

SoundBio Lab Long Term Plan

Contents

Contents	1
SoundBio Lab - What, who and why	2
Vision and mission	2
Values	2
Who we serve and how	3
How do we serve our target stakeholders	3
Organizational overview	4
Committee and volunteer roles	4
Key programs and activities	5
Strategic plan	7
Desired end states	7
Goals and strategic actions	7
1 Makerspace Laboratory	8
2 Education	8
3 Project work	9
4 Public engagement	9
5 Sustainable growth	10
Strategic actions grouped by primary responsible party	11
Financial plan	11
4 year budget roadmap (Plan A)	12
Contingency planning	13
Decision making formula for continuing staff contracts	13
Annual review and updates	14
Start of year check ins	14
End of year review	14

SoundBio Lab - What, who and why

Vision and mission

Vision statement: Space for anyone to create, dream and explore with science

Mission statement: SoundBio Lab welcomes everyone to explore and grow their passion for science. We provide space, tools and community to foster original research projects alongside hands-on STEAM education in our biomakerspace and the greater Seattle area.

Values

Value	How this is expressed
Community	We support and are comprised of a diverse and inclusive community. We approach all tasks with a spirit of collaboration and volunteerism, and we recognize the mutual benefit of mentoring and peer-learning.
Integrity	We take our social and ethical responsibilities seriously to ensure the safety of those in and around our lab, be good environmental stewards and work with transparency and honesty.
Equity	We work in opposition to systems of marginalization and oppression that exclude people from STEAM, collaborating with partners to provide equitable access to hands-on science resources and community.
Creativity	We see artistic expression and tinkering as valuable practices that open up creative ways of thinking about and doing science.
Innovation	We practice DIY (Do-It-Yourself) culture! We use the resources at our disposal to push boundaries, make new discoveries, and innovate. Everyone at SoundBio Lab should support a culture of encouragement, growth, and a willingness to learn from failure.

Who we serve and how

Who we serve	Notes
People who need lab space	<p>Laboratory practitioners who are currently not well served by other institutions:</p> <ul style="list-style-type: none"> • Bioartists and others looking to combine laboratory biology with other disciplines. • People looking to run a business that relies on access to a lab but who cannot or do not want to access venture capital or other financial resources that would allow them to pay the fees of traditional incubators. • People who are looking to research questions or projects of limited or local interest.
Marginalized youth starting their STEM journey	<p>Youth from marginalized backgrounds who are interested in STEM but who have lacked opportunities to develop laboratory skills and authentic research experiences.</p>
Anyone marginalized by traditional STEM systems	<p>People at any stage of their STEM journey (students just starting out, professors etc.) who have felt othered or marginalized within traditional STEM spaces and are looking for community as well as training/resources/education.</p>

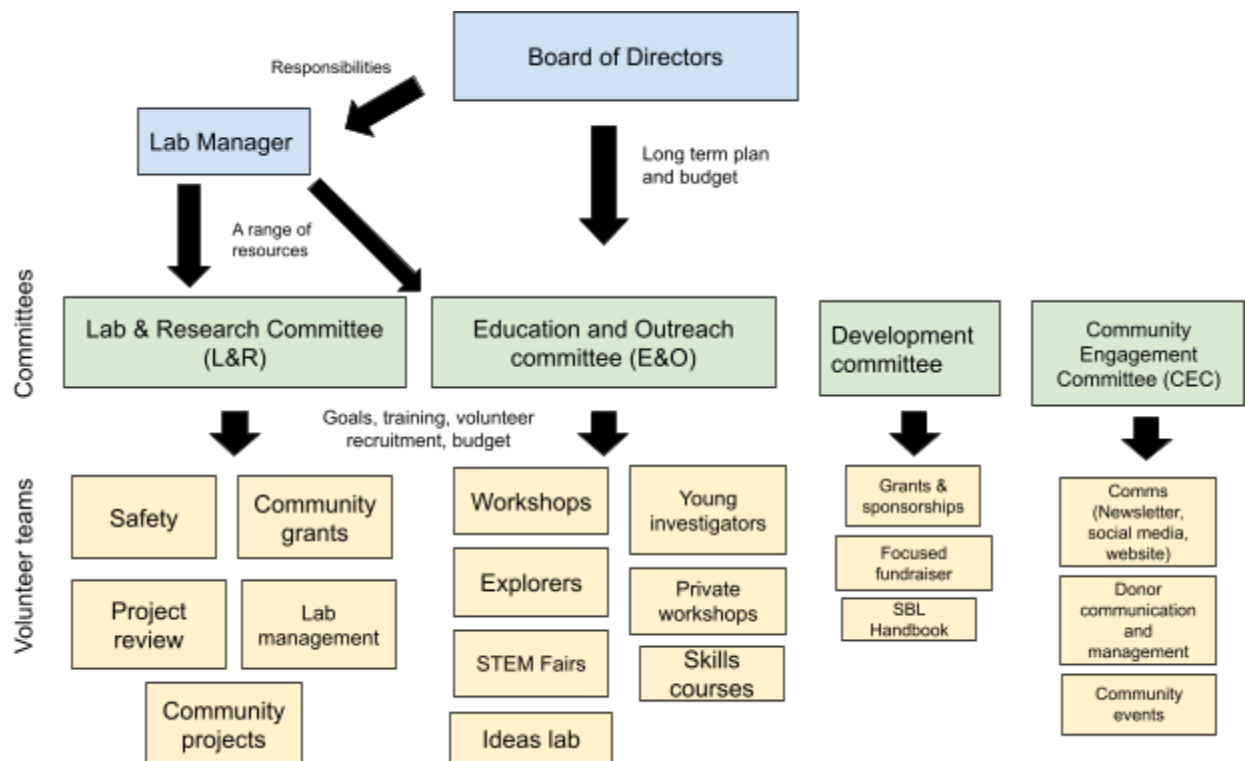
How do we serve our target stakeholders

- **Providing lab space and resources.** Without SoundBio Lab there are no places in our region where people who do not have access to traditional institutional resources can use the tools and methods of laboratory biology safely, effectively and affordably.
- **Providing hands-on STEM learning, mentoring and structured research experiences.** Many students who are interested in STEM careers lack access to hands on laboratory learning experiences, due to a range of reasons including economic marginalization and systemic oppression. These experiences are transformative for

student success and retention in the fulfilling and well-paid jobs in STEM and so with fewer of these opportunities available systems of marginalization can be reinforced.

- **Providing community.** Community (networked interpersonal relationships) provide all of us with a sense of belonging, meaning and motivation in our lives. Community can and should be a source of joy and strength, allowing us to share resources and learn from one another. We can provide a community oriented around a mutual interest in science, but one that non-professionals can join and isn't predicated on an assumption of science haves (professionals, experts) and have-nots ('the public').

Organizational overview

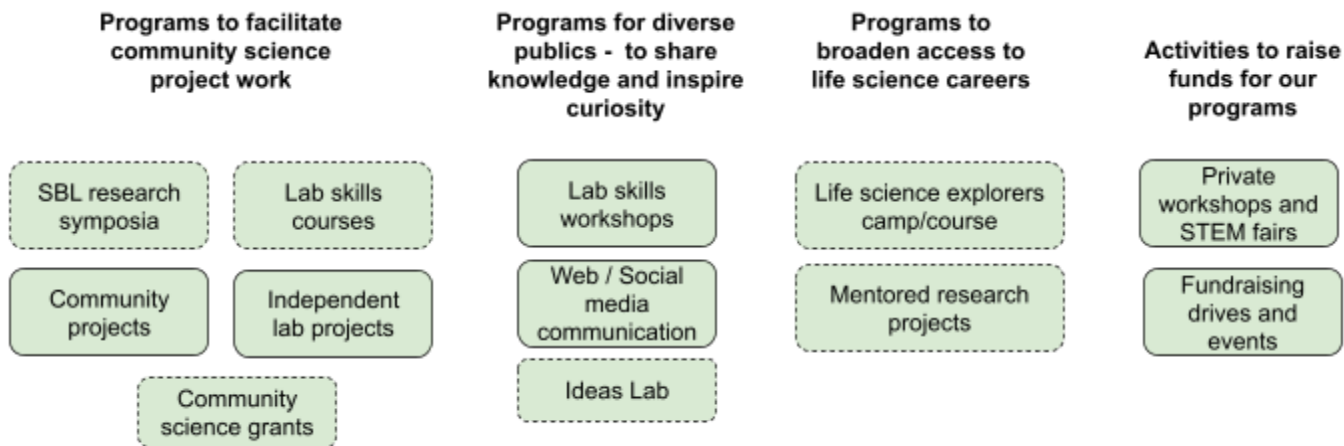


Committee and volunteer roles

- Yellow = Committee member, Green = Volunteer managed by the attached committee members.
- Note that all committees have a chair, and that they can but are not required to take on any of the defined committee roles.
- Roles do not describe the full responsibilities of the committee, many tasks that are not easy to define roles that provide regular work will be managed ad hoc by the committee working as a whole or by individuals volunteering as opportunities arise.

Key programs and activities

The chart below groups our key programs and activities based on the primary way they serve our mission, noting that any one program might in practice serve a range of stakeholders in diverse ways e.g. students interested in STEM careers might benefit from taking our lab skills courses.



Dotted lines indicate new programs as of 2023, still in a pilot phase

Program	Managed by	Notes
Workshops	E & O	Monthly hands-on lab workshops - fun, educational, thought-provoking and accessible for folks new to lab work. Discounts provided to lab members.
Skills courses	E & O	Regular hands-on lab skills training courses, participants master a set of related skills and knowledge. Discounts provided to lab members.
Life science explorers	E & O	An experiential science learning program for middle school students from groups marginalized in STEM. To be run several times per year.
Mentored research projects	E & O	Each year facilitating a range of mentored research opportunities for high school and community college students from groups marginalized in STEM
Private workshops and STEM fairs	E & O	Providing based on demand, and for a fee, delivering science education offerings to private groups, for a fee.
Research symposia	CEC	Quarterly opportunities for SBL members and invited speakers to share their research progress and ideas, open to anyone to learn and ask questions, and meet other people interested in community science / independent

		laboratory work.
Ideas Lab	CEC	Regular events with invited presenters to share original ideas or skills. To provide a mix of inspiration and education.
Fundraising drives and events	CEC	To raise money to be able to provide low or no cost access to other programs
Community projects	L & R	Original research projects at SBL providing opportunities for Tinkerer members to contribute at regular work sessions.
Independent lab projects	L & R	Researcher or Lead members can conduct independent research work in the lab, after going through project review for safety and ethics.
Community science grants	L & R	Mechanism to provide targeted support in terms of membership discounts and a purchasing budget for people from marginalized groups interested in pursuing project work, or for people pursuing projects focused on providing a community benefit.

Strategic plan

Desired end states

By the end of 2026 we aim to be delivering on all of the following

Makerspace laboratory	Education	Project work	Public Engagement	Sustainable growth
Desired end states & Strategy statements				
<p>Regular learning opportunities to master lab skills that could be used in projects at SBL.</p> <p>Providing high impact programs to broaden access to life science careers for students from groups marginalized in STEM.</p> <p>Maintaining long-term, mutually rewarding, partnerships with schools and other partner organizations.</p>	<p>Regular learning opportunities to master lab skills that could be used in projects at SBL.</p> <p>Providing high impact programs to broaden access to life science careers for students from groups marginalized in STEM.</p> <p>Maintaining long-term, mutually rewarding, partnerships with schools and other partner organizations.</p>	<p>Supporting sustained scientific project work that is community-led and locally focused.</p> <p>Regular opportunities for all members to contribute to original research projects</p> <p>Making accessible, authentic research experiences available to high school and college age members for whom this opportunity would be novel and impactful.</p>	<p>Building and maintaining a consistent presence in our community.</p> <p>Hosting scientific workshops and events aligned with our values.</p> <p>Facilitating scientific communication, interpretation, and broadening exposure to diverse scientific content.</p> <p>Facilitating the formation of new scientific relationships</p>	<p>Our physical space is sufficient to deliver on our mission.</p> <p>Income streams are equitable, sustainable and sufficient to cover costs and allow for growth.</p> <p>Community volunteers are leading the organization in a way that is effective and sustainable.</p>

Goals and strategic actions

The following actions are intended to bring us in line with the end states above. Note that the metrics and milestones will be updated over time to be more granular and quantitative as we develop the information necessary to do this in a sensible way. Also committees and individuals responsible for each goal can and should create more detailed strategic plans to achieve these goals.

1 Makerspace Laboratory

Title	Goal(s)	Responsible parties	Metrics and milestones
1.1 Access	A - Lab layout and organization improved to be more accessible for people with different abilities and needs. B - System in place to lower financial barriers to project work, in a targeted way based on our mission and values.	Lab Manager / L & R	Lab layout update completed by Fall 2023 Community science grant program piloted by end of 2023.
1.2 Lab users	Most lab users are folks who would not have access to alternative spaces to pursue laboratory project work. Connected to the lab via E&O and CEC managed programs.	E&O / CEC	At least 90% of lab users reporting that traditional institutions would not be an option for them by end of 2023.
1.3 Equipment	Optimize scientific equipment based on information from current and prospective users.	Lab Manager / L & R	Info collected and plan for equipment updates created by end of 2023.
1.4 Safety and ethics	A - safety protocols reviewed at least annually B - Quarterly safety check ups C - Ethics review of all projects by L&R	L & R	Hit all three goals by end of 2023.

2 Education

Title	Goal(s)	Responsible parties	Metrics and milestones
2.1 Courses	Regular courses that allow participants to master relevant lab skills and knowledge.	E & O	>3 courses run in 2023. Run on a regular cadence through 2024.
2.2 Partnerships	Education programs make use of partnerships with relevant local organizations	E & O	At least one ongoing partnership providing clear mutual benefit by end of 2023.
2.3 STEM pathways	Programs provided impactful opportunities for students from groups marginalized in STEM to access and excel in life science careers.	E & O	New programs piloted in 2023.

2.4 Equitable pricing	Workshop and course ticket prices are based on being accessible to those on median area incomes with targeted fees discounts and waivers easily available and advertised.	E&O	Plan for discount and waiver system developed and implemented by end of 2023.
------------------------------	---	-----	---

3 Project work

Title	Goal(s)	Responsible parties	Metrics and milestones
3.1 Community projects	Greater number of active community projects at the lab. Providing clearer information on what community projects are, how to start one and how to join one, as well as material support through community science grants.	L & R	At least 2 active projects by end of 2023, increasing by 1 each year. Projects engaging at least 30 distinct members a year from 2024.
3.2 Active projects	Greater number of active projects at the lab, inclusive of all project types.	L & R / E & O	At least 8 active projects at the lab by end of 2023. At least 10 by mid 2024.
3.3 Mentored research projects	Mentored project program providing impactful opportunities for students from groups marginalized in STEM.	E&O	Pilot launched by end of 2023.
3.4 Peer-learning and networking	Research symposia offering opportunities for members to learn from each other, share ideas and form collaborations.	CEC	At least one symposium held in 2023.

4 Public engagement

Title	Goal(s)	Responsible parties	Metrics and milestones
4.1 Content sharing	Use our website, newsletter and social media to create and share content relevant to community science and our mission.	CEC	>10% growth in key metrics for website, newsletter and social media each year.
4.2	Twice monthly workshops/ courses in our	E & O	Running regularly

Workshops	lab that are successfully bringing in new partners (members/donors/volunteers)		through 2023, and selling out tickets at >50% of workshops by 2024.
4.2 Community events	Unique community events that engage people to think differently about science or that challenges systemic injustice in STEM.	CEC	New event types piloted in 2023. At least one event meeting this goal per quarter through 2024.
4.3 Focused fundraising	Focused fundraising drive each year, with in person event(s), used to fill our budget for education ticket waivers and for community science grants.	CEC	Piloted in 2023, leading to goal and metric updates.

5 Sustainable growth

Title	Goal(s)	Responsible parties	Metrics and milestones
5.1 Lab space	Our lab space is being well used and is sufficiently large and located appropriately to allow us to deliver on our mission.	L & R	To be reviewed in 2024, and decision made on whether to mandate a working group to draw up plans to move to a new lab.
5.2 Equitable membership pricing	Membership income streams are designed to minimize the financial burden for those who can least afford it or who experience other marginalization limiting their access to laboratory life science.	Board / All committees	Review and updates to membership fee structure completed
5.3 Sustainable funding model	Income streams are sustainable, meeting our costs and allowing for growth.	Board / Development	Fees and recurring donations covering monthly rent, utilities and at least 0.33 FTE lab manager salary by the end of 2023.
5.4 Leadership	We have thoughtfully hired the staff we need to deliver on our goals without compromising our values and community atmosphere. Volunteer leadership structures are effective and stable.	Board	Board and committees are reporting satisfaction with workload and ability to hit goals in annual surveys.

	Appointment and handover SOPs are in place for all officer and committee chair positions.		
--	---	--	--

Strategic actions grouped by primary responsible party

L&R	E&O	CEC	Board / Development
1.1 Access	1.2 Lab Users	1.2 Lab Users	5.2 Equitable funding model
1.3 Equipment	2.1 Courses	3.4 Peer learning and networking	5.3 Sustainable funding model
1.4 Safety and ethics	2.2 Partnerships	4.1 Content sharing	5.4 Leadership
3.1 Community Projects	2.3 STEM pathways	4.2 Community events	
3.2 Active projects	3.2 Active Projects	4.3 Focused fundraising	
5.1 Lab Space	3.3 Mentored research projects		
	4.2 Workshops		

Financial plan

4 year budget roadmap (Plan A)

This provides an idea of how we can balance our budget each year to reach sustainability. We will produce a more detailed budget each year with up to date numbers.

Income	2023 - Monthly	2023 - Annual	2024 - Monthly	2024 - Annual	2025 - Monthly	2025 - Annual	2026 - Monthly	2026 - Annual
Member fees	\$1,250	\$15,000	\$2,000	\$24,000	\$2,500	\$30,000	\$3,000	\$36,000
Workshop / course fees	\$200	\$2,400	\$350	\$4,200	\$750	\$9,000	\$825	\$9,900
Private + Community events	N/A	\$3,000	N/A	\$3,000	N/A	\$3,000	N/A	\$3,000
Recurring donations	\$250	\$3,000	\$1,500	\$18,000	\$2,000	\$24,000	\$2,000	\$24,000
Grants and sponsorships		\$10,000		\$20,000		\$25,000		\$25,000
Focused fundraiser	N/A	\$3,000	N/A	\$4,000	N/A	\$5,000	N/A	\$5,000
One off donations		\$10,000						
Total		\$46,400		\$73,200		\$96,000		\$102,900
Expenses								
Lab rent/utilities	\$2,000	\$24,000	\$2,100	\$25,200	\$2,205	\$26,460	\$2,315	\$27,783
Materials and supplies	\$200	\$2,400	\$350	\$4,200	\$500	\$6,000	\$750	\$9,000
Community scholarships	N/A	\$500	N/A	\$1,500	N/A	\$2,000	N/A	\$2,500
Student stipends	N/A	\$0	N/A	\$1,500	N/A	\$2,000	N/A	\$2,500
Payroll - Lab manager	\$3,779	\$45,348	\$3,968	\$47,615	\$4,166	\$49,996	\$4,375	\$52,496
Services	\$420	\$5,040	\$441	\$5,292	\$463	\$5,557	\$486	\$5,834
Total		\$77,288		\$85,307		\$92,013		\$100,113
Deficit		-\$30,888		-\$12,107		\$3,987		\$2,787
Assets at year end		\$34,112		\$22,005		\$25,992		\$28,778

Annual review and updates

Start of year check ins

At the start of each year, the President or a delegated member of the Development committee contacts each of the committee chairs and other relevant stakeholders to remind them of the goals in this plan that fall under their responsibility and to ask for confirmation that they are working towards this goal. This is an opportunity to address problems at Board level. If there is a new President during the middle of the year this process is re-initiated. Likewise when a new person takes over as committee chair they meet with the President or delegated member of the Development committee to discuss goals.

End of year review

- **Board review.** The Board reviews each goal and the stakeholder reports providing:
 - A status update to add to the master plan document.
 - Confirmation that the Board still considers this goal to be important to the strategic priorities of SoundBio Lab, and if not discusses and approves and amended version or removes the goal.
 - A course correction plan if insufficient progress is being made.
 - Metrics updated to cover the coming year and to include updated information.
- **End of year report.** The updated plan is presented to the membership in the fall of each year at the annual members meeting, and the full report or a summary is made publicly accessible on our website.