



MACM Annual Report Nov 2020

1. Intermediate Milestones:

MACM provided programming to 6 schools in the 2019-2020 school year, and 9 schools in the 2018-2019 school year. The schools served during the 2019 grant period were Rise Up Academy, Empower Community School, DC-21 School, Denver Discovery School, Delta at George Washington School, and DSST-Conservatory Green. MACM works with a mix of community based charter schools and alternative pathway schools to best serve our youth. MACM intentionally pivoted away from traditional high schools like Manual High School as the relationship with these institutions is a top-down bureaucratic politicized model and not relationship based.

Two of our new charter schools (Empower, Denver Discovery) are new Community Schools focused on serving our black and brown youth. MACM specifically targets alternative pathway schools for our programming as this is where MACM is needed most. MACM is proud to be a true partner with Rise Up Academy, DC-21, and Delta at George Washington High School. MACM is intentional when we partner with schools and look for relationship partners not to be just a service provider.

MACM engaged 305 youth in additional MACM programming. 282 youth were unique additional youth that participated in MACM programming.

Make a Chess Move (MACM) engaged 212 additional youth in MACM Programming. The MACM 101 Curriculum taught in schools engaged 182 youth. The Pushin' Pawns Out of School time engaged 12 unique youth. The MACM Facilitator training program engaged 18 unique youth. MACM exceeded our milestone of serving 120 youth despite COVID-19.

MACM 101 participants in school had 90% attendance for each 8 week session. This program is offered in schools, and to increase retention a MACM 102 is being developed to continue to build relationships with the students.

The MACM Evaluations Pre-Post surveys for MACM 101 reported:

MACM Evaluations show a 10 point gain in Attitude scores with a 16 % gain from pre to post surveys MACM Evaluations show a 8.25 point gain in Attitude scores with a 20 % gain from pre to



post surveys MACM Evaluations show an 18.25 point gain in Overall scores with a 18 % gain from pre to post surveys

MACM tracks graduation information from students participating in the Summer Facilitation program. Students are recruited from the in-school programming, and MACM tracks their progress through personal one to one contacts during the school year and after graduation. The feedback from these students has resulted in the focus on developing the Make a Career Move program to create better outcomes for students upon graduation. 100% of the students that have participated in the MACM facilitation program and are still in school, and are on track to graduate. 50% of students that have graduated are in college or pursuing trade certifications. The results have shown that students need more career development skills to create afterschool career plans and financial literacy skills to live independently.

The results we have collected through interviews with participants in the Summer MACM Facilitator's program show that students need a more intensive curriculum from MACM to focus on post-secondary plans. Several of our facilitators from Summer of 2019 have returned to school to learn that they can graduate early, and are motivated to do so believing that they can come to work for MACM as full-time facilitators upon graduation.

MACM realizes this is not a sustainable career plan, and that we need to focus on developing enrollment options for students while in school to obtain college credit or trade certification. In 2020, MACM hired 18 Summer Facilitators to create a new virtual platform. MACM listened to our youth and instead of 8 week positions, MACM created 4 permanent PTE facilitator positions (20/hours per week).

One interview captured the following quote:

"I'm with MACM because they are consistent with the community."

"MACM helps us to invest in ourselves, build ourselves, and grow."

Ge Wright (MACM alumni and current MACM Facilitator).

MACM continually develops its post-secondary retention graduation data collection and embedding emergent learning in our evaluation. The majority of data is qualitative, and we are incorporating more quantitative data to help with funding requests. MACM partners with the Denver After-School Alliance and the DPS Community Partnership System (CPS) to improve our data



collection. In the Community Partnership System, MACM measures student academic achievement scores and attendance before they take the MACM curriculum at their school for a baseline. After completion of the MACM curriculum, MACM analyzes their academic achievement and attendance at that point to determine the effectiveness of our program on Academic Achievement. MACM continues to collect data at the end of December and May each year to evaluate their long term academic achievement gains or losses after MACM programming has ceased in the school.

The CPS System went through a major system upgrade in 2020, but was not available during the school year which severely altered our 2020 evaluation systems development plan. This system is a good evaluation tool for our MACM 101 in-school program, but not scalable for our OST program to provide emergent learning feedback.

MACM works with the Latino Community Coalition to develop our own program management system in the CaseMgr software platform. This technical assistance is being provided through MACM's Caring For Denver Alternative Pathways to Jail 3 year grant. This tool is being designed to capture our stories as qualitative data, and to create a quantitative tool that provides timely feedback for facilitators. This new opportunity allows MACM to leverage Technical Assistance from the Denver Foundation for Board Development.

MACM is focused on developing evaluation tools based on emergent learning with a liberatory bias understanding. MACM does not create reports that live on a shelf, but that enhance a learning culture where we listen to our youth and community and design programs to create critical thinkers. This commitment is on the cutting edge as normally in youth education our evaluation is "check the box" pre-mid-post surveys that only serve grantors not youth.

MACM membership with the Colorado Nonprofit Association has been invaluable. The CNA Evaluation Roundtable is where we learned of liberatory bias in designing surveys and to gain awareness of our own internal biases before we design systems to measure others. The CNA session with Nick Gruber from the Colorado Health Foundation was very insightful in learning from direct experience how to embrace a learning culture in our organization

2. Significant Successes:

MACM significantly expanded programming from 4 schools (Manual High School, McAuliffe Middle School, Rise Up Academy and Bruce Randolph School) in 2018 to 9 Schools in 2019.



In 2019, MACM expanded programming to Delta at George Washington High School (Community Charter School), Denver Discovery School, DC-21, Empower Community High School, and DSST-Conservatory Green.

MACM continued to serve 6 schools in the 2019-2020 school year. MACM intentionally focused on alternative pathway schools and community schools during this cycle. MACM reevaluated our capacity and chose to step back from traditional high schools like Manual High School due to institutional politics. However, MACM did not leave Manual High School but engaged with the Family and Community Engagement (FACE) Workforce Investment and Opportunity Act (WIOA) to hire 4 students as paid MACM Facilitator Interns to lead programming in DC-21. This program launched in the Spring of 2020, and was affected by COVID-19.

In 2020, MACM added 2 new fulltime staff. Omni Benjamin joined MACM in July 2020 as Operations Coordinator providing support to our MACM Facilitators and Executive Director to strengthen program delivery. gerald hamel joined the MACM staff as the Man in the Chair-PAD (Program Accountability and Development). Mr. hamel was one of the founding MACM Board members, and has helped build the organization by supporting our Executive Director with strategic planning, organization development, relationship building, program evaluation and program development.

MACM was able to hire 18 unique MACM youth as paid MACM Facilitator interns. Over the life cycle of the grant, MACM has now added as permanent part-time staff 4 MACM Facilitators. During this grant cycle, MACM has increased staff from 1 Full-Time Employee to 3 Full-Time Employees, and 4 part-time staff.

3. Significant Challenges:

COVID-19 was a significant challenge to MACM and our strategic growth plan. The MACM curriculum is a successful in-person program delivered in-school. With COVID-19 closing schools for in-person instruction, MACM lost significant revenue from fee-for-service school contracts. This income was a significant part of the MACM Budget, and in 2019-2020. In 2019, our fee-for-service school income was \$31,546, and 19% of our total revenues. In 2020, fee-for-service income dropped to \$12,893 and 12% of total revenues.

The MACM Facilitator program was directly impacted by COVID-19. MACM had developed strong relationships with the Mayor's Summer Youth Employment Program (SYEP) and the My Brother's Keeper Initiative (MBK) to provide 25 In-Kind Youth Paid Summer Internships. This year all these internships were virtual jobs managed by Family and



Community Engagement (FACE), with community partners able to hire youth to work remotely or in-person. This impact was significant to our In-Kind Labor Revenue. In 2019, the In-Kind SYEP/MBK Labor Revenue was \$33,641, and 20% of Total Revenues. In 2020, the In-Kind Revenue was \$3,165 and 2% of Total Revenue. This revenue drop was \$30,476.

COVID-19 severely impacted MACM Revenues and Program Delivery. The MACM Strategic Plan for Fee-For-Service In-School Contracts and In-Kind Labor Revenue suffered a combined drop of \$43,179 from 2019, and was 39% of our 2019 revenues.

However, MACM was able to overcome the In-Kind Revenue drop in 2020, through support from governmental partners who MACM has cultivated strong partnerships over the years. The Office of Children's Affairs increased our 2A Boost Grant to \$20,000 to hire facilitators, and Denver Public Safety funded \$7,500 to hire youth. MACM is part of a Youth Violence Prevention collaboration with Denver Public Safety. MACM's deep relationships enabled us to pay an additional \$17,500 directly to MACM Facilitators.



4. Lessons Learned:

MACM has learned that depending on fee-for-service contracts with schools and institutional partners carry a significant risk to MACM program delivery and sustainable growth. COVID-19 taught us that these partners are not as flexible to pivot in uncertain times. MACM learned that we need to continue diversifying our revenue stream, and decrease dependence on government In-Kind revenues.

MACM was positioned to be a vital partner in delivering a virtual work experience this summer with the Mayor's Summer Youth Employment Program and the My Brother's Keeper Initiative. MACM had partnered with Family and Community Engagement (FACE) to pivot our WIOA Intern program to a virtual program. MACM's Virtual Facilitator program was approved by the Colorado Department of Labor and Employment to provide a virtual WIOA experience. MACM was one of the only approved virtual WIOA providers in Colorado for the Spring of 2020. MACM did complete all WIOA contracts with youth that remained engaged with FACE.

Despite MACM's demonstrated expertise in pivoting to state approved virtual programming, MACM was not included in designing meaningful work experiences this summer for youth. The SYEP/MBK program was expanded this summer to serve more youth, but the program was unable to reach youth this summer as community partners were not part of the team recruiting and delivering meaningful work experience. The actual work experience for



youth this summer was focused on completing Google Classroom modules that taught youth how to set-up a digital password, Gmail Account, and use Google Documents and Google Sheets. The feedback that MACM received from youth on these modules was that they learned this in 4th grade. MACM was asked to make referrals to this program for Summer 2020, and chose not to as the work experience was not in our opinion a meaningful work experience, but more of a hand out.

MACM made the pivot away from In-Kind funding from governmental organizations to seeking funding from foundations and individual donors to replace this revenue stream. MACM was aware pre-COVID-19 that our relationships with governmental organizations was not a partnership, and more top-down with the governmental organizations copying MACM's program of developing relationships with multiple community owned businesses to create work experiences for youth. These governmental organizations talked about relationship, but never developed these relationships. This is evident as FACE had to request Denver Economic Development and Opportunity (DEDO) contract extensions from Aug 2020 for the Summer Youth Employment Program to December 2020.

MACM recognized our position was not at the table, but serving the table. MACM pivoted our youth paid internship funding to individual donors and foundations in the Summer of 2020. MACM was able to directly pay over \$20,000 to youth through Sept 2020. MACM has made this shift fully to now seek funding for paid internships that actually are meaningful work experiences.

MACM also learned that with COVID-19 budget cuts are coming to Denver Public Schools, and that traditional schools will be cutting social enrichment programs provided by Community Based Organizations. However, Alternative Pathway Schools have Innovative Status and will continue to contract with providers they have relationships with and have provided meaningful enrichment programs. The decision in the Fall 2019 to focus on relationships with Alternative Pathway Schools provide to be very intuitive for MACM and enabled MACM to thrive in the novel COVID-19 world.

Despite the challenges of COVID-19, MACM reaffirmed that the decisions it made to develop relationships and stay the course were prescient. MACM has always had a funding strategy of 1/3 Foundation, 1/3 Government, and 1/3 Individual Donors. This maxim and our adherence proved the wise course as MACM did not put all our eggs in one basket and depend heavily on schools and city government to sustain us. MACM recognizes the politics involved in government institutions, and intentionally developed relationships with funders, donors and innovation schools that truly helped MACM grow during Covid-19.



At September 30, 2019, MACM had \$9,269 in our bank accounts. At September 30, 2020, MACM had \$114,468 in our bank accounts. MACM's decision to not focus on government contracts is not one most youth education providers would make, but our commitment to our values proved to be the right move.

5. Programmatic, Evaluative, or Organizational changes

The lessons learned through this grant cycle are that emergent learning is a key to sustainability. MACM was able to successfully pivot our programming from in-person to a virtual platform and diversify funding. MACM is founded on relationships based on lived experience. Our relationships are built on doing things together, and together the MACM team truly pivoted to a new virtual platform that increases our program reach capabilities and stabilizes our sustainability.

MACM had to pivot to virtual programming delivery during 2020. This turned into a positive and MACM was able to leverage a new partnership with Consume and Create, a digital marketing company. Consume and Create created a new digital design component to our MACM facilitator program. Consume and Create led our MACM facilitators in a logo rebranding project and project management for launching a virtual campaign with the logo redesign to recruit new monthly donors. Our youth led the MACM visual rebranding acting as clients of Consume and Create and developed an amazing new logo design. This in-kind partnership has led to a partnership with Consume and Create and is developing digital design and marketing skills in our youth. The youth interns have begun now to push to learn Adobe Creative Suites for digital design, and MailChimp for automated digital campaigns. This partnership has opened our eyes that our youth are unaware of the digital marketing profession and the opportunities available here. This has led to the development of a project management component of our Make a Career Move MACM curriculum to focus on developing professional software skills in current workplace softwares like Asana, Canva, and Trello.

MACM made a program pivot to virtual delivery by building on MACM 101 program components, and adapting them to a virtual program delivery module. Art of Storytelling' is an impactful component of our MACM 101 curriculum. MACM brings black and brown speakers from the communities our youth live in into the classroom to share their experiences overcoming systematic inequities with youth in schools. This program was ideal for the creation of our Virtual Art of Storytelling' (VAST) digital program.

MACM launched the VAST program in April 2020 utilizing Zoom as a service delivery model. VAST interns facilitated Zoom programs where they hosted interactive conversations with Black and Brown Community Leaders/Business Owners/Professionals and Community



members where adults shared their stories and youth asked questions about their lived experiences. The VAST Program hired 16 unique MACM Facilitators and hosted 96 VAST Shows.

The VAST program revealed the need to continue relationships after a speaker speaks. The VAST Guest speakers inspired our youth to connect after the show and develop a mentorship bond between our Black and Brown Speakers and Youth. One MACM youth interested in graphic design followed up with a professional graphic designer. Another MACM youth interested in becoming a lawyer followed up with Claudia Jordan, a former Denver County Judge). MACM now is intentionally focused on developing and encouraging relationships these post VAST Show introductions.

The VAST podcast also connected parents and families deeper with the MACM family. VAST featured a week of 1 family with a spotlight on a unique family member each show. This was a powerful week of VAST programming that one professional Family Counselor who was watching commented "that was one of the most powerful family therapy sessions I have witnessed." This feedback opened MACM's programming perspective to acknowledge that we serve the whole family not just youth. MACM is intentional now in planning to expand programming to support parents and youth. MACM has even had parents follow up with guest speakers for their personal network growth.

The VAST program led to the development of the Make a Culture Move-MACM podcast. Our facilitators recognized the power of VAST, and developed their own show where our youth leaders research and produce their own podcast. This youth led program recognizes the many destructive and deadly behaviors that plague the black and brown community, and Makes A Culture Move by addressing these behaviors and providing solutions. Our MACM facilitators have produced 24 MaCultureM podcasts in the new MACM Podcast Studio in our offices that were built in the Spring of 2020 to make a virtual programming Shift.

Following the lead of our Youth in creating the Make a Culture Move-MACM podcast, our Executive Director was challenged by our team to create the Top of the Top with King Phillip podcast. This podcast based on lived experience in community development has broadcast 14 shows this summer.



6. Positive Impacts

The support from individual donors and foundations have positively affected MACM during this grant cycle. MACM received unsolicited donations in 2020 from GlassBaby Light Fund and Rino Arts District. Also, local foundations like Morgridge Family Foundation and Colorado Trust provided donations to MACM. These partnerships did not exist before.



MACM also received a SBA Paycheck Protection Program forgivable loan that helped stabilize our organization. MACM was fortunate to have developed the Backoffice capability to be able to apply and receive this loan which many community based nonprofits of color were not able to access.

The Colorado Health Foundation has also been a tremendous partner during this grant cycle. The connection with the Nonprofit Finance Fund for strategic planning was very helpful in teaching MACM to budget for a surplus. This technical assistance partnership was cut short by COVID-19, but beneficial.

The unsolicited support from the Colorado Health Foundation (COVID-19 grant and Staff Care grant) were huge positive impacts. These supports not only provide financial breathing room, but also made MACM staff think about our own self-care. The self-care grant was extremely beneficial in that we were not acknowledging that critical component of our organization, and now has embedded in our culture the mindset to budget for a surplus of self-care.

Also, the Colorado Health Foundation supported MACM with an Emerge Colorado grant for PPE supplies. This unexpected grant has been a huge boon for MACM to make sure our community has access to PPE as this is a new financial burden for all.

Colorado Health Foundation demonstrated the power of relationship in 2020 with Karen McNeil-Miller inviting our Executive Director, Phillip Douglas, to sit down for a conversation. This small gesture means the world to MACM and affirms that our relationship is deeper than dollars.

MACM also received a 3 year grant for \$150,000 from Caring for Denver for our planned program expansion Make a Compassion Move-MACM program. This investment allows MACM to address student needs when they are suspended/expelled from a traditional school and transitioning to an alternative pathway school. During this transition, students can be displaced from school for over 3 months. This program allows MACM to engage students, and also add an academic counselor to our program. This program also addresses youth that are involved in the criminal justice system probation cycle by providing critical thinking programming directly to those youth. This program leverages MACM programs and is a direct program extension guided by our MACM Youth Facilitators direct experience.

7. Negative Impacts:

COVID-19 negatively impacted MACM on a spiritual level as we were executing our plan and building to our first summer of programming in our new office. The success of MACM is the relationships we create from the beginning with the philosophy when we first engage with



youth is that "You are family. you just don't know it yet." MACM is connection and it had always been that in person connection, and COVID-19 changed that.

MACM had to soul search and find our way in uncertain times when we had to completely rethink how we connect with our youth and family. MACM had goals to serve over 300 unique youth in 2020 with a minimum of 60 hours physical connection with each youth in programming to deepen our relationship.

MACM found its way by recognizing our strength is deep relationships. Instead of focusing on serving the many,, we focused on building on our cornerstones. MACM reached back to youth that first engaged with MACM as a program of Project Voyce at Manual High School in 2013, and moved MACM programming into a virtual delivery model with VAST and the Make a Culture Move-MACM podcast.

MACM was deeply impacted by George Floyd, Breonna Taylor, and Elijah McClain. The MACM mission to create a just society shook to its core on how MACM delivers this mission to our youth. Our facilitators restored our faith of a mustard seed can crack open this mountain of oppression by coming to MACM Executive Leadership with a request to create a podcast to combat the culture of oppression and hold real conversations with solutions to combat the delusion of white supremacy..

2020 has been a year that MACM learned if we are not questioning if we are doing what we say, then we are not doing what we say. MACM knows we do what we say especially when we see our youth lead us through dark days.

8. Financial Impacts:

MACM's financials represent the growth of MACM from a 2018 Year 1 Baseline of Total Assets of \$46,200 to a 2020 Year 3 Baseline of \$100,275. This significant growth is due to MACM receiving in 2020 a 3 year Colorado Health Foundation for \$120,000 (\$40,000/yr) and a 3 Year Caring for Caring for Denver Foundation Grant for \$150,000 (\$50,000/yr). Both of these grantors paid MACM at the commencement of the grant terms and provide much needed sustainability to plan managed growth.

MACM's revenues increased from the 2018 Year 1 Baseline of \$112,489 to a 2020 Year 3 Baseline of \$215,671 (Projected FYE Dec 2021). MACM Staff Payroll in 2018 was \$29,045. MACM Staff Payroll at Oct 2020 was \$109,576. MACM had 1 FTE staff in 2018. At Oct 2020, MACM employed 3 FTE Staff and 4 PTE Staff.



MACM's growth is driven by new funding partners over the grant period. The new funders are:

Caring For Denver Foundation

Morgridge Family Foundation

Willis C Helm Trust (Wells Fargo)

Denver Public Safety (government)

SBA Paycheck Protection Program Forgivable Loan from US Bank

MACM Non-profit Consulting Fees (Civic Canopy and Greenway Foundation)

Colorado Gives Fundraising Platform (individuals)

Glass Baby Light Foundation

Rino Arts District