



STRENGTHENING THE VOICES OF CASA STATEWIDE

About Texas CASA:

Texas CASA (Court Appointed Special Advocates) is part of a national volunteer movement that began in 1977 in Seattle when a juvenile court judge conceived the idea of citizen volunteers speaking up for the best interests of children who are in foster care due to allegations of abuse or neglect. Today, the CASA movement has evolved into one of the largest volunteer organizations in the country. CASA volunteers are appointed by judges to watch over and advocate for these children in court, school and other settings; with the goal of reuniting children with their families whenever safe and possible. Volunteers stay with each case until it is closed with the goal of ensuring these children are kept safe and have the opportunity to thrive and grow.

In Texas, there are 74 local CASA volunteer advocacy programs with nearly 10,000 volunteers serving more than 20,000 children in 220 counties across the state. Texas CASA is the statewide organization that provides funding, resources, training and support to these local programs to ensure they can operate effectively and seek out the best possible volunteers who will advocate passionately for the children and families they serve. Texas CASA is a registered 501(c)(3) organization with a mission to support local CASA volunteer advocacy programs and to advocate for effective public policy for children and families in the child protection system.

Texas CASA is an inclusive, welcoming and affirming organization that values, celebrates and actively seeks out diverse candidates. We are an equal opportunity employer and do not discriminate against any individual, employee or applicant on the basis of race, national origin, color, creed, sex, age, pregnancy, sexual orientation, gender identity, gender expression, disability, or veteran or citizenship status. People of all identities are encouraged to apply.

A. Scope of Request

Texas CASA seeks an individual who has a proven track record developing growth strategies and plans resulting in growth for partnering organizations and utilizing strong strategic and problem-solving expertise to evaluate and structure how to unlock growth within the Court Appointed Special Advocate (CASA) network by building capacity to serve 100% of children in the foster care system with CASA volunteers. Specifically, the Strategist will work with targeted CASA programs to identify barriers, gaps and challenges to volunteer recruitment and retention and coach programs to implement strategies and new opportunities customized to each



program. The Strategist will create strategies in collaboration with Texas CASA's Network Services team to expand and grow the CASA network's volunteer pool and children served. The Strategist must accomplish these aims through relationships with leadership and staff within CASA programs, Texas CASA staff, CASA network and key community stakeholders. Your proposal should provide an overview of how you would approach a growth strategy/plan across the state over the next two years. Please keep in mind the deliverables outlined below.

Deliverables:

- Create individualized growth strategy plans that will aid seven CASA programs underserving 20% of the children in foster care to build capacity to serve 100 percent of these children with a CASA volunteer as outlined with goals, strategies, and timelines for achievement.
- In collaboration with these seven programs, work with them to identify and assess unique gaps, barriers and challenges as part of a customized growth strategy for each program.
- Collaborate with Texas CASA Network Services and Data team to research impacts to CASA growth and sustainability by identifying and assessing gaps, barriers, and challenges to growth in number of children served statewide (for 74 programs).
- Create a statewide growth strategy plan that will aid an additional ten CASA programs underserving children in foster care to build capacity to serve 100 percent of these children with a CASA volunteer as outlined with goals, strategies, and timelines for achievement.
- Create and facilitate growth strategy brainstorming exercises that prepares CASA program leadership (Executive Directors and board members) to expand and build capacity by engaging and retaining their current volunteer base and how to grow by recruiting candidates to serve more children. Modify these exercises as needed for use with local program staff, including recruiters, trainers, and volunteer supervisors.

B. Locations

Austin and other cities / counties in Texas and travel throughout Texas required to meet with identified programs for planning, training, and coaching, as needed. Meetings in Dallas and by regions in Texas as well. Other travel to be identified during the contract term. Remote work as well for meetings and individualized coaching and support.

C. Timelines



Year one of contract

Texas CASA Collaboration and Statewide In-Person Meetings

- Meet with Texas CASA's Strategic Network Support Director, Chief Network Service Officer, and other staff to develop an agenda and exercises for Growth Meeting for CASA executive directors and board chairs prior to January 31, 2024
- Facilitate a brainstorming session with CASA program leadership on January 31, 2024, in Dallas, Texas. Venue TBD
- Facilitate a brainstorming session with CASA network recruiters in San Antonio on February 29, 2024 as part of a Volunteer Recruitment Summit
- In-person planning session in Austin to develop with Network Services and Data teams objectives and strategies for growth for the CASA programs needing to serve more children with CASA volunteers, and to ensure continuity with communication and expectations as it pertains to standards and services for local programs.

Strategy and Partnerships with Local CASA programs

- Hold planning sessions with identified CASA programs individually and collectively based on assessments and needs of the programs, with a focus on seven programs who collectively have 20% of the unserved children in their catchment area.
- Provide expertise and guidance as it relates to change management, and performs training, research, planning, policy, and program assessment for assigned programs.
- Collaborate with CASA program leadership and staff to identify barriers for serving more children with volunteers and find solutions for programs who have experienced persistent barriers related to growth.
- Develop customized strategies for CASA programs who experience current challenges based on high numbers of underserved children in their city/counties.
- Conduct training and provide guidance to local program staff in the development and integration of new or revised strategic plans to support growth and capacity building.
- Find solutions for CASA programs who experience *current challenges* based on high numbers of children to serve in their catchment area.
- Build and establish consensus to create goals and objectives with programs who are resistant or challenged to serve more children.
- Identify growth in quality service, vs. quantity, for programs serving 100% of children in care.
- Align strategies and opportunities with Texas CASA current cultural competency initiatives, People of Color, Men, Clergy CASA and Community, Collaborative Family Engagement, LGBTQ+
- Build communities of collaborative growth within the statewide CASA network.



Tools, Resources, Analysis and Reporting

- Create templates for growth strategies (i.e., strategic plan, needs assessments)
- Develop tip sheets for growth based on programs serving 100 % of children in care.
- Collect, organize, analyze, and/or prepare materials in response to requests for program information, reports, and strategies.
- Present at least two times to Texas CASA leadership on development of growth and findings using visualization tools.
- Submit monthly progress reports to the Chief Network Services Officer and Strategic Network Support Director, which includes a description of hours worked.

Year two of contract (if extended)

Texas CASA Statewide Collaboration and In-person Meetings

- Provide presentation with visuals of findings from year one at the Texas CASA Forum comprised of CASA network EDs and Program Directors
- Hold an online training with CASA recruiters, trainers, and supervisors to share findings from year one with Q and A
- Present findings and developed strategies for growth at a Texas CASA Board Meeting

Strategy and Partnership with Local CASA Programs

- Hold planning sessions with identified CASA programs individually and collectively based on assessments and needs of the programs, with a focus on programs who have greater than 250 unserved children in their catchment area.
- Provide expertise and guidance as it relates to change management, and performs training, research, planning, policy, and program assessment for assigned programs.
- Collaborate with CASA program leadership and staff to identify barriers for serving more children with volunteers and find solutions for programs who have experienced persistent barriers related to growth.
- Develop customized strategies for CASA programs who experience current challenges based on high numbers of underserved children in their city/counties.
- Build and establish consensus to create goals and objectives with programs who are resistant or challenged to serve more children.
- Provide ongoing support and assistance to local CASA programs in the area growth and capacity building.
- Evaluate outcomes and refine strategies for growth based on areas where growth has not occurred.



Tools, Resources, Analysis and Reporting

- Produce documents, resources, or tools with findings, gaps, results, and strategies that addressed the findings and results for serving more children with volunteers.
- Create a roadmap or “toolkit” for growth with strategies and tips for sustainability with resources and tools for local programs.
- Collect, organize, analyze, and/or prepare materials in response to requests for program information, reports, and strategies.
- Present at least two times to Texas CASA leadership on development of growth and findings using visualization tools.
- Submit monthly progress reports to the Chief Network Services Officer and Strategic Network Support Director, which includes a description of hours worked.

D. Minimum Qualifications

- 5 years of non-profit leadership experience
- At least 4 years of experience working with strategic planning and growth analytics
- Expertise in public speaking as well as excellent oral and written communication
- Understanding of the CASA network and Texas CASA’s role as a statewide membership organization

E. Contract Term

This is a one-year contract with an option for extension to a second year, based on available grant funding and deliverables achieved in year one.

F. How to Submit a Proposal

Please submit the following documents no later than close of business on December 31, 2023 to contracts@texascasa.org .

About the Proposed Work:

- o A plan that describes how you will complete the deliverables described.
- o A description of similar strategies successfully implemented.
- o An estimate of the timeline to complete the deliverables.

References and Sample:

- o A sample of your work that would be similar to the type of deliverables requested.
- o Three references for your prior work. Please provide names and contact details.



Fees and Quotation:

A firm estimate of the cost to complete the deliverables.

For questions regarding the contract or proposal please email contracts@texascasa.org

Selection will be completed by January 5, 2024, by a committee at Texas CASA. Responses will be reviewed and scored against the following criteria:

- How well the candidate meets the minimum qualifications
- Previous experience with growth analytics and strategies
- How well realized the submitted proposal is which outlines how the candidate would achieve the deliverables
- How well the submitted work sample meets the needs of the Texas CASA network