

**Terms of Reference:
Consultant for preparation of Annual Strategic Plan for Project CAAT**

Project Overview:

Gang Alternative, Inc.'s Project CAATS (Collective Action for Addressing Trauma) aims to effectively address community violence and collective trauma using a comprehensive, integrated, and multi-sectoral approach to substance use prevention, violence prevention, and trauma-focused community engagement. CAATS employs the SAMHSA ReCAST model and is both community and data-driven, guided by a diverse community coalition comprising social service providers, youth, and adults with lived experiences.

CAATS targets high-crime, high-violence, and high-poverty communities predominantly populated by Black immigrants in the tri-county area of Miami-Dade, Broward, and Palm Beach counties. Residents in these communities experience trauma on a daily basis, stemming from financial instability, limited access to quality healthcare, criminal and violence victimization, and systemic prejudice and racism. The project uses community violence interventions to provide services and programming that promote resilience and advance equity in these high-risk communities.

Objective: The CAATS Strategic Plan Consultant will be responsible for developing an annual strategic plan that aligns with the project's goals and objectives. This plan will guide the implementation of community violence and trauma-focused interventions, ensuring they are effectively coordinated, resource-efficient, and responsive to the needs of the target communities.

Responsibilities:

- Facilitate a strategic planning process involving key stakeholders, including the CAATS coalition, community members, and project staff.
- Conduct a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) to inform the strategic planning process.
- Review existing data and reports on community needs, program performance, and outcomes.
- Conduct additional data collection as needed to fill gaps in understanding.
- Analyze data to identify key priorities, trends, and areas for improvement.
- Engage diverse stakeholders in the planning process through meetings, focus groups, and surveys.
- Ensure the voices of youth, adults with lived experiences, and community members are included in the strategic plan.
- Develop a comprehensive strategic plan that includes:
 - Vision, mission, and values statements.
 - Strategic goals and objectives for the upcoming year.
 - Detailed action plans with timelines, responsibilities, and resource requirements.
 - Metrics and benchmarks for monitoring progress and evaluating success.
 - Align the strategic plan with the SAMHSA ReCAST model and Cure Violence strategies.

- Present the draft strategic plan to the CAATS coalition and other stakeholders for feedback.
- Revise the plan based on feedback received and ensure it is practical and actionable.
- Finalize the strategic plan and obtain approval from Gang Alternative, Inc.'s leadership.

Qualifications:

- Proven experience in strategic planning, particularly in community-based or public health settings.
- Strong understanding of community violence prevention, trauma-informed approaches, and substance use prevention.
- Excellent facilitation, communication, and stakeholder engagement skills.
- Demonstrated ability to analyze data and translate findings into actionable plans.
- Familiarity with the SAMHSA ReCAST model and the Cure Violence approach is preferred.

Deliverables:

- A comprehensive SWOT analysis report.
- A draft strategic plan for review by stakeholders.
- A finalized annual strategic plan, including vision, mission, values, strategic goals, action plans, and metrics.
- Presentation materials summarizing the strategic plan for dissemination to stakeholders.

Contract amount: \$15,000

Contract duration: July 1 to September 30 2024

Submission process:

- Applications will be accepted from individuals or firms.
- Deadline for submission is June 14. Application packages should be emailed to info@myga.org with the Subject Line: CAATS Annual Strategic Plan Consultant Application.
- Interested individuals or firms are to prepare a comprehensive application package, including the following components:
 - i. Letter of Interest outlining qualifications, relevant experience, and approach to fulfilling the consultancy requirements.
 - ii. Details of educational background, certifications, and any relevant professional affiliations.
 - iii. Summary of relevant experience, emphasizing past projects or roles demonstrating expertise in areas pertinent to the consultancy.
 - iv. Outline of the proposed approach to addressing the objectives and deliverables as indicated in consultancy scope of work. This should encompass



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methodologies, timelines, and any innovative strategies intended for implementation.

- v. Applicants should provide a list of references from previous clients or employers who can vouch for their skills and capabilities, to be contacted if necessary.
- Shortlisted candidates may be invited to participate in interviews or presentations to further assess their suitability for the consultancy.
- Successful candidates will receive further instructions regarding the next steps in the consultancy process.

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