



THE CAIRN PROJECT



THE COMPASS COLLECTIVE

GEA Alliance 5 Year Strategic Plan



Mission:

We connect women, girls, and gender diverse adventurers with transformative adventure opportunities, advancing gender equity on and off the mountain.

Values:

Gender Equity, Inclusion, Safety, Growth, Advocacy, Empowerment.

Vision:

To be determined.



Purpose of the strategic plan: To grow the impact of the organization by creating the capacity to expand programming.

Where are we today?

- **Small**, volunteer run organization
- Recent **merger**
- **\$80k** annual combined budget
- High impact, high potential,
limited funding



GEA Alliance



- Summit Scholarship
- WoM Calendar

- Trailblazers
- Grit Lit
- See Her Outside Podcast

- TCC Scholarship

High-level Timeline

PHASE 1:
2025-2027

Grow Funding

- Grow funding
- Maintain current program offerings



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2027

Plan Program Expansion

- Research and evaluate programming and partnership opportunities
- Build connections



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2028-2029

Launch New Programming

- Launch new scholarships
- Begin adding new program opportunities



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PHASE 4:
Beyond 2029

Grow Programming

- Continue expansion
- Focus on quality and efficiency



Financial Objectives:



Grow funding



Diversify funding



Create financial efficiency

Action Steps:



Engage in yearly budgeting and forecasting



Set yearly targets



Focus on fundraising

Where will the money go?



Fundraising Prioritization

(CURRENT)

(Growth Assessment)

Maintain

Minimal Financial Impact

- WoM Calendar ~\$3k
- Retail/Merchandise --

Moderate

Some Financial Impact

- Grit Lit Book Club ~\$3k
- Volunteer Campaigns (outside of Trailblazers) ~\$1k

High Potential

Financial Impact Depends on Time and Resource Allocation

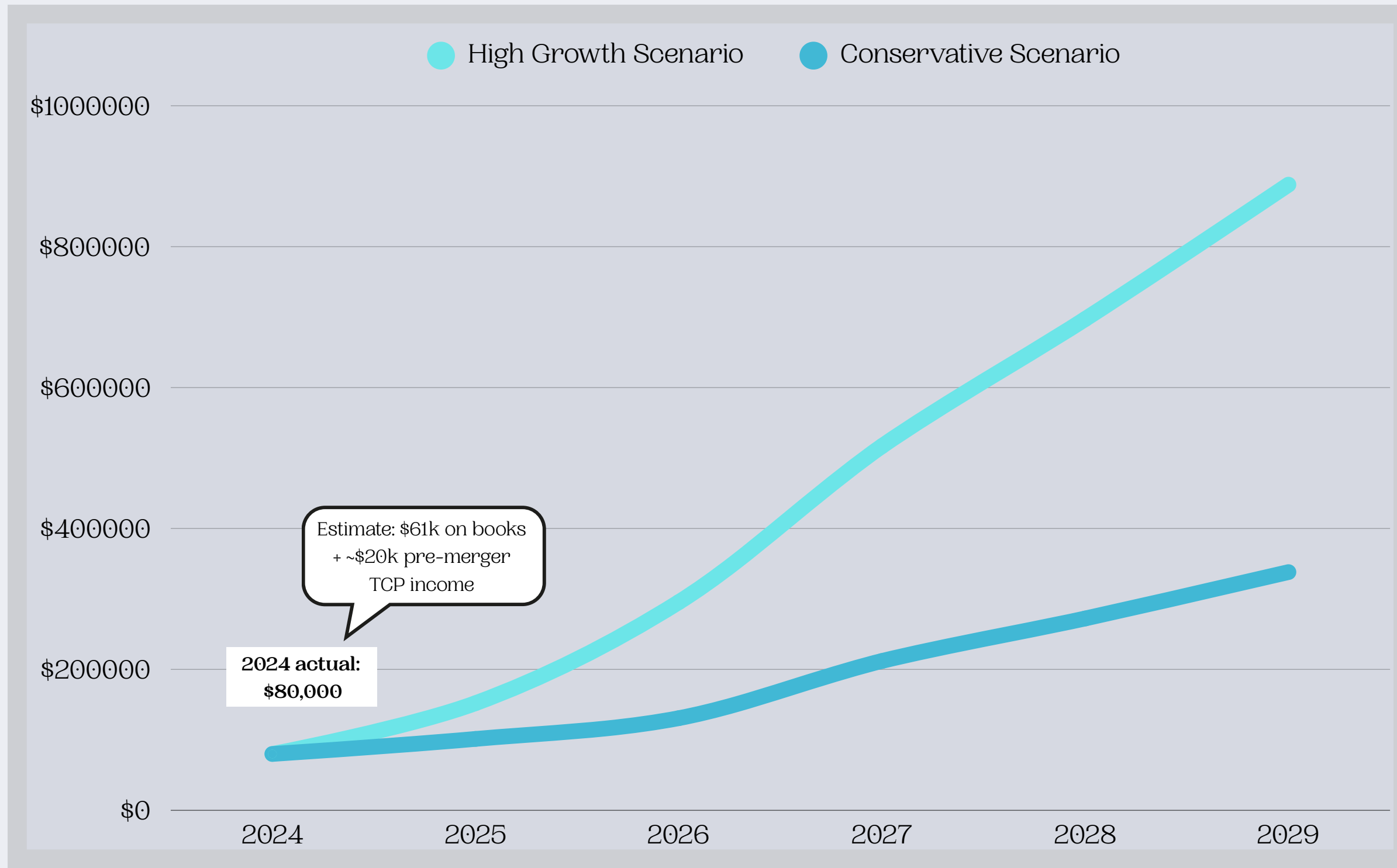
- Events --
- Individual Donors ~\$20k
- Grants ~\$3k

High Priority

Greatest Financial Impact

- Trailblazers ~\$20k
- Corporate Sponsors ~\$22k

Fundraising Growth Scenarios



High growth goal

- \$850,000 in funds raised
- \$170,000 in salaries & wages (20% expense ratio) or 3-4 FTEs
- \$650k+ in scholarship funding (equivalent to 65+ scholarships)

Conservative goal

- \$330,000 in funds raised
- \$66,000 in salaries & wages (20% expense ratio) or 1.5 FTEs
- \$250k+ in scholarship funding (equivalent to 25+ scholarships)

Funding Sources Deep Dive

High Growth Scenario: 2029 Pro Forma



2029

Grit Lit

\$20,000 **3x**

- Subscriptions start at \$45/quarter
- \$20k revenue → 111 subscribers
- Currently 45 active subscriptions

WoM Calendar

\$10,000 **6x**

- Sell 500 calendars @ \$30 each (\$20 net)
- Last year's sales: 84 calendars
- Double down on promotion

Grants

\$60,000 **20x**

- Currently minimal effort invested on grant writing side
- Difficult to access but meaningful opportunity
- **Onboard dedicated grant writer** (fundraising for own compensation?)

Events

\$100,000 **∞**

- Events are a currently untapped fundraising source
- Trial with Sunny Grand Canyon Rim to Rim fundraiser in October 2025
- 5-year **Goal: 10 annual events at \$10,000 each**

Donors

\$125,000 **6x**

- Individual donors currently contribute ~\$20,000 to the budget
- 2024 year-end letter campaign drove ~\$6.5k in additional contributions
- Double down on **high-value donor outreach and regular letter writing cadence**

Sponsorship

\$150,000 **7x**

- Current corporate sponsors: Fjällräven, Nite Ize, LOWA
- **Utilize upcoming Outside PR campaign** to drive new corporate sponsors (Arcteryx? Gnara? Kula?)
- LOWA interest in standing up multi-year German LOWA Summit Scholarship flagship campaign

Trailblazers

\$400,000 **10x**

- Raising \$400k via the Trailblazer Program will require **200 trailblazers averaging \$2,000 per campaign** or 100 trailblazers averaging 4k per campaign
- Current average campaign size is closer to \$1,400
- 18 Trailblazers on the roster, including 8 new additions over the last six weeks
- **See Her Outside podcast** is a terrific recruitment tool

*x = growth factor vs 2024-25

Sponsor Relations

- **Maintain & grow relationships with current sponsors**
 - Improve systems for shared data/media collection
 - Create regular and timely communication channels
 - Outline and implement shared media campaigns
- **Grow number of corporate sponsors**
 - Identify, solicit & build new relationships
 - Pursue outdoor industry brands and non-endemics



\$10K



\$3.75K



\$2.5K

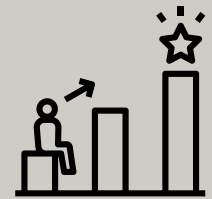


\$5K

Marketing

Objective: Formalize an integrated marketing plan with intentional and consistent key messaging across The Cairn project, the Summit Scholarship and the Compass Collective

Action Steps:



Define clear marketing goals and objectives



Identify priority market segments to target



Systemize storytelling platform



Create a campaign schedule



Monitor and manage channel efficiency

Priorities:

Touchpoint
Efficiency

Trailblazers

Scholarship
Recipients

New Target
Audiences

Fundraising
Campaigns

Current
Sponsors

Channel Inventory



GEO
Alliance

Brand ID	Needs Improvement	Defined	Not Defined	Not Defined
Website (monthly users)	1.2k	1.1k	127	34
Newsletter (subscribers)	2048	1,384	60	--
Facebook (followers)	535	1136	--	410
Instagram (followers)	3126	5405	128	3130
LinkedIn	--	--	--	--
Pinterest	--	--	--	--
YouTube	--	--	--	--
X / Twitter	--	--	--	--
Blog	Intermittent	Actively Managed	Unmanaged	--
Other	Direct Mail	See Her Outside Podcast, Grit Lit	--	--

Programming Building Blocks



Strategic priorities for program development



2028 - 2029 Launch and Improve

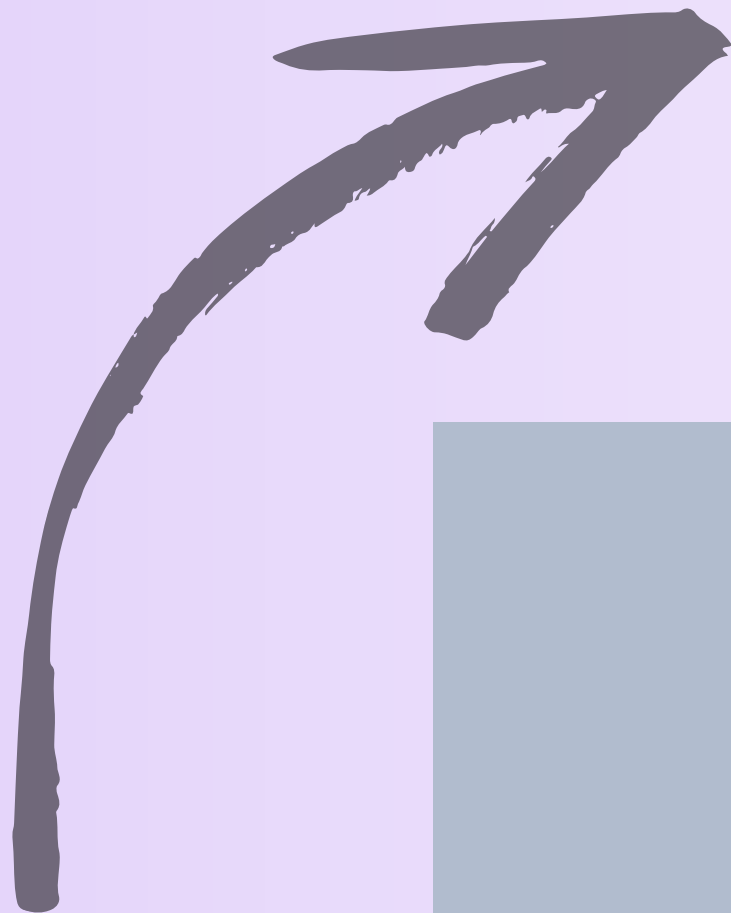
-  Launch program offerings
-  Focus on quality and efficiency

2027 Research and Evaluate

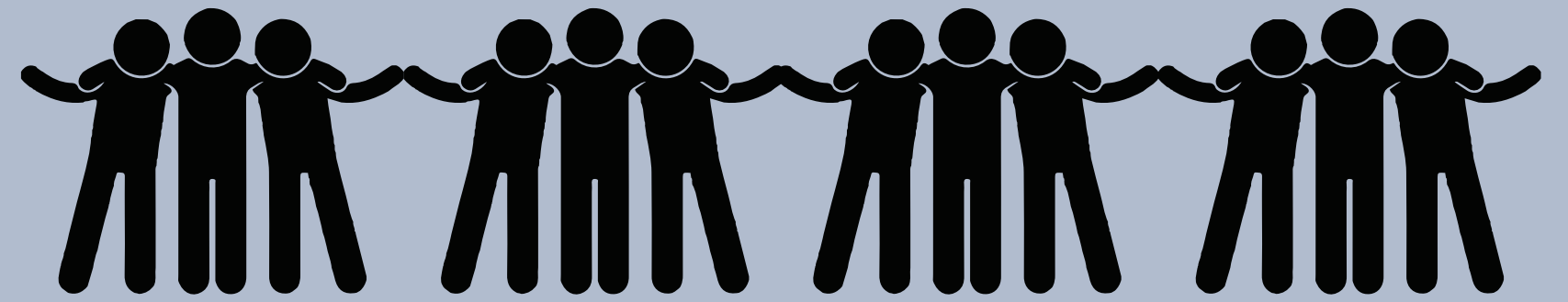
-  Research and evaluate potential partnerships
-  Design and evaluate program offerings

2025 - 2026 Maintenance and Decision Making

-  Maintain current programming offerings
-  Decide which audiences to serve next



Internal Governance



Objectives:

- Create bandwidth
- Maintain team morale
- Maximize efficiency
- Determine a vision statement
- Increase transparency & accountability

Action Steps:

- Define a **regular internal communication** plan
- **Systematize** frequency & scheduling of board meetings
- Engage in **succession planning** & board tenure review
- **Move admin tasks** off the board
- Design **reporting channels** for staff and volunteer programs

Takeaways:

- **Step 1:** Focus on fundraising to create organizational capacity.



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- **Step 1:** Focus on fundraising to create organizational capacity.
- **Step 2:** Pursue thoughtful program design & expansion.



Takeaways:

- **Step 1:** Focus on fundraising to create organizational capacity.
- **Step 2:** Pursue thoughtful program design & expansion.
- **Step 3:** KICK ASS!!!



Appendices

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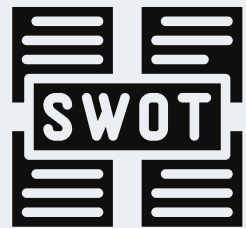
Project Analysis Tools



Interviews



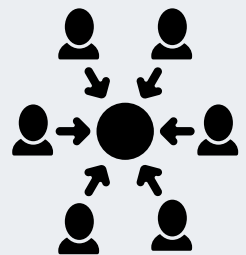
Market Research



SWOT Analysis



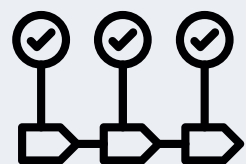
Budget Analysis



Stakeholder Analysis



Financial Modeling



Value Chain Modeling



MBA Support



Market Segmentation



Collaboration w/Sunny

StakeholderMap

Created May, 2024



Value Chain Map

Created June, 2024

AWE Summit Scholarship Value Chain

The Value it Provides

Category

Steps in the Process

To increase overall reach of the organization

To create and maintain relationships with partners

To collect funds to serve recipients and the overall mission

Fundraising Phase

Collect Funds

Reach out to sponsors

Determine Budget

Create contracts

Thank Sponsors

To create the best outcome for participants

To ensure the process runs smoothly and efficiently

Planning Phase

Assign tasks to board members

How many scholarships

Choose trips

Communication Management w/Partners and Participants

Trip Logistics and Costs

To connect with audience

To execute the plan and bring the mission to life

Application Phase

Applications Open

Applicants Apply

Read Applications

Vote and decide on winner

To increase brand recognition

To increase fundraising opportunities

To tell stories that increase reach to audience

Marketing Phase

Collecting media, photos, stories

Publishing calendar

Posting on Instagram

Creating blog posts

To connect with audience

To execute the plan and bring the mission to life

Trip Execution

Facilitation of logistics

Training and vetting partners

Travel

Guides

To determine the direction of the organization

To create accountability

To provide structure and organization

Governance

Board Members

Volunteers

Founder (Sunny)

Fundraising Pathways <i>Steps to grow funding by source</i>	Events	Grants	Individual Donors
Step 1	Pilot small events ASAP	Apply for grants on an ongoing basis	Increase digital touchpoints where donations can be made ASAP
Step 2	Scale repeatable event models as resources allow	Increase number of grant applications as resources allow	Implement an “Ask” schedule and system to reach out to donors as resources allow
Step 3	Increase diversity of event size and type as resources allow	Hire or assign someone to manage all grant applications as resources allow	Grow campaigns and manage efficiency over time

Ages	Region	Metropolitan Area	Income
<p>TEENS 13-19</p> <p>Developing personality and interests</p> <p>Impressionable</p> <p>Could become lifelong participants</p>	<p>UNITED STATES</p> <p>Based in US</p> <p>Familiar with the market</p>	<p>URBAN</p> <p>Large populations</p> <p>Varying income</p> <p>High outdoor rec participation rates</p> <p>Higher visibility</p>	<p>\$0 - \$11,600</p> <p>Living below the poverty line</p> <p>High financial need</p>
<p>YOUNG ADULTS 20-35</p> <p>Establishing habits and interests</p> <p>Highly active</p> <p>Has time to share learnings with others</p>	---	---	<p>\$11,601 - \$47,150</p> <p>Living, at, near or slightly above poverty line</p> <p>High financial need</p>
---	---	---	<p>\$47,151 - \$100,525</p> <p>Unlikely to have significant financial need</p> <p>Might depending on circumstances</p>
<p>GIRLS (8-12)</p> <p>Impressionable</p> <p>Could become lifelong participants</p> <p>Could have waning interest or attention for the sport</p>	<p>NORTH AMERICA</p> <p>Established network</p> <p>Reasonable understanding of culture</p>	<p>RURAL</p> <p>Lower and less stable income</p> <p>Includes core outdoor communities</p>	<p>\$100,526 - \$191,950</p> <p>Unlikely to have significant financial need</p> <p>Might depending on circumstances</p>
<p>ADULTS (35-55)</p> <p>Financially established</p> <p>May participate themselves or connect and support family members</p>	<p>WORLDWIDE</p> <p>Large opportunity</p> <p>Genuinely serves the mission to reach people from everywhere</p>	---	<p>\$191,951 - \$243,725</p> <p>Highly unlikely to demonstrate financial need</p>
<p>SENIORS 55+</p> <p>Sharp decrease in outdoor participation rates</p> <p>May be open to supporting and connecting family members to the organization</p>	---	<p>SUBURBAN</p> <p>Larger population with a stable income</p> <p>Adjacent to city centers</p>	<p>\$243,726 - \$609,350</p> <p>Does not demonstrate financial need</p>
<p>Marketing Segmentation</p> <p>Insights</p>	<p>Definitely Target</p>	<p>Consider Targeting</p>	<p>Do Not Target</p>

Marketing Segmentation
Insights

Definitely Target

Consider Targeting

Do Not Target

\$609,351+
Does not demonstrate financial need

Current Programming:
Mountaineering

Potential Programming Pathways

Mountaineering Only

Sports Adjacent to Mountaineering

All Outdoor Sports

US Expansion

North American Expansion

Worldwide Expansion

Small Scholarships

Medium Scholarships

Large Scholarships

Skill Building Scholarships

Certification Courses

Recommendations for Vetting Partners:

Objective: Assess organizations for impact, reliability and matching values

- Types of trips offered match scholarships
- Proven safety record
- Proven service record
- Must have shared values
- Suggested to participate in equity/inclusivity training and development
- Must clearly communicate and negotiate goals and objectives
- Suggested to sign contracts/agreements



Programming Evaluation Rubric

Guidelines and metrics for choosing programming

METRIC	Description	Score 1	Score 2	Score 3
Alignment with Mission, Vision, and Values	<i>Provides clarity of messaging and enhances mission</i>	Does not align with mission, vision, and values	Loosely aligned with mission, vision, and values	Aligned with mission, vision, and values
Participation and Engagement	<i>Includes direct and indirect engagement with the organization and its mission</i>	Lowers or does not increase participation and engagement	Moderately increases participation or engagement	Greatly increases participation or engagement
Fundraising Capacity	<i>Ability to increase funding for the organization</i>	Loses money	Creates moderate funding growth	Creates significant funding growth
Financial Sustainability	<i>viability of the program to continue</i>	High cost or low return	Moderate cost or return	High return or low cost
Social Sustainability	<i>Ability to support gender equity</i>	Detracts	Maintains status quo	Enhances equity
Educational Impact	<i>Enhances educational activities that further the mission</i>	Does not include an educational component	Provides educational opportunities for the GEA community	Provides educational opportunities that extend beyond GEA's direct audience
TOTAL SCORE	<i>Cumulative</i>			

Measures of Success

FINANCIAL

- Admin to impact ratio
- Social Return on Investment (SROI)
- Revenue diversification
- Operating reserve ratio
- Fundraising efficiency ratio

FUNDRAISING

- Donor growth rate
- Donor retention rate
- Grant success rate
- Event participation
- Event cost ratios

MARKETING

- Social media engagement
- Event attendance rate
- Email open and click through rates
- Website traffic
- Social media reach
- Brand mentions
- Search engine ranking
- Media coverage
- Volunteer or donor conversion rates

PROGRAMMING

- Number of scholarship applicants
- Recipient satisfaction
- Demographic variation of applicants
- Volunteer hours contributed
- Volunteer retention

GOVERNANCE

- Board engagement and retention
- Board satisfaction
- Volunteer retention



Thank You!!!