially around dibs and unsafe capacity in the shops
- Other new policies are still performing well.

Education and Outreach Metrics

As of 5/31/22. 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
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8	-6	25	-2	14	-6
Bookable Tours		Open House Events		Orientation Workshops	
16	0	4	0	2	0

Classes, Open Lab, Events

Events	Access	Exposure	Experience	Outreach
46	1	20	3	6
		6	-6	0
			0	0
Seats/attendees	Seats/attendees	Seats/attendees	Seats/attendees	Seats/attendees
248/146	100/76	48/31	0/0	88/39

3D Printing	CNC Router	Electronics	Laser	Art
1	0	1	-1	1
		1	0	4
		4	0	0
Seats/attendees	Seats/attendees	Seats/attendees	Seats/attendees	Seats/attendees
8/4	4/4	12/5	20/19	13/16
Metal	Textiles	Workshop	Comm. Benefit/MA	
2	0	5	0	0
		11	1	0
		0	0	
Seats/attendees	Seats/attendees	Seats/attendees	Seats/attendees	
7/7	36/22	49/40	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
 - [Financial reporting](#) provided for residents, meeting Ace's transparency standards
 - We are rounding the bend and folks should ideally be planning to finish
 - Ace+ cohort need to look at what alumni plans might be.

Mutual Aid/Community Benefit

- 500 Filters is on again! Coalescing Dates for work parties and distribution with Homies.
 - Soft launch donation site on Give Lively done.
 - Bolder Campaign for July OFF

Community and Culture Innovation

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

- Needs identification
 - Soooooootired
- Curiosity-based community outreach and response (influence)
 - Community Advisory Committee totally failed to garner a response. Redesigning to a ½ day workshop.

Challenges

- Another "pay-to-play" proposal was made and squashed.

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

- Structure flaws identified. Will be discussed at next meeting.

Staff Retention

- Maintaining/retaining the Associate position + other professional development and retention actions
 - New search completed for a new Communication associate. We applied the key learning from our previous experience.
 - New Comms Associate Hired: Jacky!
 - Temp Member/Ops associate hired for next 90: Patrick

Instructor Base and Pipeline Performance,

A stable instructor base is maintained and a pipeline developed

- Offer being made to Valerie G. for contract instruction, contract offer was delayed by ED illness
- Victor Lane will be adding 3 new workshops over the summer

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 \$223 worth of laser fees from May billing, with approx. \$80 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.

Alert! Utterly blocked due to lack of Grand Central Documentation.

- **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 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.
- **Honor Bar Billing App** - Expected launch by EOM April - the app is designed
 - to 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 (more than March)
- New labeling implemented in the shop, including English and Spanish labels. - Redone for better contrast
- Metal area labeling started and will be translated as well.
- Metal welcome sign fabrication sign completed!

Marketing, Advertising, Communications

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

Outreach events

- April Oakland First Friday went well. ED was unable to attend due to illness.

Campaigns

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 5/31/22.**

- *Google Business*
 - 3,050 Profile views (this metric has been changed to monthly from all-time)
 - 209 asked for directions (+18% compared to April 2022)
 - 278 visited our website (+4% compared to April 2022)
 - 1,408 found us in searches (-2% compared to April 2022)
 - Rated 4.8 stars from 43 reviews
- *Facebook*

- 2.2K followers (+3)
- 6 posts
- 7 post likes
- *Twitter*
 - 43 followers (+1)
 - 6 tweets
 - 4 Profile visits (-56% compared to April 2022)
 - 238 Impressions
 - 1 Mentions
- *Instagram*
 - 614 followers (+26)
 - 2K profile impressions
 - 82 profile visits
 - 6 posts

Finances

Cash

We had \$358k cash on hand at the [end of](#) May, about 464 days of cash. Our average daily spending is on track to be \$772/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.

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 May 2022 was under \$13k this month.

The average membership revenue since January is \$12,400. Our goal is \$20,000 per month by March 2023.

Revenue from [classes](#) was down, just above \$3k last month. For the last two months, our class revenue has fallen below the \$4k per month threshold.

Comparison to Budget

FY22 and FY23 budget templates have been uploaded to Quickbooks. As of May 31, nine revenue accounts differed significantly from the budget (\$1000 difference), while 18 expense accounts differ. [Review this report](#) for more detailed information.

Updates

- 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.