WORLD DOMINATION (maybe).

This is Astra Labs' document that contains everything you need to know about our growth, strategy, future, vision, and how we're going to get there. Consider this a course in how we achieve our goals. This is a living document, and will be refined over many months and years. But it will be the #1 document and guide to achieving our goals and mission, no matter what.

What - what Astra is actually planning on doing
How - how to accomplish those goals

WHAT

We are

Astra Labs. We provide utopian tech and machines of loving grace to Gen Z in a visionary and trendsetting environment with an empathetic voice, to scale helping others and to avoid fucking shit up.

We build

products to get people to the future they're meant to have. A future where they feel safe, loved, and that it's okay to be who they are.

Areas to work in

[x] Short-term mental health crises
[x] Long term mental health services
[x] Personal safety of marginalized communities
[ ] Increasing independence in people with long term disabilities / reducing caregiver burn out
[ ] Emergency Response Coordination
[ ] Elder and End Of Life Care
[ ] Community & care organizing

Phases

Each phase is estimated to take anywhere from 5-10 years to complete, or less. These phases are how we transition from serving the individual to serving humanity. Items that have been completed are striked out. We know we are out of a phase when we have fulfilled that phases' OKRs.

Phase 1 - Foundational

This phase relies on creating the strong building blocks of Astra. Much like the foundation of a skyscraper, we need to strongly and widely implement a foundation, and plan how to build moving forward. This is where we plan, decide, and implement all of the necessary things to define Astra and prepare it for a long life ahead. Consider this our infant phase. We make a majority of the mistakes and iterations for our companies' foundation and "core" here.

This phase includes
1. Setting up processes to scale efficiently
2. Developing "foundational documents" in order to act as our moral, visionary, and company basis.
3. Defining attributes of the company and the people we want working here, and developing a golden ratio for our sense of the company and what direction we're going in.
4. Incorporating a 501(c)3 non-profit organization, while establishing general company protocols.
5. Reiterating branding, mission, and basic ideas until we've found our mature form as a company.
6. Creating a base core team to navigate company through the architecture phase
7. Design the foundational phase, and full phase of our ecosystem to be carried out in the appropriate phases, and to start the building process now.

Phase 2 - Architect

This phase takes the foundation that we've built for Astra, and does the same for the ecosystem we will eventually develop. Where phase 1 was about re-iterating and finding Astra, phase 2 is about building, launching, testing, and perfecting how we as a company push out products and interact with the communities we serve. This is where we formulate our "secret sauce" of products, build relationships, and create the products that are going to be the basic MV Roadmap for when we unite everything together in Phase 3.

1. Plan and develop the "foundational" ecosystems - all of the SEs and CEs that we will be building internally and phasing out for release to build up the unifying structure for the ecosystem.
2. Plan internally for the unification stage of the ecosystem, and how to publicly connect the platforms together.
3. Expand upon the pre-existing foundation to create scalable ways to spread our core through the three tiers of teams (Core, Base, Transient)
4. Launch (a lot) in many different domains and perfect the strategies of all of our specific verticals. This is the time to truly refine and grow in development, product, design, relations, growth, and more.
5. Create and develop strong customer support / bug bounty / feedback pipelines.

Phase 3 - Unity

This phase unifies our core SEs and CEs together to create the foundational Astra Ecosystem. At this point, we've perfected launching, talking, product, and development of the individual apps we have. We roll out one central account, and create cross-platform functionality to make everything integrate together as opposed to only working in silos. At this phase, we have a solid foundation, and separate pieces of software. Here is where we integrate them into one, to move into the unity phase of Astra. This is where all of the pieces of the ecosystem come together and amplify each other, to make for an experience that other organizations just cannot compete with.

1. Develop a unification strategy and plan.
2. Work on finalizing and institutionalization of all processes and learnings from the architectural phase. We fucked up, we learned, and we make sure to spread those learnings and failures in a way that we can pass down so others don't do it again.
3. Start coming up with unification connections for the entire ecosystem (how would Aetheria connect to Zenith? How would Zenith connect to Verena?). Define these and start implementing early before singular accounts.
4. Develop and recreate a centralized Astra site where someone can take care of their Astra account / connections and manage stuff from there. Ideally, migrate all accounts from separate apps into one unified account for all Astra products.

Phase	Objective	Key Result #1	Key Result #2	Key Result #3
Foundation - 1	Create the	Finalize all	Fulfill all core	Develop the

	functional basis and foundation for Astra to build up and grow upon.	foundational documents and scalable processes to establish how and where Astra is going.	team roles and plan out line of succession, and document vertical processes	first sustainable ecosystem to provide resources for the architect phase.
Architect - 2	Develop multiple CEs and SEs to form the individual components of the Astra ecosystem, build our audience and connections to unify them	Consistently develop and push out CEs and SEs on schedule and in line with our mission and areas (e.g: Apple releasing products every specific point of the year).	Grow Astra audience and platform to create "base" of interested onlookers, and convert people from basic followers to stakeholders invested in the Astra ecosystem	Develop and network connections as we grow to strengthen our ecosystems, platforms, and prepare for unity. Create a unified, single design system.
Unity - 3	Unify all of our products into one cohesive accessible ecosystem, complete the puzzle.	Create basic unifying account infrastructure across all apps and ecosystems	Create unifying points of entry for the ecosystem. Make it as easy as possible for one site to act as a portal and point of entry to those options.	Modify Astra branding and marketing to explain the unity in a "aha" moment. Much like the moments of foreshadowing clicking together in a movie, we need to enable that realization.
Stability - 4	Continually build upon the unity stage to continue to push forward our ecosystem from foundational	Survive the unity phase and have a clear path forward lead by current data about the most pressing	Create external incubation projects / fellowships / grants to continually support and	Come back to this document and plot out the next 20 years of Astra, and focus on moving past stability to

	phase to secondary phase.	needs the ecosystem needs to address	induce innovation from outsiders from the company	fluidity.

Timeline

5 years - Foundational Period

CE: Verena, Aetheria, Astra Infrastructure
SE: Aetheria Web App
Funding: Donors & Aetheria

Foundational Building
- Basic company structure
- Foundational documents (developing the "Core")
- Branding & Company Identity
- Building infrastructure and basic safety nets for us to experiment and perfect in the architecture phase. AKA: Make sure we have our shit together before we blow it up.
- Spin up first sources of capital (we expect capital will start off fundraising-heavy, as the payoff from Aetheria will come later.)
    - Fundraising
    - Aetheria Web App as first SE

Preparation of Scale & Growth
- Training programs
- Succession & Indoctrination processes
- Long term strategy

Futurism Architecture
- Design and develop UDS and transfer apps to Flutter
- Create future fund plan / investment portfolio simulation
- Long Term Community Engagement
    - Building in Public
    - Creating a community around Astra Labs

OKR's

	Objective	KR #1	KR #2	KR #3	KR #4
	Finish out foundational phase to prep Astra to build and enter architectural phase	Develop and finalize UDS for maximum reusability across all products	Make Astra Profitable based off of the SE, and create a roadmap of CEs for the next phase.	Create and perfect the "Core" of Astra (Manifesto, Values, WDP)	Develop and formalize Astra as a 501(c)3, complete company structure, brand, and positioning
Done?	X	X	X	X	X

10 years - Architectural

CE: Verena, Aetheria, Elio
Internal: Astra Volunteer Backend, UDS
SE: Aetheria Web App, Zenith
Funding: First major SE

Create capacity.
- UDS is finalized, programmed, and used as the main standard for all products
- Finalize product formula to expand and use as our "secret sauce"
- Expand the Astra Team and volunteer network
- Expand efforts to recruit and retain employees and volunteers

Expand and test
- Have set of specific outlined CEs and SEs, create, prototype, reiterate, and do it until we learn how to do it right.
- Work in as many different domains with many different people, and just throw stuff out the door until it works. Find out where we succeed, institutionalize it, and try again. Build and fail as much as we can while keeping our foundation steady.
- Integrate learnings and fuck ups into "Core", processes, and other institutionalized documents.

Build our offerings
- Develop CEs and SEs in roadmap

- Look to areas that are underserved based on priority / impact (e.g: Climate change first, pet adoption later), and add new SE's and CE's for future roadmaps

OKR's

	Objective	KR #1	KR #2	KR #3
	Create complementary SEs and CEs with integration points to move forward into the unity phase.	Develop MV roadmap of all CEs and SEs for unity (aka, what are we going to develop for the next 10 years?)	Perfect and institutionalize product, development, and launch practices that allow us to do it as often and successful as possible. Launch small things and fail often.	Fully extend out company structure to include volunteer backend that handles management of all three tiers, onboarding, and project management.
Done				

HOW

Finances

For massive items (office, machinery, etc), we buy instead of rent. We cannot afford to buy once unless we can afford to buy 2x over. 1/3rd of all Astra income needs to be directed to savings for future infrastructure growth.

Debt is a strong "no". **If we don't have the money to pay for it outright, we will not be buying it.** Loans, mortgages, and other short-term monetary payments will come back to bite us in the ass with interest.

We also need to create resources internally (sustainable ecosystems), as opposed to functioning with them being given externally (grants and donations). Although we should use grants when possible, any external money should be promptly put into the future fund, and not be used in place of internal revenue for the company runway. We should become internally self-sustaining as MUCH as possible.

Resource Minimization

Many businesses or non-profits tend to spend massive amounts of money by flying everyone around, paying for insane accommodations, or getting "cushy" perks as they see income continue to stream in. Absolutely **fucking** not going to happen at Astra.

To get the financial resources we need, we have to run on a strong mindset of resource minimization. For every situation we are in, even if we are profitable and bringing in money, we need to take the route of the LEAST resources we can use to get stuff done. Even in no-cost projects, amounts often balloon over time.

To continue resource minimization, we have to regularly
- Utilize free software and non-profit discounts when available
- Buy the cheapest form of flights, accommodations, and other day to day expenses
- Not go to a physical meeting or event unless being paid for by organizers
- Review finances for Astra every quarter and cut subscriptions, items, and volunteers who are not cost-effective
- Invest in high-quality products and services (even if it may seem counterintuitive) to avoid problems in the future.
- Buy any physical items we may need completely outright
- Minimize server and infrastructure costs on software and hardware.

Future Fund

Like Softbank's Vision Fund but we don't give money to dumb shit.

1/3rd of Astra's money, and all external funds should go into savings for infrastructure, and development of new projects. This will be our future fund. We use this money for emergencies, and to buy items to invest in our long term vision and growth.

Things that fall into the realm of the future fund are
- Land and buildings
- Infrastructure for projects
- Major machinery items
- Future things we need to scale

The first item from the future fund should be Astra's Basic HQ on Anderson Island. We need to outright purchase land and buildings in full, with no mortgage or monthly payment of rent.

Investment Portfolio

Astra investments will always be:
1. Socially Responsible -- we want to support and invest in projects and companies that are focused on building a better future.
2. Innovation focused -- Companies that innovate are most aligned with Astra's culture
3. Environmentally responsible -- Companies Astra invests in should safeguard our environment in the future.

Incubation

Not all of our future projects should, or will come from us. Many promising young inventors create projects that never become commercially viable due to lack of knowledge and resources. We need to create an incubation program for young inventors that allows them to pass their IP to us in exchange for us to grow and maintain it as a project.

In addition, we will also need to continue an influx of young volunteers into Astra so we don't become Facebook. In order to do this, we need to create a program that allows us to cultivate and find the next leaders of Astra.

Apple does this very well with their WWDC scholarship program as a first "pass" to becoming a technical intern.

Either as one program or two, we need to develop pathways to incubate ideas and people into the Astra ecosystem to continue to grow.

The Astra Ecosystem

All of our products are an instrument. Alone, they work well and can be solo. But when brought together, they form the greater picture and an idea that none of them could complete alone.

The "ecosystem" is all of our projects working together in tandem to achieve our mission. All of our products, when finished, will be the basis for an ecosystem of aid, and will be amplified by the other's existence.

At some point, we will need the technical infrastructure for one main Astra account to link all products together (e.g: Apple ID), and a greater plan for the unity and intercommunication between them.

SE vs. CE

Our Astra ecosystem is made up of two smaller systems and ecosystems that each solution encompasses. These solutions can easily be divided into SE, and CE.

SE = Sustainable Ecosystem
CE = Closed Ecosystem

SEs are ecosystems that require money to scale and keep going. This would be the therapist and school version of Aetheria. Those portions of the software cost money, therefore we need to have money that scales with those costs. Our SEs are going to be how we grow Astra, and where the majority of our resources come from.

CEs are ecosystems that require a one-time upfront cost, with no on-going infrastructure costs that can easily be absorbed and covered by the profit from the SEs. The CEs are mostly going to be our general audience solutions, like Aetheria (mobile app) and Verena. They cost no money (aside from a small up-front time investment) to make a reality, and only require small amounts of maintenance. They are "closed" because they do not need to be sustained by money. Even in times of great financial difficulty, we're able to continue our aid through these CE's. For CEs, our goal CPPH is $0.005.

All of our public-facing aid should be a CE, or an SE with accessible cost options.

We use the money from SEs to continue to develop accessible CEs. Altogether, we use the SEs to support and act as the foundation for more CEs.

Diversifying between SEs and CEs allows us to continue charity and aid even when financial resources are dry, and also enables us to continue to stick around longer. The more areas we help in, the more networking opportunities we have, the more grants we get, the more opportunities we get to develop SEs, and so on and so forth. Of course, we want to help in as

many areas as we can. That's the first priority. But being able to be diverse and stand strong on the foundation of CEs increases our ability to withhold through storms and stay on our path.

Vertical Foundations & Skyscraper Growth

Obviously, the more CEs we want to make, the more SEs we need. As a conservative estimate, we need a ratio of 3 CEs : 1 SE (subject to change). This enables us to continue to trickle that money into accessible solutions, and to build a strong "skyscraper" foundation. The higher we want to go, the more SEs we need to build.

Golden Mean

As we grow, we need to continue to find the best balance of innovation, and bureaucracy. This isn't going to be an easy task, but will be incredibly worthwhile. The best way we've found to do this so far is by creating incredibly detailed documentation, and easy & minimal ways to interact with Astra with the lowest amount of friction.

Documents help convey info quickly. Docs like our manifesto, ethics, and vision of the future are short ways to convey a strong amount of information that cuts through bureaucratic bullshit. Document well, and do it consistently.

Minimal effort for maximum engagement. The more steps we ask people to do, the less they will actually do it. We learned this hard with our product management processes. Much like resource minimization for finances, we need to do that also with meetings, product management software, and processes. By detailing things as fully-fleshed out as we possibly can, we decrease the amount of software and bloat we need in our day to day jobs. Keep things, teams, tasks, and projects as lean and easy to do as possible.

No bullshit jobs. We bring in people to fill job roles, not make job roles for people. We will not bring on people to do stuff that doesn't absolutely need to be done.

Cull quickly - and often. Reducing the amount of people involved in a project or task is paramount to getting it done. This means putting volunteers on leave if they aren't working, cutting out people in a call if they don't add value to it, and minimizing the amount of people involved on any given project. Bureaucracy creeps up slowly, and we need to actively cull it when possible.

Solve things as soon as we see them. To keep things working, we have to prepare for them in advance. This involves having every head core team member maintain and contribute a mass process document for onboarding, onboarding through a slide deck instead of a meeting, and learning lessons from scale.

Currently, issues with the dev team have been the greatest indicator of issues elsewhere in our scaling process. By keeping a close eye on the fastest growing team, we've been able to predict and get ahead of the scaling issue.

Ethical Fading

Our organization only works because of our strict guidelines and path we've laid out for ourselves. We have a hard road ahead of us, and our ethics, manifesto, and vision of the future are how we survive the journey. Because of that, it's more important than EVER that we closely follow our ethics and manifesto, to a T.

Our staff and volunteers need to understand and align with our ethics and manifesto, and we need to promptly remove people who don't follow and align with those items. **It needs to be made clear that we will not reward or entertain deviation from those documents.**

With such stress and goals under an ethical limit, we're incredibly at risk for ethical fading. Ethical fading occurs when a company takes small unethical shortcuts that pile up and create incredibly unethical scenarios (e.g: Wells Fargo bankers opening up fake accounts for customers to create better numbers for companies).

As such, we need to have a zero tolerance policy for any deviation from those ethics and manifestos, and need to continue to instill that in every generation of volunteers and executives.

Risk aware but not risk averse.

Working with communities as vulnerable as ours is a privilege, NOT a right we have. As such, we need to actively be thinking about the unintended consequences that our products can bring into these communities. We have an ethical and moral responsibility to think seriously about the harm we could be a vessel for.

Although we need to be risk aware for our marginalized communities, we should not be risk averse as a company in helping them. We always need to strive to grow as a company, and

that involves taking risks and doing things that feel uncomfortable. We need to be risk-aware with our communities, but NOT risk averse with our products and helping those communities. There is a difference between those, and it is a fine line we walk. If we have any confusion or concern about the difference between them, it needs to actively be discussed in a core team meeting.

Diversity is a requirement, not an afterthought.

Working in many different areas requires a difference of thought and opinion to see potential pitfalls. Diversity is a strengthener, homogeneity is how we fail our users. It is not a buzzword for us, and it cannot afford to be. We can't just talk - we also need to create a comfortable environment for anyone to be in, especially those on our team who are more marginalized.

We need to actively go out of our way to not only source talent from areas not typically sourced, but to also incubate talent in populations where opportunities may not be equally spread.

In action, we also need to keep a close eye on our recruitment and processes to make sure we're not inadvertently punishing people for our unconscious bias. We need to understand and avert internal bias at every stage of the company.

Along those lines, we need to kill intolerance to keep us diverse, and to create an environment where marginalized team members can come to us, and KNOW that we will fix the issue.

It is on us as the Core Team to bring in diverse people, but also to KEEP them safe and comfortable with a positive work environment. When we shift the responsibility to keep the environment safe on our marginalized staff, we fail them.

Kill intolerance before it grows

The antithesis of diversity is intolerance. We need to create and mandate a zero-tolerance harassment policy for homophobia, racism, and anything else that may occur. We cannot afford to lose the diversity we have due to one person being an asshole. No matter how impressive their resume or network, intolerance breeds fast.

If we don't stomp it out at the first sign, we inadvertently become a breeding ground for it. We need to actively be aware and conscious of our biases as we move forward, and put the burden on ourselves to fix issues that may arise, not burden our marginalized employees with fixing them.

We have to go OUT OF OUR WAY to create a space where if people feel bad, they talk to us. This means being open and aware about our biases, and killing our egos before they kill the company.

This also means no tolerance of intolerance. We do not need a fucking Google Memo pt. 2 situation. When we build for such a diverse audience, harboring intolerant people will only create tensions within the company and trickle down to our users. They need to be gone, ASAP. No exceptions.

Team over Ego

With products and projects as critical as ours, we always need to create an environment where people feel like their voices and opinions are heard. This means removing our egos from the equation at any given time to fully make sure that when people have a big issue, they come to us with it first.

Under no circumstances do we want a culture where people feel like they have to hide a massive issue for us. Those cultures are created through belittling people and not creating space for their voices, and prioritizing the ego of the manager. That cannot happen here. Our ego needs to get out of the way to get valuable feedback and insights into the issues that could crush us.

Execution above ideation.

Ideation is only worth anything if we're actually able to execute. While we might have a lot of ideas, there's no point in entertaining them if they are not actually feasible given our current situation. We need to think far out, but stay grounded with our time and effort into things we can actually do and think about.

Self Cannibalization

We need to continue to innovate moving forward, and be willing to destroy projects we've already built up. We need to keep pushing ourselves to consistently be the best, or we will lose.

If we become complacent with our impact and never grow with the times, we turn into the organizations we hate. We need to continue to push ourselves, even when it destroys or gets rid of things near and dear to us (e.g: replacing anxietyhelper with Aetheria).