



# **Request for Proposals (RFP) for Strategic Planning**

## **1. Background & Overview**

Quivira Coalition is a Santa Fe-based nonprofit that builds resilience on working lands. We foster ecological, economic, and social health through education, innovation, and collaboration. We aim to shift current agricultural and land stewardship practices in ways that produce good food, support meaningful livelihoods in rural places, sustain biodiversity, and remedy the impacts of climate change. We conduct this work through agricultural apprenticeships, land and water restoration, and farmer- and rancher-led knowledge exchange. Knowing that it is critical to the success of our work, Quivira is committed to racial equity and inclusion, and we aspire to build and support a diverse staff, team, and community, including groups that are traditionally underrepresented within conservation and agriculture.

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## **2. Purpose of the RFP**

Quivira seeks a qualified facilitator to design and lead a 5 - 6 month strategic planning process and draft a strategic plan that will guide the organization for the next 3 - 5 years. The primary objectives of this engagement are to support Quivira staff and board of directors in developing a strategic plan that:

- Clarifies Quivira's evolving role in supporting resilience on working lands through a theory of change or other impact-based strategy;
- Evaluates Quivira's relevance to the people we serve, developing an authentic strategy for equitable, community-driven programming in the Radical Center;
- Considers continuous scientific research and identifies methods to regularly adapt programming to incorporate developments; and
- Positions Quivira to attract and engage individual, foundation, and corporate partners committed to supporting resilient working lands

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### 3. Scope of Work

The facilitator will be expected to support the following components:

- A. Planning and Design
  - a. Collaborate with Quivira staff and board to design a collaborative, inclusive process with an efficient timeline
  - b. Review and analyse background materials, including Quivira's strategic doing document, mission, values, and vision, examples of annual publication and newsletters, and past annual conference surveys that demonstrate organization's evolution from 1997 to present
  - c. Develop a facilitation plan and detailed timeline for the strategic planning process
  - d. Collect and/or produce a read-ahead packet for staff and board engagement for the April in-person retreats for board and staff
- B. Strategic Planning Sessions
  - a. Facilitate an in-person strategic planning retreat April 28-29 outside of Santa Fe, NM, including a day with 12-13 board members on April 28, an evening with board members and staff on April 28, and a day with staff on April 29.
  - b. Ensure community engagement, which may include one or more listening sessions, interviews, and surveys. Community members include ranchers, environmentalists, scientists, governmental employees, farmers, farm workers, funders, fellow nonprofits, tribal members and governments, parciantes and immigrants, and other underrepresented individuals in Western agriculture.
  - c. Support multiple additional planning sessions with the staff and board to process internal and external challenges, refine strategic direction, and build organizational alignment
- C. Strategy Development, Finalization, and Implementation
  - a. Draft Quivira's 3-5 year strategic plan, including a theory of change, impact pathway, or similar tool to align work around a common strategy deck of no more than five slides
  - b. Provide opportunities for revision and co-creation throughout the process
  - c. Final strategic plan, incorporating staff and board feedback
  - d. At least one virtual session on implementation of the strategic plan with staff and board, with follow-up materials

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### 4. Deliverables

Expected deliverables may include (but are not limited to):

- Timeline for process
- Read-ahead materials for retreat
- Draft strategic plan (3 - 5 years)
- Final strategic plan (3 - 5 years), including strategy deck of no more than five slides
- Follow-up materials, which may include timelines, action plan, goal tracking, and/or logic models

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## 5. Ideal Candidate Qualifications

- Experience **facilitating strategic planning** for nonprofit staff, boards, and community through inclusive, participatory processes
- Knowledge of **stewardship of working lands**, regenerative agriculture, and practices to mitigate and adapt to climate change
- Strong **analytical and synthesis skills**, including the ability to synthesize and translate inputs from diverse sources into clear, actionable strategies
- A strong **lens on diversity, equity, and inclusion**, recognizing that, for agriculture to be truly regenerative, change must address issues of injustice when and where they arise
- An openness to Quivira's concept of the Radical Center, **a commitment to bringing people together across political, cultural, and sectoral divides** to work toward a shared goal: the long-term health of land, people, and communities in the West
- **Transparency in use of artificial intelligence**, with a willingness to describe and adjust usage based on reasonable client preferences

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## 6. Budget

The budget range for the contract is \$10,000 - \$18,000, plus approved travel costs.

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## 7. Anticipated Strategic Planning Timeline

- **March 2026:** Kick-off (process design and document review)
- **April/May 2026:** Facilitated engagements (in-person, virtual, and asynchronistic)
- **May/June:** Draft products
- **June/July:** Final product

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## 8. Proposal Submission Requirements

Proposals should include:

1. A brief proposal, including timeline and budget (no more than three pages)
2. Relevant experience and qualifications, in the form of a resume, CV or bio of key team members
3. At least one example of past strategy work
4. Contact information for at least two former clients

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## 9. Anticipated Selection Timeline

February 3: Request for Proposals posted online

February 17: Proposal submission deadline

February 19 - 25: Finalist interviews

March 3: Selection

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## 10. Submission Instructions

Proposals should be submitted electronically in PDF format with the subject line “QC Strategic Planning Proposal” to:

**Xochitl Torres Small**

Executive Director

Quivira Coalition

Email: [xochitl@quiviracoalition.org](mailto:xochitl@quiviracoalition.org)

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## 11. Additional information

- Quivira currently has 20 staff members and 14 board members
- Quivira operates in the intermountain West, with the most robust programming occurring in New Mexico, Colorado, and Montana
- Quivira staff and board have a regular practice of virtual meetings and work
- Quivira is an equal opportunity organization