



STRATEGIC PLAN 2019-2021 ORGANIZATIONAL OVERVIEW

The mission of **Guidestone Colorado** is to grow a vibrant agricultural future through education, community building and partnerships. This strategic plan focuses on the following overarching goals:

1. Cultivate opportunities and experiences to increase agricultural awareness, connection, appreciation and literacy (knowledge and skills development) surrounding agriculture and agricultural heritage.
2. Build the capacity of new producers and local food systems.
3. Ensure organizational strength and sustainability.

The organization's strategies and programming are founded upon the belief that if individuals are exposed to experiences on local farms and ranches, that exposure results in a growing appreciation for where our food comes from and the commitment and resources needed to produce food locally. As a result of that appreciation, those individuals will then make choices that support and increase the capacity of the local food system. The result of these choices will be resilient local food systems, healthier communities, and a vibrant future for local agriculture.

Guidestone's programmatic approach provides services to farmers, educators, youth, and community members through four cornerstone programs:

1. The **Farm to School Program** provides operational and strategic support for school districts and institutions in their meal programs and integrated education correlated to state standards across disciplines.
2. **Farmhands Education Programs** build a community of learning, sharing and celebration by providing youth and adults with the opportunity to grow their awareness, skills, and appreciation of farming, ranching and agricultural history.
3. The **Hutchinson Homestead and Learning Center**, a heritage site, is a dynamic historical and cultural interpretation and agricultural education center that serves current and future generations and bridges the past to the future of agriculture in our community.
4. **Colorado Land Link** serves aspiring and current farmers, ranchers, and landowners by providing education, resources, and connection to service providers through educational programming and a property listing database.

Goal 1: Increase Agricultural Awareness & Literacy of Agriculture and Agricultural Heritage

Strategy	Program/Focus Area	Activities	Desired Outcomes
<p>Foster partnerships with farms, ranches, agricultural service providers, local food organizations for program offerings</p>	<p>Farmhands Education Program Colorado Land Link Farm to School Hutchinson Homestead</p>	<p>Operate HHLC - Town of Poncha Springs & Hutchinson Ranch</p> <p>Develop Education Partnerships-Host programs at Moonstone Farm, Erin's Organics, CO Farm to Table, Salida Recreation, Hutchinson Ranch and others</p> <p>Partnership Feasibility & development with Foodshed Alliance/ Food Hubs, Nourish CO, Rocky Mountain Farmers Union, National Young Farmers Coalition, CSU Ext., Upper Arkansas Conservation District, 4-H, City of Salida, Envision Chaffee, and others</p> <p>Host Chaffee Local Food Coalition</p> <p>Committee development to offer community events including the Local Food Coalition, AgriSummit and others</p>	<p>Increase collaboration and integration with Hutchinson Ranch and TOPS</p> <p>Increased collaboration among local food organizations/ producers</p> <p>Increased community awareness of local farms and ranches</p>
<p>Foster partnerships with educational organizations (formal & non-formal) for integrated curriculum & programs</p>	<p>Farmhands Education Programs Colorado Land Link Farm to School Hutchinson Homestead</p>	<p>Strengthen and grow partnership with Salida School District</p> <p>Develop and implement integrated curriculum correlated to state standards</p> <p>Support teacher engagement and professional development of educators</p> <p>Develop partnerships: Colorado Mountain College, GARNA, Discovery Ranch Preschool, Boys & Girls Club, Alpine Achievers, City of Salida Recreation, Western State University, Buena Vista School District, others</p> <p>Respond to inquiries, participation, consulting opportunities from other districts, organizations, programs as opportunities emerge</p>	<p>School board, superintendent, kitchen staff, director of academic affairs and principals aware of, understand, and support Farm to School</p> <p>School district capacity to operate F2S increased</p> <p>Teachers' interest in integrating gardening & agricultural learning across grades and disciplines is increased</p> <p>Teachers demonstrate positive attitudes and feel supported in integrating Farm to School related information in curriculum</p> <p>Guidestone's Farm to School Program serves as a model for communities through the state</p>

Goal 1: Increase Agricultural Awareness & Literacy of Agriculture and Agricultural Heritage

Strategy	Program/Focus Area	Activities	Desired Outcomes
Provide Youth & Family Programs	Farmhands Education Programs Farm to School Hutchinson Homestead	<p>Develop and provide year-round Youth Farm & Ranch Camps, and Family Programs</p> <p>Conduct Friday Enrichment and after school programs independently and with partners</p> <p>Support classroom Integration & field trips</p> <p>Provide Service Learning & Leadership Opportunities such as Youth Farmers Market and others</p> <p>Develop partnerships with area agriculturalists to serve as guest instructors</p>	<p>Youth & families have diverse experiences connected to local farms and ranches</p> <p>Youth are empowered to grow their own food</p> <p>Increased access for young people and families to programs and healthy locally grown food</p> <p>Student learning outcomes enhanced</p>
Provide Community and Tourism Programs & Events	Farmhands Education Programs Farm to School Hutchinson Homestead	<p>Provide Adult Growing Series, plant sales, and community programs at the C&S Farm</p> <p>Provide interpretive heritage and agritourism visitor opportunities at the HHLC</p> <p>AgriSummit, Pumpkin Patch & other events</p> <p>Partnership feasibility & development with Colorado Tourism Office, Hutchinson Ranch, Salida Walking Tours, Colorado Agritourism Association, Chaffee Visitors Bureau, and other agritourism & heritage tourism organizations</p> <p>Partnership development with Colorado Mountain College to offer Community Education and with City of Salida to manage Community Gardens</p>	<p>Youth and adult agricultural awareness, knowledge and skills increased.</p> <p>Community support and participation in programs increased</p> <p>Community members are empowered to grow their own food</p> <p>Community investment in local agriculture</p>

<p>Develop and manage farm & ranch models and education gardens</p>	<p>Farmhands Education Programs Farm to School Hutchinson Homestead</p>	<p>Continue preservation & and development of HHLC</p> <p>Manage Farm to School sites: Community & School Farm, Longfellow, Middle School Gardens</p> <p>Community Garden and Work Member CSA Model in partnership with City of Salida</p> <p>Expand year round production and demonstrate season extension models through a grow dome and hoop houses at the Community & School Farm</p>	<p>Community, volunteer, and outdoor classroom participation increased</p> <p>Increased production of and access to locally grown food</p> <p>Close gap between school year and growing season</p>
<p>Develop online resources and learning communities to increase ag awareness and literacy</p>	<p>Farmhands Education Programs Colorado Land Link Farm to School Hutchinson Homestead</p>	<p>Maintain Website Resources</p> <p>Newsletter, Blogs, Social Media, Podcasts, Videos</p> <p>Provide Webinars and access to other Guidestone-created content, recordings from events and programs, such as educational garden videos, AgriSummit, High Altitude Gardening, and others</p>	<p>Increased number of page visits, views and subscribers</p> <p>Grow participation in webinars and online offerings</p>

Goal 2: Build the Capacity of New Producers and Local Food Systems

Strategy	Program/ Focus Area	Activities	Desired Outcomes
<p>Develop strategic partnerships to enhance programming and provide technical assistance and support to farmers, ranchers and landowners</p>	<p>Colorado Land Link</p>	<p>Work with RMFU, NYFC, CSU Extension, Nourish Colorado Quivira Coalition, American Farmland Trust, Palmer Land Conservancy and CFTN regionally to build capacity of resources and networking available to next generation, current and retiring farmers and ranchers</p> <p>Work with land trust organizations to identify land opportunities and resources for Land Link</p> <p>Research and draw upon resources and models from other Land link organizations nationally, such as Land for Good and others</p> <p>Work with state and federal agencies to identify technical and financial assistance support</p> <p>Work with CSU Ext. Building Farmers program to incorporate Land Link and Visioning into programs</p> <p>Convene regional and statewide stakeholders in larger Land Link conversations</p>	<p>Formalized partnerships are developed</p> <p>Increase in funding support as a result of partnerships</p> <p>Coordinated support for producers is increased</p> <p>Increased awareness and understanding of Land Link</p> <p>Well-defined understanding of Land Link's program mission, goals and impact</p>
<p>Provide Land Link matching service and resource clearinghouse statewide</p>	<p>Colorado Land Link</p>	<p>Manage database of listings</p> <p>Assess needs and develop learning community for Land Link applicants and farmers</p> <p>Target potential landowners and assess needs/capacity for LL match; provide site-visits for land listings when possible</p> <p>Monitor, evaluate and share results of effectiveness of Land Link matches and program</p>	<p>There is an increase in land opportunities submitted</p> <p>There is a decrease in loss of agricultural resources due to land link and succession planning</p> <p>There is an increase of new agricultural land in production due to Land Link</p>

Goal 2: Build the Capacity of New Producers and Local Food Systems

<p>Increase local food access in our area</p>	<p>Farm to School Farmhands Colorado Land Link</p>	<p>Support area gardeners by hosting plant sales, raised bed garden material and instructional support</p> <p>Partner with City of Salida to manage Community Gardens</p> <p>Convene and develop Chaffee Local Food Coalition to strengthen structures and collaboration supporting our local food system</p> <p>Support local food guide</p>	<p>Increased local produce availability</p> <p>Supported capacity for institutional buyers</p> <p>Community members feel empowered and have access to resources to grow their own food</p> <p>Community member connect to local producers and community food access organizations</p>
<p>Host workshops & trainings</p>	<p>Colorado Land Link Farm to School Hutchinson Homestead</p>	<p>Provide programming, certifications, workshops, and farm/field experiences</p> <p>Host annual AgriSummit to include Land Link, Farm to School and Agritourism topics</p>	<p>Participant knowledge and skills and access to opportunities are increased</p> <p>Be a recognized regional resource</p>
<p>Foster opportunities for mentoring, Internships, apprenticeship, and service learning</p>	<p>Colorado Land Link Farm to School Farmhands Education Programs Hutchinson Homestead</p>	<p>Promote partner opportunities through website & newsletter</p> <p>Partner with organizations to provide youth service learning opportunities, such as elevateHER, 4-H, Road Less Traveled, and others</p> <p>Develop internship, apprenticeship and mentorship opportunities at Farm to School sites and HHLC for MS, HS, college students and beyond</p> <p>Work with statewide partners to support mentoring opportunities e.g. Healthy Futures, CSU Building Farmers program</p>	<p>Increased number of beginning producers participating in programs</p> <p>increased number of qualified land seekers entering into database</p> <p>Youth awareness of ag career opportunities increases</p> <p>People have opportunities to gain real world agricultural experience</p> <p>Increased number of farmers trained and incubated</p>

		Assess feasibility and development of a farmer education program (in partnership with CO Farm to Table, City of Salida community Gardens, or others) an incubator farm	
Develop online resources and learning communities to build knowledge and capacity	Farmhands Education Programs Colorado Land Link Farm to School Hutchinson Homestead	Maintain Website Resources Newsletter, Blogs, Social Media, Podcasts Provide Webinars and access to other Guidestone-created content, including recordings from LL, HAGS and AgriSummit presentations Create and share land access and succession planning library	The number of page visits, views and subscribers increased Participation in webinars and online offerings grows
Research and develop models for increased production, processing, distribution, marketing and agritourism	Colorado Land Link Farm to School Hutchinson Homestead	Support planning and development for regional food hub capacity building Partner with Foodshed Alliance, Colorado Tourism Office, Colorado Farm to Table, Chaffee Local Food Coalition and chamber organizations to strengthen production, distribution, marketing and agritourism opportunities Expand season extension and year round growing through a grow dome and hoop house models at the C&S Farm	Increased opportunities for developing sustainable agricultural business models Increased agritourism

Goal 3: Ensure Organizational Strength and Sustainability

Strategy	Program/ Focus Areas	Activities	Desired Outcomes
Maintain an active and diverse Board of Directors	Board, Executive Director	Assess Board effectiveness, gaps and development needs Recruit New Board Members Conduct Annual Retreat and regular meetings	100% participation in meetings, fundraising, and serving as ambassadors to diverse stakeholder groups
Cultivate a highly qualified and effective team to implement strategic plan	Board, Executive Director, Staff	Assess organizational needs and develop clear roles and responsibilities Provide ongoing monitoring and annual evaluation of performance	High staff retention, motivation, and sense of shared achievement, equity and camaraderie
Implement a comprehensive and sustainable committee structure and volunteer program	Board, Executive Director, Staff	Develop clear roles and responsibilities for committees & volunteer positions Recruit and retain and recognize volunteers; Monitor, evaluate effectiveness	Strong committee participation and diverse representation from key stakeholders Robust volunteer resources to implement programs
Ensure robust financial resources for programs and operations	Board, Executive Director, Staff	Develop and manage Annual Budget Implement diverse fundraising and sustainability strategies, including program development, grant support and the cultivation of individual donor giving Ensure proper accounting policies and procedures Ensure state level regulations for charitable organizations and requirements for Colorado Gives Day are met Develop and manage a successful capital campaign to support full expansion build out at the C&S Farm, Hutchinson Homestead and the Barn at the Hutchinson Ranch	Target fundraising goals are met or exceeded annually Programs are implemented within expense budget Taxes, reports and required documentation is submitted accurately and on time Generate program revenue to support our budget

Goal 3: Ensure Organizational Strength and Sustainability

Strategy	Program/ Focus Areas	Activities	Desired Outcomes
Develop and Implement strategic marketing and communications	Board, Executive Director, Staff	Establish online and social media presence and policies Develop print publications Determine strategic media and advertising partnerships Promote Guidestone at events and conferences	Increase in subscribers, views and members, and program participants Guidestone's program and mission are recognized in our service area and Guidestone is seen as a resource and partner
Implement Best Practices for Non-profit Governance & Operations	Board, Executive Director, Staff	Maintain required and adequate insurance Ensure Development and Implementation of Strategic Plan, annual Action Plans, Monitoring and Evaluation Develop Standard Operating Policies and Procedures, Job Descriptions and handbooks for all operations and programs Maintain Childcare Exemption/Licensure	Risk Management Ensures clear direction towards meeting the organizational mission Ensures effective succession
Ensure adequate operational infrastructure and Office Management	Executive Director, Staff	Maintain offices at Hutchinson Homestead and Learning Center and Hutchinson Ranch Acquire and maintain equipment and supplies for general operations Maintain online platforms and member/contact database	Effective and efficient operations