

# Strategic Plan 2030

## *A healthy, thriving Paso del Norte Region*

The Paso del Norte Community Foundation, Paso del Norte Health Foundation, and Fundación Paso del Norte are a family of foundations, with a shared purpose: to support a healthy, thriving region for the people of El Paso Texas, southern New Mexico and Cd Juárez, Chihuahua.

The Boards of Directors have adopted Strategic Plan 2030, to guide the work of the three foundations over the next five years. The plan reflects a thoughtful and inclusive planning process informed by input from community leaders and stakeholders, and grounded by a review of demographic trends, health indicators, and social determinants of health across the region.

The Strategic Plan 2030 establishes clear goals to build on our legacy and strengthen our collective impact as we work together towards a healthy, thriving Paso del Norte Region.

## OUR THREE IMPERATIVES

## SUPPORTING THE THREE IMPERATIVES



1. To live our core values of leadership, collaboration, integrity, inclusion and stewardship.

- Foster a positive organizational culture by actively living our core values in all that we do.
- Provide meaningful engagement opportunities for board members and volunteers including interaction with grantees and partners.
- Ensure staff have the tools, resources, physical working environment, and development opportunities to achieve strategic goals.
- Invest in and deploy appropriate technologies like AI to improve efficiency.
- Ensure processes, procedures and practices are in place to optimize operations.
- Ensure excellent investment returns of all foundation assets. Provide investment alternatives for donors and organizations to grow endowment assets, support community giving and ensure organizational sustainability.
- Deliver comprehensive bilingual marketing and communications to ensure brand awareness, articulate purpose and impact, and increase engagement in the work of the Foundations while recognizing coalitions, grantees, and partners.
- Maintain administrative expenses at no more than 1% of assets for the PdN Health Foundation and 10% of annual revenue for the PdN Community Foundation.

# Strategic Plan 2030

## Growing a Community of Philanthropy



PASO DEL NORTE  
COMMUNITY FOUNDATION

### VISION

To inspire a culture of giving that drives lasting improvements in education, health, social services, economic opportunity, and quality of life for the residents of our binational, tri-state region.

### MISSION

To lead, empower and connect a growing community of philanthropy to strengthen nonprofits, advance community projects, and foster resilience in the Paso del Norte region.

### HISTORY

The Paso del Norte Community Foundation was founded in 2013 to build upon the Health Foundation's excellence in governance, investments and grantmaking to support and address the growing needs of our region. Since its inception, the PDN Community Foundation has raised more than \$157M and granted more than \$128M, and:

Provided support for over 300 donor-advised and designated funds as part of our community of philanthropy, with nearly \$40 million in assets.

Raised over \$15 million for 260 nonprofit organizations through the annual El Paso Giving Day campaign and initial Challenge Fund program.

Provided over \$2.5 million in scholarships for higher education in partnership with 40 scholarship funds.

Delivered professional development, support and capacity building to nonprofit partners through the annual Nonprofit Conference and fund development training.

Supported the development of community projects like Star Ceiling (El Paso), Paso del Norte Trail, and Downtown Deck Plaza.



Provided significant leadership and funding through 10 COVID-19 response funds in partnership with the City of El Paso, County of El Paso, Paso del Norte Health Foundation and hundreds of individual, corporate and foundation donors, including support for nonprofit organizations on the frontlines and \$38 million in rental assistance for individuals and families.



Partnered with the City of El Paso and other foundations to establish One Fund El Paso to provide more than \$11.8 million in financial support for victims and families of the tragic shooting of August 3, 2019. Worked with multiple partners to establish short, medium and long-term scholarship funds for children, grandchildren and relatives of victims.

Community foundations play a key role in understanding and responding to the needs of a community. For the Paso del Norte region, this includes understanding everything from basic needs to the hopes and dreams of our residents. It involves engaging with organizations and individuals working on the frontlines and providing leadership to address immediate and long-term needs, especially during times of crisis when the community needs support the most.



# GOALS

The Paso del Norte Community Foundation has established four priorities for philanthropic growth and community impact over the next five years.

## INSPIRE PHILANTHROPIC GIVING

 **DONOR-ADVISED FUNDS** – Grow individual and family legacy giving to meet the immediate and long-term needs in El Paso and Cd. Juárez including funds from new and younger donors.

 **DESIGNATED FUNDS** – Work with a diverse range of donors and community partners to support charitable programs, fiscal sponsorships, field of interest funds, and health initiatives in El Paso and Cd. Juárez.

 **SCHOLARSHIP FUNDS** – Work with organizations and individuals to grow scholarship funds available to increase access to higher education.

 **GIVING CIRCLES** – Grow a robust pooled giving program to support nonprofit organizations and charitable causes in the region.

 **CORPORATE GIVING** – Partner with large and small businesses with tailored corporate giving programs to support emergent and ongoing needs in the region.

 **PLANNED GIVING** – Serve as a resource for estate planning professionals and wealth advisors as they work with individuals and families on planned and legacy giving.

 **UNRESTRICTED FUNDS** – Build unrestricted endowment funds to support emergent and ongoing needs in the region.



## ADVANCE COMMUNITY PROJECTS

 **DOWNTOWN DECK PLAZA** – Provide leadership to develop and implement the transformative Deck Plaza over I-10 in the downtown corridor.

 **STAR CEILING** – Support the maintenance of Star Ceiling (El Paso) by world-renowned artist Leo Villareal commissioned and installed in partnership with the El Paso Museum of Art Foundation.

 **PARKS, TRAILS & TREES** - Support improvements to regional parks and hike/bike trails in partnership with local governments and community stakeholders. Lead tree planting and other regional beautification efforts.

 **EMERGENT PROJECTS** – Provide fiscal and administrative support to community partners for strategic community projects and initiatives to improve quality of life in the region.

## BUILD NONPROFIT CAPACITY

 **EL PASO GIVING DAY** - Lead the annual El Paso Giving Day to inspire charitable giving from new and younger donors, including matching funds.

 **PROFESSIONAL DEVELOPMENT** – Support the professional development of nonprofit board members and staff.

 **NONPROFIT ENDOWMENT FUNDS** – Promote sustainability of nonprofit organizations by supporting the development of long-term endowment funds.

 **NONPROFIT ADVOCACY** – Advocate for policies and issues relevant to effective operations and delivery of programs and services by nonprofit organizations in the region.

## SUPPORT COMMUNITY RESILIENCE

 **COMMUNITY RESPONSE FUNDS** – Launch community response funds to address crisis and disaster response and immediate community needs.

 **COMMUNITY RESILIENCE FUNDS** – Support funds designed to address on-going community needs related to education, health, social services, and housing.

