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# NONPROFIT PROFILE

## EL PASO ★ TEXAS



Prepared for: The Paso del Norte Health Foundation



PASO DEL NORTE  
HEALTH FOUNDATION

## 2024 Paso del Norte Nonprofit Profile

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## LETTER FROM THE CEO AND VP OF PROGRAMS



The Paso del Norte Health Foundation and Paso del Norte Community Foundation are committed to the overall health and well-being of nonprofits in the region.

Nonprofits are essential in addressing community needs not otherwise met by the government or private sector. In the Paso del Norte region, nonprofits address critical health, education, economic development, human service, and quality of life needs.

Through their dedicated efforts, nonprofits contribute significantly to community social fabric, enriching lives and driving positive change. To maintain nonprofit growth in the Paso del Norte region, the Foundations are committed to advancing the nonprofit sector, which is one of the main reasons we supported this study. We thank each nonprofit leader who took the time from their busy schedules to participate. Without you, the success of this project would not be possible.

The study aimed to uncover the core elements that contribute to the resilience, strengths, and needs of the nonprofit sector.

We hope the insights included in the study's findings will help inform strategies and operations. The Foundations will use the findings to support continued nonprofit leadership and capacity investments.

Our Foundations believe in the power of collaboration and shared knowledge to overcome obstacles and elevate our collective impact. We invite you to engage with the information provided in the report and reflect on how the insights align with your experiences and aspirations. More importantly, we hope the study provides you with data and information to help your resource development and decision making.

Thank you for your unwavering commitment to the residents of our region. We appreciate your many contributions to our dynamic and important nonprofit sector.

Sincerely,

**Tracy J. Yellen**  
*Chief Executive Officer*

&

**Michael Kelly**  
*Vice President of Programs*

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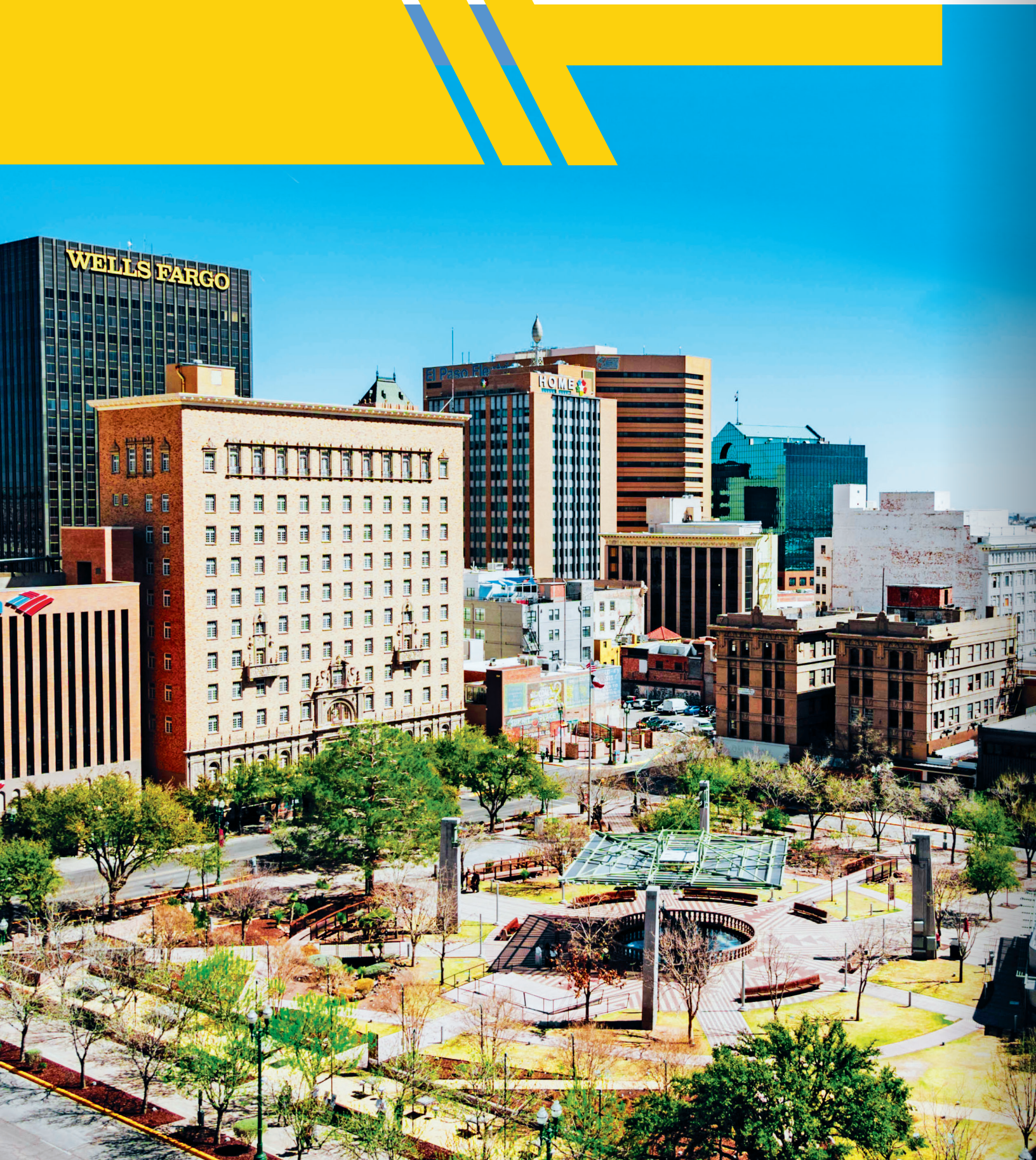
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## SECTION 1: INTRODUCTION

Nonprofit organizations are critical in the El Paso community in terms of services, employment, and economic impact. From small community groups to national organizations, these entities fill service gaps for El Paso’s most vulnerable and underserved populations. Such services include arts, education, nonprofit, and others. To improve the support available to El Paso’s nonprofit community, the Paso del Norte Health Foundation (PdNHF; <https://pdnhf.org>) and Paso del Norte Community Foundation (PdNCF; <https://pdnfoundation.org>) contracted with EFO Media (<https://www.efo-media.com>) to conduct a study of nonprofit organizations in El Paso, Texas. The study aimed to understand the current nonprofit landscape and identify the areas of strength and need in the nonprofit sector.

The researchers used secondary and primary data sources to profile and understand El Paso County nonprofits. Secondary data sources included information from the Internal Revenue Service (IRS), U.S. Census Bureau, and Form 990s, while the primary data was a survey administered to a subset of nonprofits. The current report’s findings from these data sources are structured as follows:

- **Section 1** aims to develop a comprehensive overview of all nonprofits in El Paso County. Using IRS data, the sections provide findings on the number of organizations, revenue, assets, and employment.
- **Section 2** compares the revenue of all nonprofits in El Paso County to nonprofits in the State of Texas based on IRS data. The researchers employed a location quotient (LQ) analysis as an approach to contrast nonprofits’ revenue share by service category in El Paso County to that of the state. The findings attempt to identify nonprofit categories with pronounced community needs and potentially underserved service sectors.
- **Section 3** examines a subset of nonprofits and presents a comparative analysis between two periods: fiscal years 2018 and 2021. The analysis is an overview of “nonprofit organizations” — religious organizations, financial institutions, and fraternal organizations, among others, were omitted from this analysis. Findings include changes between 2018 and 2021 for revenue, assets, expenses, salaries, staff, and board members as reported by each organization in their publicly available Form 990s.
- **Section 4** describes the survey methods used by the research team in the study. A selected

number of nonprofits were invited to participate, including those with revenue over \$25,000 and who did not have an affiliation with financial institution, religious, business/professional, employee benefit, and fraternal institutions.

- **Section 5** provides the findings of a survey administered to selected nonprofits, as discussed in Section 4. The survey examines topics related to the service sector, employment, organizational barriers, facilities, training challenges and opportunities, and perceived COVID-19 impacts.

The researchers warn the reader to use caution when making direct comparisons of the findings between the various sections. The findings were derived from various data sources and at different points in time. For example, Section 1 uses data obtained from the IRS for all nonprofits in the County. These findings include revenue and asset summaries. While Section 3 also provides similar information, the findings are from 2018 and 2021 from a small subset of nonprofits in El Paso County. As a result, the report intends to provide a broad overview from various perspectives in its totality, but each section has a particular focus, and comparisons should be limited to within the sections.

The study's findings contribute to a nonprofit sector profile report and help guide the PdNHF's and PdNCF's leadership development and capacity-building strategies.

The contents of this report are solely the responsibility of EFO Media. The opinions and findings expressed in this report may not necessarily reflect the views of the Paso del Norte Health Foundation and Paso del Norte Community Foundation.

### SECTION 1-1: A PROFILE OF NONPROFITS IN EL PASO COUNTY, TEXAS

El Paso nonprofits offer various activities, programs, and services. To understand the nonprofit sector in the region, the researchers first examined data from publicly available sources. In particular, the researchers used information from the Internal Revenue Service (IRS) "Exempt Organizations Business Master File Extract" (EO BMF). The EO BMF contains the latest information on nonprofit organizations in the United States, including classification, assets, and revenue (IRS 2024). The National Center for Charitable Statistics at the Urban Institute (NCCS) (n.d.) explains that EO BMF obtains its information from IRS Form 1023 ("Application for Recognition of Exemption Under Section 501(c)(3) of the Internal Revenue Code") and Form 1024 ("Application for Recognition of Exemption Under Section 501(a) or Section 521 of the Internal Revenue Code"). NCCS (n.d.) warns that the EO BMF has limitations, including listing inactive organizations. For example, the revenue and asset data for many nonprofit organizations might be missing or reported as "0."

The EO BMF provides classification data for most organizations, known as the National Taxonomy of Exempt Entities (NTEE). Using this information, the researchers arranged the available NTEE data into ten classes called major categories, as noted below:

1. Arts
2. Education
3. Environment and Animals
4. Health Care
5. Human Services
6. International
7. Religion-Related
8. Mutual Benefit
9. Public and Societal Benefit (Other)
10. Unknown or Unclassified (NCCS n.d.)

The EO BMF reveals over 1,900 (1,928) tax-exempt organizations (nonprofits) located in El Paso

County, Texas. The categories with the highest share of nonprofits were human services (20%), followed by religion-related (14%), and education (10%) organizations, as noted in Table 1-1 below.

**Table 1-1: Number of Nonprofit Organizations in El Paso County (2024)**

NTEE Major Category	Number of Organizations			Number of Organizations with a Reported Revenue*		
	Freq	Pct	Cum Pct	Freq	Pct	Cum Pct
Human Services	375	19.5%	19.5%	127	25.6%	25.6%
Religion-Related	275	14.3%	33.7%	39	7.8%	33.4%
Education	195	10.1%	43.8%	37	7.4%	40.8%
Public and Societal Benefit (Other)	182	9.4%	53.3%	50	10.1%	50.9%
Health Care	88	4.6%	57.8%	44	8.9%	59.8%
Arts	81	4.2%	62.0%	29	5.8%	65.6%
Environment and Animals	52	2.7%	64.7%	15	3.0%	68.6%
International	24	1.2%	66.0%	12	2.4%	71.0%
Mutual Benefit	9	0.5%	66.4%	2	0.4%	71.4%
Unknown or Unclassified	647	33.6%	100.0%	142	28.6%	100.0%
<b>Total</b>	<b>1,928</b>	<b>100.0%</b>	<b>-</b>	<b>497</b>	<b>100.0%</b>	<b>-</b>

However, most nonprofits in the EO BMF had missing revenue data or reported "0" in their most recent reporting period. After controlling for missing or "0" revenue, the number of nonprofits fell from 1,928 to 497, a percent change of -74%. In other words, less than 500 nonprofits reported revenue (either positive or negative, but not 0 or missing) in recent tax years. Of the 1,928 El Paso County nonprofits, nearly 850 (830) report their revenue as "0," and over 600 (601) had missing revenue data.

Looking at the BMF data by filing requirement category reveals that most organizations (51%) in El Paso County had an "income less than \$50,000 per year," requiring them to file a 990-N. However, over 90% (92%) of these 990-Ns reported that the organization had "0" (82%) or missing revenue values (10%). Less than a quarter (22%) of nonprofits filed a Form 990 or 990 EZ return, an aggregated figure in the BMF file. Organizations that file a Form 990 have gross receipts of more than \$200,000, while those that file a Form 990 EZ have receipts between \$50,000 and \$200,000. A fifth (21%) are church or religious organizations; these entities are not required to file. Table 1-2 on the following page identifies about 5% of organizations that are "not required to file (all other)."

**Table 1-2: 990 Filing Requirements of Nonprofits in El Paso County\***

Code	Frequency	Percent
990 (all other) or 990 EZ return	427	22.2%
Required to file Form 990-N – Income less than \$50,00 per year	986	51.1%
Group return	1	0.1%
Not required to file (church or religious organization)	407	21.1%
Government 501(c)(1)	1	0.1%
Not required to file (instrumentalities of states or political subdivisions)	3	0.2%
Not required to file (all other)	103	5.3%
<b>Total</b>	<b>1,928</b>	<b>100.0%</b>

\* The data represents organizations that reported between 2017 and 2023.  
Source: IRS. (2024.) EO BMF.

**SECTION 1-2: NONPROFIT REVENUE & ASSETS**

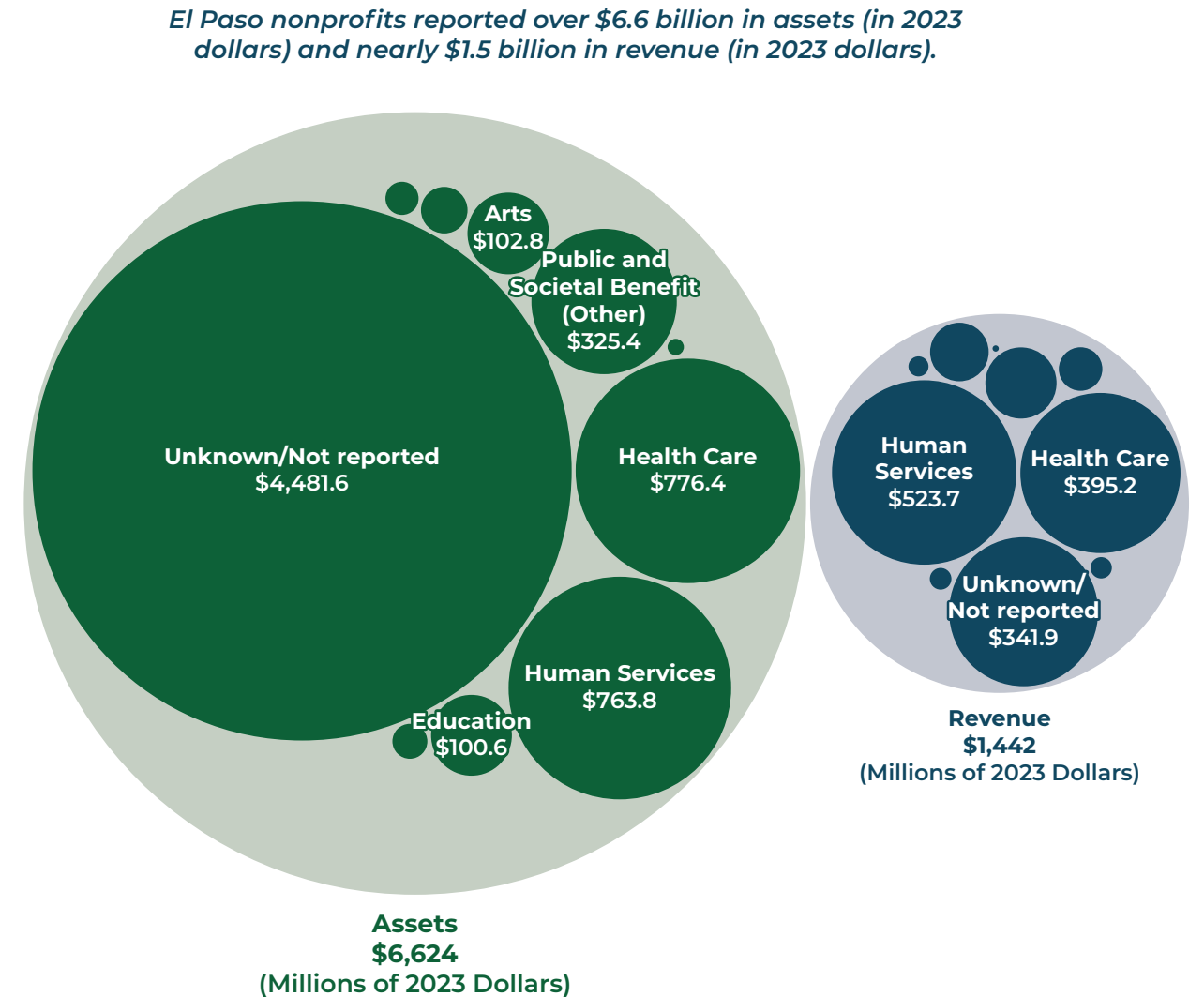
Table 1-3 provides the reported revenue and assets for each NTEE major category. From the latest reporting period, El Paso nonprofits reported nearly \$1.5 billion in revenue (in 2023 dollars) and over \$6.6 billion in assets (in 2023 dollars), as illustrated in Figure 1-1. However, these values are most likely understated, given that certain organizations, such as religious-related, are not required to report their revenue.

Please note that the organizations in the findings include financial institutions and healthcare organizations, which tend to be the largest revenue-generating entities. These organizations include GECU<sup>1</sup> (\$249 million), the El Paso Children’s Hospital (\$171 million), Bienvivir Senior Health Services (\$77 million), and Centro de Salud Familiar La Fe, Inc. (\$29 million). These four organizations account for nearly 40% (36.4%) of all reported revenue. In other words, if these organizations were excluded from the calculation, the total revenue within El Paso County would fall to around \$915 million.

Please note that the organizations in the findings include financial institutions and healthcare organizations, which tend to be the largest revenue-generating entities. These organizations include GECU (\$249 million), the El Paso Children’s Hospital (\$171 million), Bienvivir Senior Health Services (\$77 million), and Centro de Salud Familiar La Fe, Inc. (\$29 million). These four organizations account for nearly 40% (36.4%) of all reported revenue. In other words, if these organizations were excluded from the calculation, the total revenue within El Paso County would fall to around \$915 million.

<sup>1</sup> GECU, a 501(c)(1) organization, is the only El Paso County credit union in the current dataset. Such organizations typically do not file a Form 990, instead they file “Call Report Form 5300.” The form uses accounting statistical information (NCUA, 2024).

**Figure 1-1: Revenue and Assets from Last Reporting Period\* by NTEE Major Category**



Source: IRS. (2024.) EO BMF.



**Table 1-3: Revenue and Assets from Last Reporting Period\* by NTEE Major Category (2023 Dollars)**

NTEE Major Category	Revenue		Assets	
	2023 Dollars	No of Orgs Reporting	2023 Dollars	No of Orgs Reporting
Human Services	\$523.7	127	\$763.8	145
Health Care	\$395.2	44	\$776.4	53
Public and Societal Benefit (Other)	\$78.1	50	\$325.4	78
Education	\$52.9	37	\$100.6	48
Arts	\$29.2	29	\$102.8	35
Religion-Related	\$7.2	39	\$16.9	39
International	\$7.0	12	\$4.1	14
Environment and Animals	\$6.2	15	\$18.8	17
Mutual Benefit	\$0.6	2	\$33.4	2
Unknown or Unclassified	\$341.9	142	\$4,481.6	164
<b>Total</b>	<b>\$1,441.8</b>	<b>497</b>	<b>\$6,623.7</b>	<b>595</b>

\* Not all organizations reported their revenue in 2023. The data represents organizations that reported between 2017 and 2023. The revenue data was adjusted for inflation. All financial estimates are in 2023 dollars. Source: IRS. (2024.) EO BMF.

In terms of assets, healthcare (\$767 million), housing & shelter (\$441.6 million), and philanthropy (\$245.5 million) were the NTEE major categories with the largest share. GECU had approximately \$4.2 billion<sup>2</sup> in assets, followed by the Paisano Housing Redevelopment Corporation (\$385 million), the Paso del Norte Health Foundation (\$294 million), and Bienvivir Senior Health Services (\$187 million).

In 2022, the top revenue-generating organizations that did not include financial institutions or health care services were El Pasoans Fighting Hunger (\$206.5 million), Workforce Solutions Borderplex, Inc. (\$61.0 million), and YWCA El Paso del Norte Region (\$50.6 million). In terms of assets, the top organizations were the Paisano Housing Redevelopment Corporation (\$385 million), the Paso del Norte Health Foundation (\$294 million), and the El Paso Community Foundation (\$88 million).

Table 1-4 presents the organizations with the largest revenue in 2023 dollars in El Paso County. These 12 organizations reported over a billion dollars in revenue, which accounted for over two-thirds (70%) of all revenue.

<sup>2</sup>The GECU was classified under the "Unknown or Unclassified" NTEE category as noted in Tables 1-4 and 1-5.

**Table 1-4: El Paso County Nonprofit Organizations with Largest Revenue (Adjusted to 2023 Dollars)**

Organization	Revenue (Millions of Dollars)	NTEE Major Category
GECU	\$248.8	Unknown or Unclassified
El Pasoans Fighting Hunger	\$206.5	Human Services
El Paso Children's Hospital Corporation	\$170.9	Health Care
Bienvivir Senior Health Services	\$77.1	Health Care
Workforce Solutions Borderplex Inc	\$61.0	Human Services
YWCA El Paso Del Norte Region	\$50.6	Human Services
ReadyOne Industries Inc	\$49.5	Human Services
Paisano Housing Redevelopment Corp	\$40.3	Human Services
Centro De Salud Familiar La Fe Inc	\$28.9	Health Care
Paso Del Norte Community Foundation	\$26.5	Health Care
El Paso Community Foundation	\$23.2	Public and Societal Benefit (Other)
EPC Museum (La Nube)	\$21.9	Arts
<b>Total</b>	<b>\$1,005.2</b>	

\* The data represents organizations that reported in 2021 or 2022. The revenue data was adjusted for inflation. All financial estimates are in 2023 dollars. Source: IRS. (2024.) EO BMF.

Table 1-5 presents the organizations with the largest assets in 2023 dollars in El Paso County. These 12 organizations reported nearly \$5.6 billion in assets, which accounted for 84% of all nonprofit assets in the county.

**Table 1-5: El Paso County Nonprofit Organizations with Largest Assets (Adjusted to 2023 Dollars)**

Organization	Assets (Millions of Dollars)	NTEE Major Category
GECU	\$4,170.2	Unknown or Unclassified
Paisano Housing Redevelopment Corporation	\$385.3	Human Services
Paso Del Norte Health Foundation	\$293.8	Health Care
Bienvivir Senior Health Services	\$186.7	Health Care
El Paso Community Foundation	\$87.8	Public and Societal Benefit (Other)
El Paso Children's Hospital Corporation	\$82.5	Health Care
EPC Museum	\$78.5	Arts

**Table 1-5: El Paso County Nonprofit Organizations with Largest Assets (Adjusted to 2023 Dollars)**

Organization	Assets (Millions of Dollars)	NTEE Major Category
YDSP Health And Wellness Foundation	\$66.5	Unknown
Lee Moor Children's Home Trust Estate	\$63.0	Human Services
Readyone Industries Inc	\$58.5	Human Services
Armor Of God Title Holding Corporation	\$48.1	Public and Societal Benefit (Other)
Centro De Salud Familiar La Fe Inc	\$43.7	Health Care
<b>Total</b>	<b>\$5,564.6</b>	

\* The data represents organizations that reported in 2021 or 2022. The asset data was adjusted for inflation. All financial estimates are in 2023 dollars.  
Source: IRS. (2024.) EO BMF.

### SECTION 1-3: OVERALL NONPROFIT EMPLOYMENT

The US Census Bureau (n.d.) reveals that there were about 318,000 jobs in El Paso County in 2021. The industries producing the majority of these jobs in the county were health care and social assistance (16%), followed by retail trade (13%), education services (11%), and accommodation and food services (11%), as noted in Table 1-6.

**Table 1-6: 2021 Employment (All Jobs) by NAICS Industry Sectors in El Paso County**

NAICS Industry Sectors	Count	Percent
Health Care and Social Assistance	51,225	16.1%
Retail Trade	42,520	13.4%
Educational Services	34,968	11.0%
Accommodation and Food Services	34,912	11.0%
Administration & Support, Waste Management and Remediation	29,280	9.2%
Construction	19,045	6.0%
Transportation and Warehousing	17,998	5.7%
Manufacturing	16,673	5.2%
Wholesale Trade	12,900	4.1%
Professional, Scientific, and Technical Services	12,713	4.0%
Public Administration	12,089	3.8%
Finance and Insurance	8,964	2.8%

**Table 1-6: 2021 Employment (All Jobs) by NAICS Industry Sectors in El Paso County**

NAICS Industry Sectors	Count	Percent
Other Services (excluding Public Administration)	6,719	2.1%
Real Estate and Rental and Leasing	5,228	1.6%
Information	5,182	1.6%
Utilities	2,683	0.8%
Arts, Entertainment, and Recreation	2,533	0.8%
Management of Companies and Enterprises	1,855	0.6%
Agriculture, Forestry, Fishing and Hunting	865	0.3%
Mining, Quarrying, and Oil and Gas Extraction	73	<0.1%
<b>Total</b>	<b>318,425</b>	<b>100.0%</b>

Source: US Census Bureau.(n.d.) OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2<sup>nd</sup> Quarter of 2002-2021).

Unfortunately, the nonprofit sector is not considered under the NAICS classification. However, other data sources are available to estimate nonprofit employment. Esri Business Analysis (n.d.) reports that, in 2021, there were almost 19,000 private nonprofit jobs (persons 16 years and older) in El Paso County. Of these positions, over 60% belonged to females, as shown in Table 1-7.

**Table 1-7: 2021 Total Employment for El Paso County and Texas**

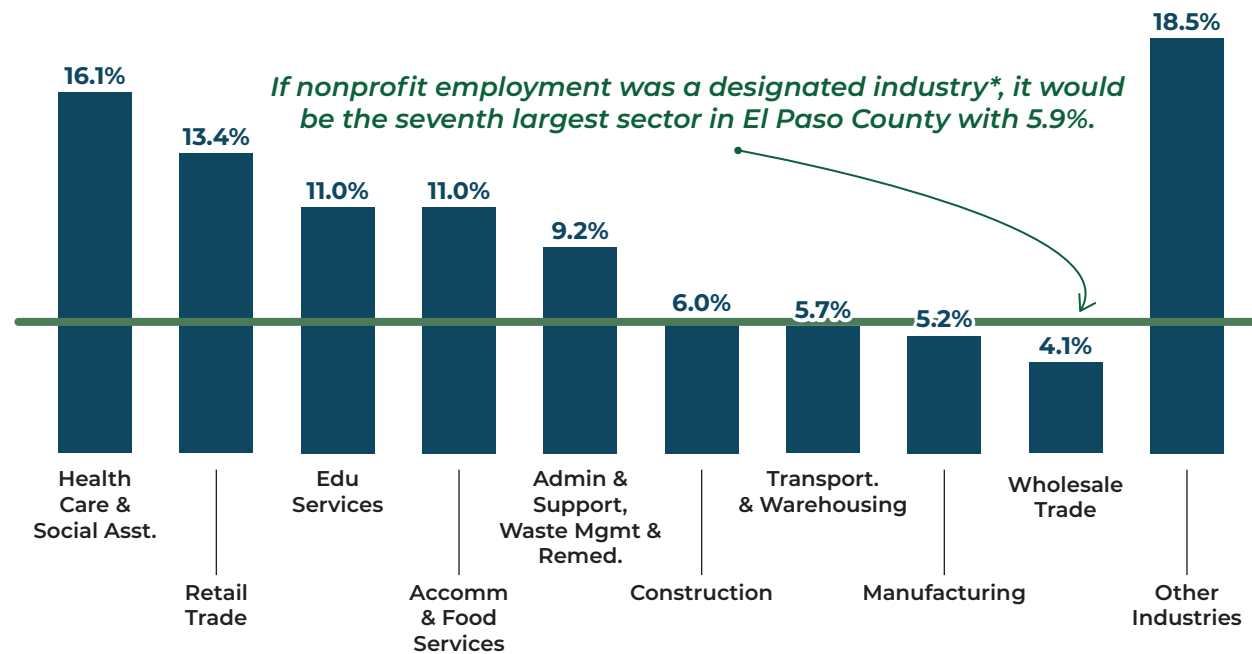
Geography	Total Employment (All Jobs)	Private Nonprofit Workers			
		Male	Female	Total	Pct of Total Employment
El Paso County	318,425	7,233	11,420	18,653	5.9%
Texas	12,221,955	279,263	499,320	778,583	6.4%

Sources: Esri. (n.d.) ArcGIS Business Analyst for the County of El Paso, Texas.; US Census Bureau.(N.d.) OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2<sup>nd</sup> Quarter of 2002-2021).

If nonprofit employment was a designated industry<sup>3</sup>, it would be the seventh-largest sector in El Paso County, as noted in Figure 1-2. That said, the percentage of nonprofit jobs in the county is nearly six percent (5.9%), which is about the same share of the state (6.4%). This percentage suggests that the nonprofit sector is a major contributor to the county's workforce.

<sup>3</sup> Nonprofit is not a NAICS Industry Sector. Various nonprofit jobs would be included in other NAICS sectors. For example, jobs at a nonprofit healthcare facility would be counted under the NAICS "Health Care and Social Assistance" industry sector.

**Figure 1-2: Employment (All Jobs) by NAICS Industry Sectors in El Paso County**



\* Nonprofit employment is not a NAICS Industry Sector.  
 Source: Esri. (n.d.) ArcGIS Business Analyst for the County of El Paso, Texas.; US Census Bureau.(N.d.) OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2021).



## SECTION 2: LOCATION QUOTIENT ANALYSIS

A *location quotient* (LQ) analysis compares a regional economy to a reference economy. The LQ is typically used for economic base studies<sup>4</sup> and is a ratio “used to measure the extent to which a [geographic] area is specialized, relative to another, in the production of a particular product” (Klosterman, 1990, pp. 128-129). In other words, the ratio compares a given region to a larger reference region based on quantifiable characteristics; for this analysis, those characteristics are reported revenue dollars. Therefore, the researchers utilized LQ to objectively assess segments of the nonprofit sector (i.e., NTEE major categories). The research team adapted the LQ to compare El Paso’s nonprofit revenue share to the State of Texas’s nonprofit revenue share<sup>5</sup>. The State revenue value acts as the reference for comparison. The LQ ratios will identify if local nonprofit sectors generate a smaller or larger revenue share than the state.

### SECTION 2-1: METHODS

As noted above, the researchers summed the nonprofits’ revenue for each NTEE major category for El Paso and the State of Texas. From those revenue summaries (adjusted to 2023 dollars), the researchers applied the LQ equation for each NTEE major category. The equation for the LQ is as follows:

$$LQ = \frac{\frac{r_i^t}{r_T^t}}{\frac{R_i^t}{R_T^t}}$$

where

$r_i^t$  = revenue in nonprofit sector (NTEE) i in year t for El Paso county

$r_T^t$  = total nonprofit revenue in year t for El Paso county

<sup>4</sup> An economic base study is an analysis of a region’s economic growth that is dependent on its export demand for its goods and services. The economic base—or basic sector—of the region consists of industry that is dependent on external economic conditions to the local economy (Klosterman, 1990; Bendavid-Val, 1991).

<sup>5</sup> The latest report revenue between 2017 and 2023. Revenue figures were adjusted to 2023 dollars.

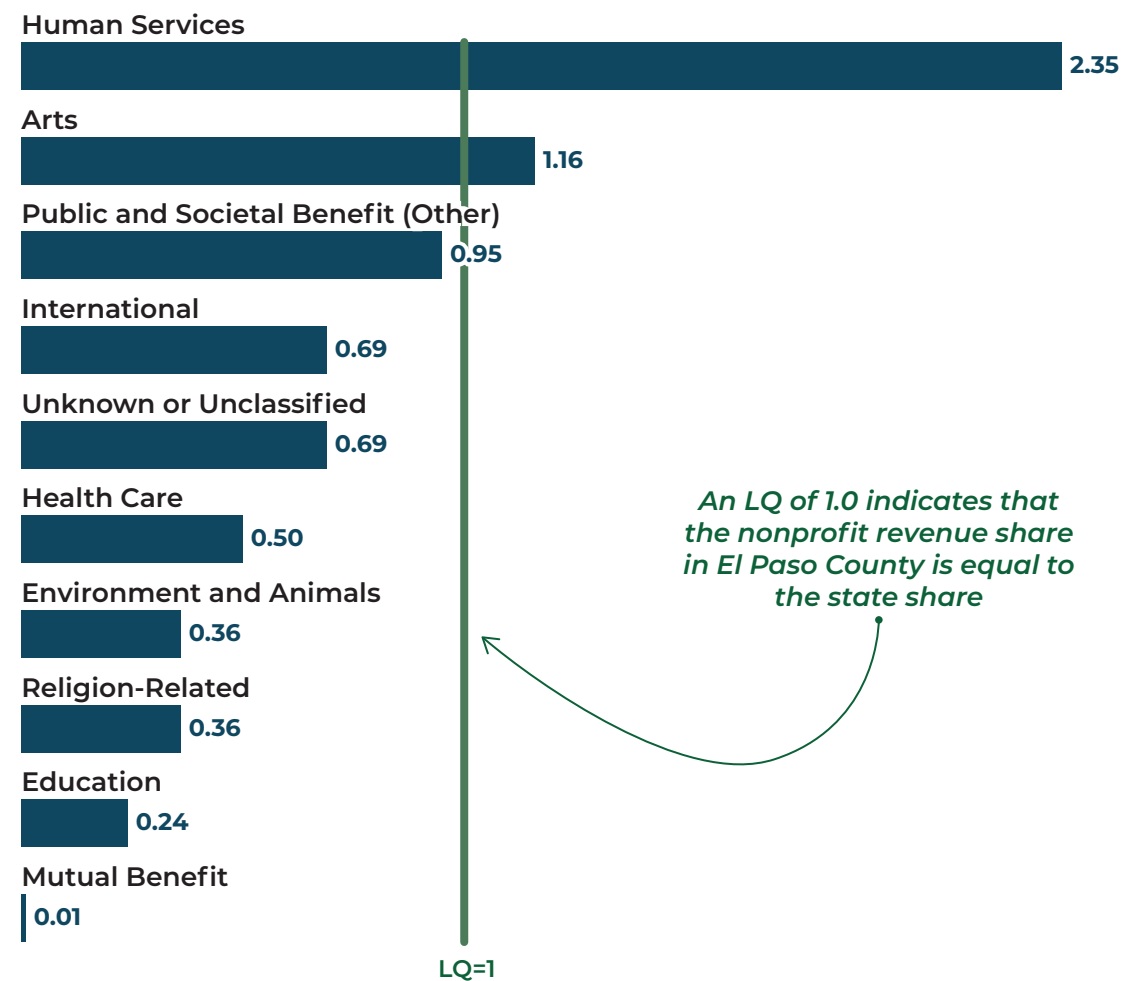
$R_i^t$  = revenue in the nonprofit sector (NTEE) i in year t for the State of Texas

$R_T^t$  = total nonprofit revenue in year t for the State of Texas

Nonprofits in a given NTEE major category with an LQ ratio equal to 1.0 have a local revenue share  $(\frac{r_i^t}{r_T^t})$  exactly equal to their state share  $(\frac{R_i^t}{R_T^t})$ , categories with LQ values less than 1.0 have a local revenue share smaller than the state share, and nonprofits in a given NTEE major category with LQ ratios greater than 1.0 have a local share larger than the state share (Klosterman 1990).

The interpretation of the LQ ratio is nuanced as there are likely many factors contributing to a revenue share in a given sector that is imbalanced relative to the state. A community's identified needs, number of organizations and capacity for providing services, and competitiveness to receive funding are likely critical underlying these metrics. For example, the extent to which a larger revenue share is observed (LQ >1) may indicate areas in which organizations are being awarded

**Figure 2-1: Location Quotient Ratios for the City of El Paso Nonprofit Major Categories**



and allocating resources to alleviate community needs relative to similar concerns in the state. The nonprofit category with large LQs might be addressing a community need that is more pronounced than the state overall. On the other hand, the extent to which a smaller revenue share is observed (LQ <1) may indicate 1) areas in which needs have not been identified or defined and 2) unmet needs due to a lack of organizational capacity or competitiveness to receive funding relative to other areas of the State.

**SECTION 2-2: FINDINGS**

Figure 2-1 provides the LQ ratios for El Paso nonprofits across NTEE major categories. Human Services had the highest LQ (2.35), indicating that Human Services organizations have more than twice the revenue share compared to the state.

The Human Services major category includes eight sub-categories. Given that the major category had a high location quotient, the LQs were calculated for its sub-categories to uncover any differences, as noted in Table 2-1. Food, Agriculture, and Nutrition nonprofits had the largest LQ (25.3), followed by Employment (8.2) and Housing and Shelter (3.3). The Food, Agriculture, and Nutrition LQ is driven almost entirely by a single organization. In its last reporting period, the organization posted a revenue of \$206.5 million (adjusted to 2023 dollars). The LQ ratio without revenue from this single organization falls from 25.3 to 0.2. The high LQ ratio might indicate the region's food insecurity issues and concerns (i.e., an enormous demand for these services in El Paso).

**Table 2-1: Location Quotient Ratios for the City of El Paso Nonprofit Human Services Sub-Categories**

Human Services Sub-Categories	Location Quotient
Food, Agriculture, & Nutrition	25.28
Employment	8.18
Housing & Shelter	3.29
Human Services	1.18
Recreation & Sports	1.04
Crime & Legal-Related	0.60
Youth Development	0.15
Public Safety, Disaster Preparedness, & Relief	0.04



## SECTION 3: 2018 AND 2021 COMPARATIVE ANALYSIS OF SELECT ORGANIZATIONS

The report examined nonprofit organizations that filed Form 990 EZ and Form 990 in El Paso County in 2018 and 2021. Religious organizations, financial institutions, and fraternal organizations, among others, were omitted from the analysis, leaving 245 organizations in 2018 and 249 organizations in 2021, as shown in Table 3-1. Noah Ward, a PdNHF consultant, conducted the comparative analysis.

**Table 3-1: Organizations in the Comparative Analysis by Filed Form 990 or Form 990 EZ**

Year	Form 990	Form 990 EZ
2018	202	45
2021	210	39

The researcher used the GuideStar website to extract additional information reported on the organization's Form 990 or Form 990 EZ, such as expenses, salaries, staff, board members, and other data. As in the previous sections, all financial figures were adjusted for inflation and represent 2023 dollars. From this sample of nonprofits, total revenue grew from \$776 million in 2018 to \$1.3 billion in 2021 (2023 dollars), a percent change of 72%. Total assets and expenses also had substantial increases of 22% and 24%, respectively. Salary expenditures increased by 42% from \$223 million in 2018 to \$317 million in 2021 (2023 dollars).

**Table 3-2: Sum of Key Nonprofit Measures in 2018 and 2021**

Year	Revenue (Millions of 2023 Dollars)	Assets (Millions of 2023 Dollars)	Expenses (Millions of 2023 Dollars)	Salaries (Millions of 2023 Dollars)
2018	\$776.2	\$1,223.5	\$1,069.4	\$270.2
2021	\$1,334.9	\$1,377.8	\$1,224.2	\$355.1
Percent Change	72.0%	12.6%	14.5%	31.4%

\* These data were adjusted for inflation. All financial estimates are in 2023 dollars.

Table 3-3 provides an average of the 2018 and 2021 key nonprofit measures. Average revenue, assets, and expenses increased between 5% and 62%. Average revenue had the largest change (62%)—it grew from \$4.1 million per organization in 2018 to \$6.9 in 2021 (2023 dollars). Assets and expenses also increased; however, those percentage changes were much smaller, 5% and 7%, respectively. Salary expenditures increased from \$1.5 million (2018) to \$1.8 million (2021) per organization.

**Table 3-3: Average of Key Nonprofit Measures in 2018 and 2021**

Year	Revenue (Millions of 2023 Dollars)	Assets (Millions of 2023 Dollars)	Expenses (Millions of 2023 Dollars)	Salaries (Millions of 2023 Dollars)
2018	\$4.13	\$6.58	\$5.75	\$1.45
2021	\$6.67	\$6.92	\$6.12	\$1.78
Percent Change	61.7%	5.3%	6.5%	22.9%

\* These data were adjusted for inflation. All financial estimates are in 2023 dollars.



## SECTION 4: SURVEY OF NONPROFITS

The main project activity was to survey local nonprofits, given that certain information cannot be obtained through secondary data sources. The purpose of the survey was to create a fuller understanding of the nonprofit sector in El Paso. The survey asked respondents to provide information on program services, facility and information technology (IT) infrastructure, staff and board profiles, training needs, volunteers, and funding sources. The survey was distributed to executives who were employed in El Paso-area nonprofits with annual revenues of at least \$25,000 and were not financial institutions (including credit unions), religious, business and professional, employee benefit associations, or fraternal institutions. PdNHF and PdNCF provided the research team with a list of organizations with contact information. After review and cleaning, the list included a total of 170 organizations.

Almost 80 (78) entities completed the survey, with a response rate of 46%. Each response represented only one organization. If an organization had more than one response, the earlier responses were removed. The survey also asked respondents to have comprehensive knowledge of the organization. The majority of survey respondents (75%) self-identified as working in the roles of President, Executive Director, or CEO, suggesting that most respondents were in a position where they had an executive-level perspective on operational and strategic issues within their respective organizations.

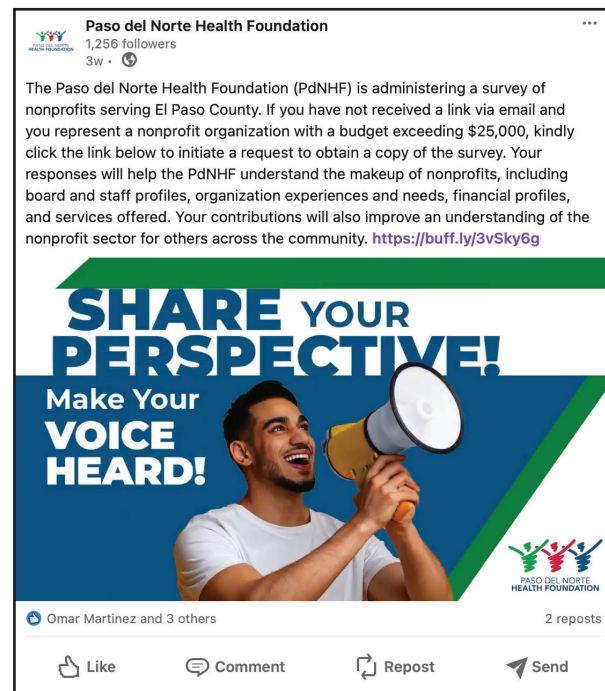
### SECTION 4-1: METHODS

In conjunction with PdNHF and Eric Boyer, Ph.D., a PdNHF consultant, the researchers developed the “Nonprofit Survey Instrument” Appendix A contains a copy of the survey. The data collection window was opened for three weeks, from January 16, 2024, to February 8, 2024. The research team used the online platform Alchemer (<https://www.alchemer.com>) to host the 58-item survey. The researchers and PdNHF took a multipronged approach to notify the nonprofit community about the study.

First, the researchers created an email campaign, a feature of Alchemer’s services. Using the contact information provided, the research team first emailed the nonprofits a link to the survey on January 16, 2024. Appendix B has a copy of the initial email cover letter. The email explained the purpose of the study, asking the community to participate.

The team also sent five reminders to the contacts throughout the data collection period, as noted in Table 4-1 below. During the week of January 29<sup>th</sup>, the researchers also sent emails from their personal email accounts and called organizations to remind them to complete the survey. It is understood that some emails from the campaign feature (i.e., a mass email service within the software) might be automatically filtered to a junk folder by a recipient's email client. A personal email from the researchers' account might increase the likelihood of being viewed by the intended respondents.

**Figure 4-1: PdNHF Social Media Post Notifying the Community of the Survey**



**Table 4-1: Dates and Survey Completion of Email Notifications**

Message	Date	Number of Emails Initiated	Bounces	Unsubscribed	Completed Survey
Initial	1/16/2024	170	6	0	16
Reminder 1	1/22/2024	131	0	0	14
Reminder 2	1/24/2024	116	0	0	10
Reminder 3	1/26/2024	106	1	0	22
Reminder 4	2/5/2024	82	0	0	10
Reminder 5	2/8/2024	72	0	0	6
<b>Total</b>	-	<b>677</b>	<b>7</b>	<b>0</b>	<b>78</b>

Second, PdNHF also promoted the study via their social media account on LinkedIn using a motion graphic, as illustrated in Figure 4-1. The post was intended to build awareness of the upcoming survey and give the study legitimacy by informing the nonprofit community that the study is an approved activity of PdNHF. The post also included a link to a contact form to opt-in for survey participation. Interested participants could complete the contact form to request a link to the survey. The contact form can be found in Appendix C. Dr. Boyer shared a link to the contact form on his social media. After reviewing the responses, the researchers invited the contacts to participate in the survey. A total of nine new organizations were invited to participate; of those, seven completed the survey.

Finally, PdNHF and PdNCF offered an incentive to those organizations that had completed the survey to encourage participation in the study. One respondent was randomly selected, and PdNCF invited the organization (up to four guests) to the 2024 Nonprofit Conference: Reimagine!, a total value of \$500.

**Table 4-2: Response Rate for Nonprofit Profile El Paso, Texas Survey**

Recruitment Approach	No. Invited to Participate	No. of Completed Surveys	Response Rate*
Email Campaign	161	71	44.1%
Opt-In/Contact Form	9	7	77.8%
<b>Total</b>	<b>170</b>	<b>78</b>	<b>45.9%</b>

\* The response rate is the number of completed surveys divided by the number of nonprofit members invited to participate in the survey and multiplied by 100.

**SECTION 4-2: CHARACTERISTICS OF NONPROFIT RESPONDENTS**

Using the data from Section 1-5 (2018 and 2021 Comparative Analysis of Select Nonprofits), the research team constructed a profile of the nonprofits that completed the survey. These characteristics include employees, board members, and financial information (i.e., revenue, expenses, and assets). Please note that the dataset did not contain information for all of the survey respondents. The characteristic profile was developed for 73 of the 78 respondents, or about 94% of the survey observations.

Table 4-3 provides the descriptive statistics of the respondents' board members and employees in 2021. The data reveals that the organizations had an average board size of 10 members (SD=6.2), and some organizations had as many as 25.

**Table 4-3: Descriptive Statistics of Organizations' Board of Directors Size**

Descriptive Statistics	Board of Directors Size
Mean	9.9
Standard Deviation	6.2
Median	10
Min	0
Max	25
Sum	720
No. of respondents	73

The average number of employees was 25 (SD=47.9) in 2021. However, fifty percent (50%) of the respondents had five employees or less, indicating the breadth of respondents working for organizations of smaller scales. Overall, the total of the surveyed organizations reported over 1,850 employees in 2021. Organizations compensated employees and independent contractors just over \$1 million on average (SD=\$2.15 million). Collectively, the organizations' total compensation was about \$75 million in 2021 (adjusted to 2023 dollars).

**Table 4-4: Descriptive Statistics of Organizations' Employees and Compensation in 2021**

Descriptive Statistics	Employees	Compensation (Millions of 2023 Dollars)
Mean	25.4	\$1.02
Standard Deviation	47.9	\$2.15
Median	5	\$0.26
Min	0	\$0
Max	205	\$12.09
Sum	1,851	\$74.68
No. of respondents	73	73

Compensation includes payments and other benefits provided to employees and independent contractors in exchange for services. These data was adjusted for inflation. All financial estimates are in 2023 dollars.

In 2021, organizations had an average of \$6.3 million in revenue (SD=\$37.97 million) (adjusted to 2023 dollars). However, the data contained outliers, making the median a better descriptor. The median revenue was \$0.6 million—half of the organizations had a revenue of about \$640,000 or less. Organizations had approximately the same level of expenses (median of \$550,000) and assets (Median of \$640,000), as noted in Table 4-5 below

**Table 4-5: Descriptive Statistics of Organizations' 2021 Revenue, Expenses, and Assets**

Descriptive Statistics	Revenue (Millions of 2023 Dollars)	Expenses (Millions of 2023 Dollars)	Assets (Millions of 2023 Dollars)
Mean	\$6.33	\$6.22	\$2.27
Standard Deviation	\$37.97	\$38.22	\$5.72
Median	\$0.64	\$0.55	\$0.64
Min	\$0	\$0	\$0
Max	\$32.49	\$32.71	\$45.79
Sum	\$462.10	\$454.45	\$166.00
No. of respondents	73	73	73

These data was adjusted for inflation. All financial estimates are in 2023 dollars.





## SECTION 5: SURVEY FINDINGS

The following section provides the findings from the survey. Please note that the findings in the tables represent various survey question types. In some cases, respondents were able to select multiple options and therefore column or row may not sum to 100%. The term “overall” in the column or row represents all of the respondents.

### SECTION 5-1: PROGRAMS AND SERVICES

Respondents indicated that they represent eight of the ten NTEE major categories. Most respondents indicated that their organization provides Human Services (36%), followed by Public and Societal Benefit (14%), Education (13%), and Healthcare (13%). As noted in Table 5-1, these four categories comprised three-fourths (76%) of the sample.

**Table 5-1: Respondents’ Self-Report NTEE Major Category**

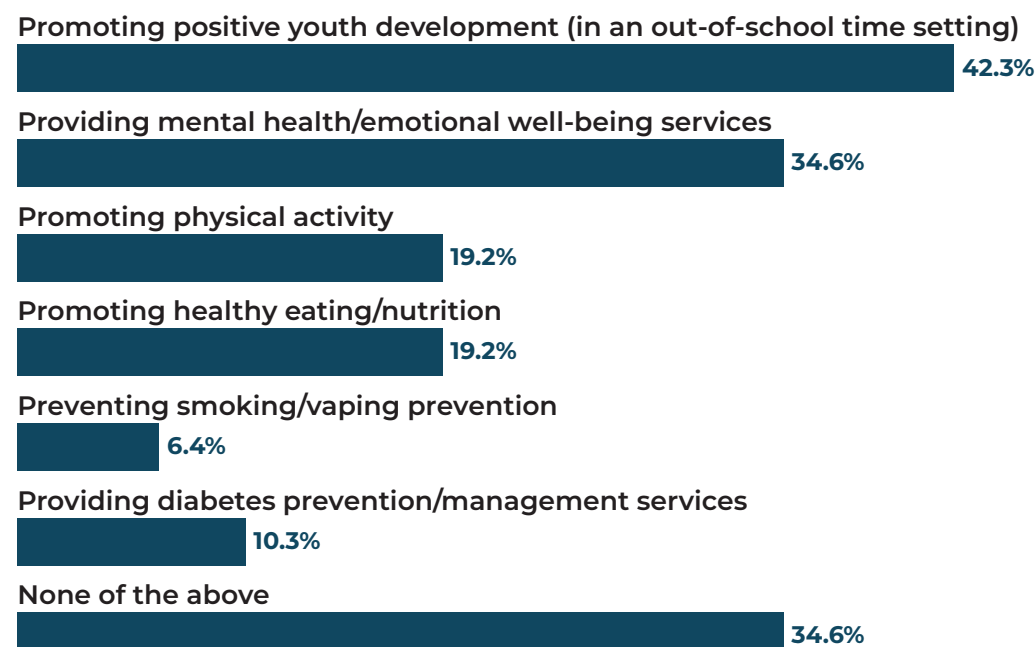
NTEE Major Category	Frequency	Percent	Cumulative Percent
Human Services	28	35.9%	35.9%
Public and Societal Benefit (Other)	11	14.1%	50.0%
Education	10	12.8%	62.8%
Health Care	10	12.8%	75.6%
Arts	5	6.4%	82.1%
Environment and Animals	3	3.9%	85.9%
Religion-Related	2	2.6%	88.5%
Unknown or Unclassified	9	11.5%	100.0%
<b>Total</b>	<b>78</b>	<b>100.0%</b>	-

Percent within column.  
Question 4 in Appendix A.

PdNHF currently has six key strategic areas: 1) positive youth development, 2) mental health and emotional well-being services, 3) physical activity, 4) healthy eating and nutrition, 5) smoking and vaping prevention, and 6) diabetes prevention and management. Survey findings revealed that two-thirds (65%) of respondents provided services in at least one of the strategic areas, with the highest proportion in the area of promoting positive youth development in an out-of-school time setting (42%), as shown in Figure 5-1.

**Figure 5-1: Organizations Addressing PdNHF Strategic Areas**

*Survey findings revealed that two-thirds (65%) of respondents provided services at least one of PdNHF's strategic areas*



No. of respondents=78

Organizations with larger revenue (i.e., those with an annual revenue of more than \$1 million) were more likely to provide mental health services than organizations with smaller revenue; see Table 5-2.

**Table 5-2: Organizations Addressing PdNHF Strategic Areas by Revenue Level**

Strategic Areas	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Promoting positive youth development (in an out-of-school time setting)	43.5%	42.9%	41.7%	40.0%	42.3%
Providing mental health/emotional well-being services	30.4%	23.8%	50.0%	30.0%	34.6%
Promoting physical activity	17.4%	14.3%	16.7%	40.0%	19.2%
Promoting healthy eating/nutrition	13.0%	14.3%	20.8%	40.0%	19.2%
Preventing smoking/vaping prevention	8.7%	0.0%	12.5%	0.0%	6.4%
Providing diabetes prevention/management services	4.4%	9.5%	12.5%	20.0%	10.3%
None of the above	34.8%	33.3%	33.3%	40.0%	34.6%
No. of respondents	23	21	24	10	78

Percent within column. Respondents could select more than one category and therefore may not sum to 100%. Respondents could select more than one option. Question 5 in Appendix A.

**SECTION 5-2: PARTICIPANT PROFILE**

About nine in ten (87%) organizations stated that they provide direct services to participants, clients, or patients, as shown in Table 5-3. The share of organizations providing direct services to participants was reasonably consistent across organizations with different revenue levels, ranging from 86% to 96%.

**Table 5-3: Percentage of Organizations that Provide Direct Services to Participants, Clients, or Patients by Revenue Level**

	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Report	
Yes	95.7%	85.7%	91.7%	60.0%	87.2%
No	4.4%	9.5%	8.3%	40.0%	11.5%
Not Reported	0.0%	4.8%	0.0%	0.0%	1.3%
No. of respondents	23	21	24	10	78

Question 6 in Appendix A.

Of those surveyed, organizations stated that they provided services to nearly a quarter of a million participants per month, averaging about 3,900 participants per organization. About half of these participants stemmed from one organization, which stated that it served 100,300 monthly. Because

respondents self-reported these figures using their best estimate, the median value might better represent monthly participants served by organizations and a clearer indication of a typical number of participants. The median number of monthly participants served was 300—the median value increases as organizations’ revenue increases, as noted in Table 5-4.

**Table 5-4: Descriptive Statistics of Organizations’ Current Number of Participants, Clients, or Patients per Month by Revenue Level**

Descriptive Statistics	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Mean	331.1	6,915.1	5,193.2	1,514.7	3,862.3
Standard Deviation	457.2	24,179.5	16,891.3	2,586.8	15,861.8
Median	150	300	625	74	300
Min	0	45	10	15	0
Max	1,800	100,300	80,000	6,400	100,300
Sum*	6290	117,556	114,250	9,088	247,184
No. of respondents	19	17	22	6	64

\* Sum of participants Question 7 in Appendix A.

Overall, respondents identified “lack of funding,” “lack of staff (number of personnel),” and “clients or patients lack awareness of our services” as the largest barriers to serving participants. These rankings, however, were not uniform across the various revenue levels. Organizations with more than \$1 million in annual revenue also indicated that “demand outstrips supply” and “limited resources for marketing/outreach” were notable barriers. See Figure 5-2 and Table 5-5 for more details.

**Table 5-5: Rank Score\* of Barriers Organizations Faced When Serving Participants by Revenue Level**

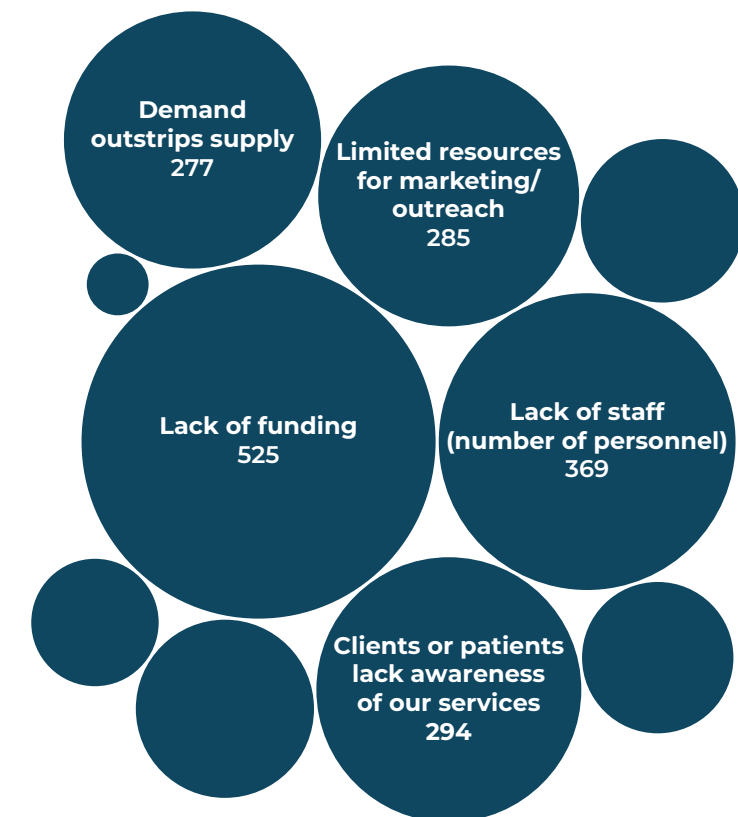
Barrier	Revenue Level				Rank Score
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Lack of funding	146	124	183	72	525
Lack of staff (number of personnel)	135	84	99	51	369
Clients or patients lack awareness of our services	103	101	42	48	294
Limited resources for marketing/outreach	88	81	80	36	285
Demand outstrips supply	89	74	101	13	277
Government policies	28	31	69	5	133
Fear or apprehension among participants, clients, or patients to seek or receive services	49	40	21	2	112

**Table 5-5: Rank Score\* of Barriers Organizations Faced When Serving Participants by Revenue Level**

Barrier	Revenue Level				Rank Score
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Limited staff qualifications (deficient skills and knowledge)	14	20	38	24	96
Cultural barriers between our staff and our clients or patients	9	2	2	3	16
Other	25	25	17	1	68
No. of respondents	23	21	24	10	78

\* The rank scores are weighted sum scores. Individual items ranked first are assigned a higher value or weight, and lower-ranked items are assigned a lower value or weight. The rank score is the sum of all individually weighted scores. Respondents could select more than one category. Question 11 in Appendix A.

**Figure 5-2: Rank Score\* of Barriers Organizations Faced When Serving Participants**



\* The rank scores are weighted sum scores. Individual items ranked first are assigned a higher value or weight, and lower-ranked items are assigned a lower value or weight. The rank score is the sum of all individually weighted scores.

## SECTION 5-3: FACILITY AND INFORMATION TECHNOLOGY INFRASTRUCTURE PROFILE

The survey asked respondents about the ownership status of the facilities that house their main administration and programs. Overall, respondents were most likely to report that they rent their facilities. However, this was characterized strongly by revenue level. Organizations with lower revenue were more likely to indicate renting facilities, while organizations with higher revenue were more likely to indicate owning their facilities.

**Table 5-6: Ownership Status of Facilities by Revenue Level**

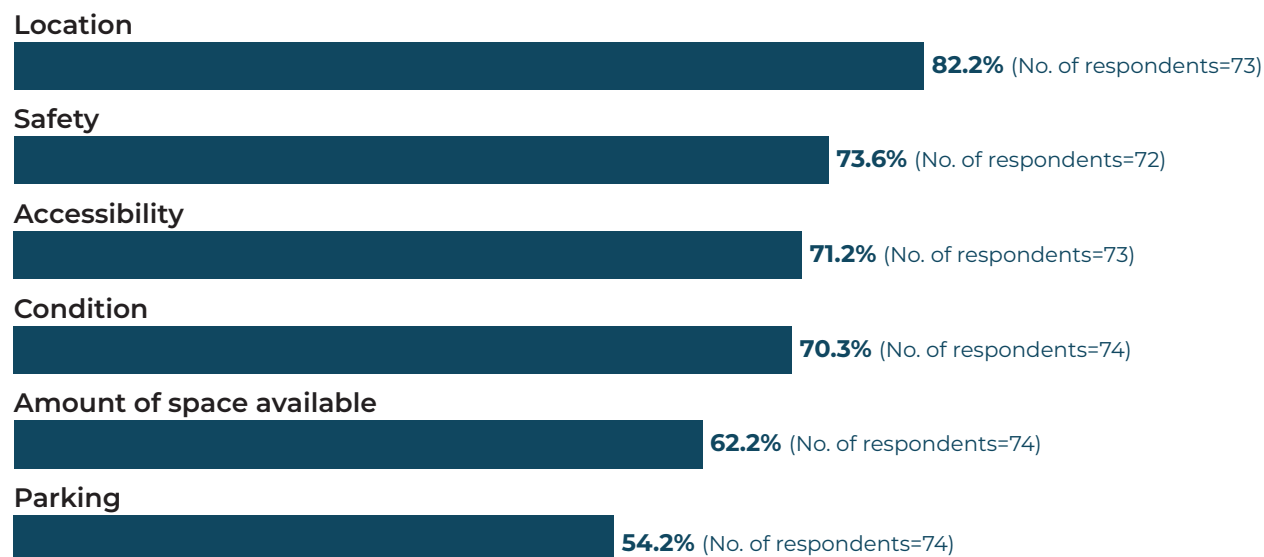
Facility Type	Ownership Status	Revenue Level				Overall
		< \$400k	\$400k to \$1M	>\$1M	Not Reported	
Administration	Own	26.1%	38.1%	66.7%	10.0%	39.7%
	Rent	56.5%	52.4%	29.2%	40.0%	44.9%
Program	Own	26.1%	23.8%	62.5%	10.0%	34.6%
	Rent	43.5%	w	41.7%	50.0%	41.0%
No. of respondents		23	21	24	10	78

Percent within column.  
Question 12 in Appendix A.

### SECTION 5-3-1: SATISFACTION WITH FACILITIES

In general, more than 70% of the respondents indicated satisfaction with facility amenities, including location (82%), safety (74%), accessibility (71%), and condition (70%). Fewer respondents (54%) stated that they were happy with parking, as shown in Figure 5-3.

**Figure 5-3: Satisfaction with Facility Amenities**



Respondents from organizations that owned their administration facilities were more likely to indicate satisfaction, with higher percentages observed in four of the six indicators, as shown in Table 5-7 below. The exceptions were location and parking, where respondents who rented their facilities indicated higher satisfaction than those who owned facilities.

**Table 5-7: Satisfaction with Facility Amenities by Ownership Status**

Facility Amenities	Ownership Status of Administration Facility		Overall
	Rent	Own	
Location	85.3% (34)	83.9% (31)	82.2% (73)
Safety	69.7% (33)	77.4% (31)	73.6% (72)
Accessibility	60.0% (35)	86.7% (30)	71.2% (73)
Condition	68.6% (35)	71.0% (31)	70.3% (74)
Amount of space available	57.1% (35)	64.5% (31)	62.2% (74)
Parking	57.6% (33)	51.6% (31)	54.2% (72)

Percent of respondents who were "Satisfied" or "Very Satisfied."  
Percent (No. of respondents) within column.  
Question 13 in Appendix A.

### SECTION 5-3-2: INFORMATION TECHNOLOGY SATISFACTION

More than half (54%) of the respondents stated that they were satisfied with the Information Technology (IT) infrastructure in their organization's facilities, while a fifth (20%) were dissatisfied. Respondents who owned their facilities were likelier to indicate satisfaction with their IT infrastructure.

**Table 5-8: Organizations' Satisfaction with its Overall IT Infrastructure**

Level of Satisfaction	Ownership Status of Admin Facility		Overall
	Rent	Own	
Satisfied	51.4%	58.1%	54.1%
Neutral	25.7%	16.1%	20.3%
Dissatisfied	20.0%	22.6%	20.3%
N/A	2.9%	3.2%	5.4%
No. of respondents	35	31	74

"Satisfied" and "Very Satisfied" were collapsed into "Satisfied."  
"Dissatisfied" and "Very Dissatisfied" were collapsed into "Dissatisfied."  
Percent within column.  
Question 14 in Appendix A.

Most respondents reported encountering technology difficulties “sometimes” (52%), as noted in Table 5-9. Overall, about 15% (17%) of the respondents stated that they experience difficulties with their organization’s technological resources “often” or “frequently.” However, respondents who owned their facilities were more likely to indicate difficulties “often” or “frequently” (23%) than those who rented (12%).

**Table 5-9: Frequency in Which Organizations Encounter Difficulties Using Its Technological Resources**

Frequency	Ownership Status of Admin Facility		Overall
	Rent	Own	
Never	2.9%	0.0%	1.3%
Rarely	34.3%	29.0%	29.9%
Sometimes	51.4%	48.4%	52.0%
Often	8.6%	19.4%	13.0%
Frequently	2.9%	3.2%	3.9%
No. of respondents	35	31	77

Percent within column. The percentages might not sum to 100% due to rounding. Question 15 in Appendix A.

### SECTION 5-3-3: NOTEWORTHY ASPECTS OF ORGANIZATIONS’ IT LANDSCAPE

Respondents provided a comprehensive view of the varied Information Technology (IT) environments and challenges organizations face when asked about noteworthy aspects of their IT landscape in an open-ended item. Connectivity emerges as a prominent issue, with weak signals from internet providers affecting capabilities and struggles in obtaining adequate fiber services. For example, one stated, “We have been fighting with [our provider] for years in supplying adequate fiber services to our complex, which is in the middle of a city-owned park. Our internet runs so slow [and we] cannot use the Livestream for our games, our credit card transactions are affected by this problem as well as our use of our computers and printer.” Another stated, “Expensive to have adequate IT services. We pay \$3,000 per month [to our internet provider], and the service is poor.” Another said, “Our internet is an issue, it is slow and sometimes disconnects if too many people are trying to use it. We know that we need to upgrade our system but have lacked funding to do so.”

Respondents also indicated that infrastructure and equipment pose significant challenges, with some organizations lacking IT infrastructure and computers at their facility sites. Respondents explained that lack of funding was cited as a contributing factor. One respondent stated, “Innovation and technology upgrades are lacking because of no funding.” However, some respondents indicated that they face IT challenges despite having funding to support services.

Some respondents indicated that their organization does not face any issues or challenges. The organizations attributed their dedicated IT staff (either in-house or outsourced) or recent infrastructure upgrades as factors mitigating disruptions. For example, one respondent stated, “The best decision we made was to outsource our IT services.” Another said, “We finally hired a full-time IT Coordinator after trying to hire one for over 20 years. This has been a critical step for our success as an organization.” Other organizations stated that they have “made significant investments in upgrading our software and hardware (including a new [software] system, volunteer database, fundraising software, client tracking software, etc.)” While organizations’ IT challenges are not uniform, funding was primarily cited as a contributor.

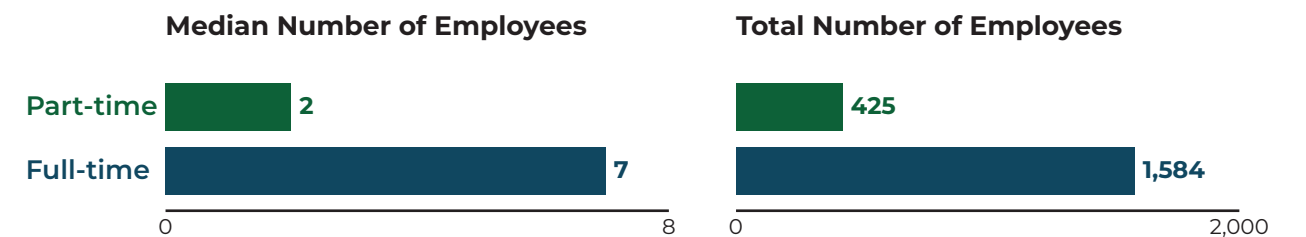
### SECTION 5-4: STAFF

The survey asked respondents to provide information on their organization’s staff, including staffing levels, training, and professional development needs.

#### SECTION 5-4-1: EMPLOYEE PROFILE

The respondents, collectively, had 425 part-time and 1,584 full-time employees, as noted in Figure 5-4 and Table 5-10. The number of employees increased as a function of the organization’s annual revenues.

**Figure 5-4: Median and Total Number of Employees by Type**



**Table 5-10: Descriptive Statistics of Organizations' Current Number of Employees by Revenue Level**

Descriptive Statistics	Part-time Employees				Full-time Employees			
	Revenue Level				Revenue Level			
	<\$400k	\$400k to \$1M	>\$1M	Overall	<\$400k	\$400k to \$1M	>\$1M	Overall
Mean	3.2	3.5	11.2	5.8	3.3	5.9	58.0	21.1
Standard Deviation	5.0	4.0	19.2	11.7	3.8	3.3	48.0	36.3
Median	2	2.5	2.5	2	2	6	46	7
Min	0	0	0	0	0	0	5	0
Max	22	16	70	70	14	13	185	185
Sum*	68	70	247	425	77	112	1,333	1,584
No. of respondents	21	20	22	73	23	19	23	75

\* Sum of employees  
Questions 17 and 18 in Appendix A.

Most respondents indicated that the number of part-time (64%) and full-time (56%) employees over the last 12 months has remained the same. Approximately 15% and 30% indicated that the number of part-time and full-time employees, respectively, has increased. About 10% noted a decrease in part-time (13%) and full-time (5%) employees.

**Table 5-11: Change in the Number of Employees Over the Last 12 Months by Revenue Level**

Employee Type	Change Direction	Revenue Level				Overall
		<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Part-time	Increased	26.1%	14.3%	8.3%	10.0%	15.4%
	Stayed about the same	52.2%	66.7%	75.0%	60.0%	64.1%
	Decreased	13.0%	14.3%	8.3%	20.0%	12.8%
	Don't know/No Response	8.7%	4.8%	8.3%	10.0%	7.7%
Full-time	Increased	26.1%	42.9%	33.3%	10.0%	30.8%
	Stayed about the same	65.2%	52.4%	45.8%	70.0%	56.4%
	Decreased	0.0%	0.0%	16.7%	0.0%	5.1%
	Don't know/No Response	8.7%	4.8%	4.2%	20.0%	7.7%
No. of respondents		23	21	24	10	78

Percent within column. The percentages might not sum to 100% due to rounding.  
Questions 19 and 20 in Appendix A.

Further, about a third of the respondents anticipate an increase in part-time (33%) and full-time (40%) employees over the next 12 months. More than half of the respondents indicated that the number of employees will stay about the same, while only a few expect a decrease, as shown in Table 5-12.

**Table 5-12: Perceived Change in the Number of Employees in the Next 12 Months by Revenue Level**

Employee Type	Change Direction	Revenue Level				Overall
		<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Part-time	To increase	56.5%	28.6%	20.8%	20.0%	33.3%
	Stay about the same	30.4%	66.7%	62.5%	70.0%	55.1%
	To decrease	4.4%	0.0%	4.2%	0.0%	2.6%
	Don't know/No Response	8.7%	4.8%	4.2%	10.0%	5.1%
Full-time	To increase	39.1%	19.1%	50.0%	60.0%	39.7%
	Stay about the same	52.2%	71.4%	41.7%	30.0%	51.3%
	To decrease	4.4%	4.8%	4.2%	0.0%	3.9%
	Don't know/No Response	4.4%	4.8%	4.2%	10.0%	5.1%
No. of respondents		23	21	24	10	78

Percent within column. The percentages might not sum to 100% due to rounding.  
Questions 21 and 22 in Appendix A.

Table 5-13 outlines the positions in which organizations faced challenges in hiring qualified personnel over the last 12 months. Overall, less than a third of respondents indicated challenges in hiring operations (28%), marketing or communication (28%), and support staff (28%). The highest levels of difficulty were observed among organizations with more than \$1 million in revenue in hiring support staff (52%) and core programs (52%). About 35% of these large organizations also had trouble hiring staff for clinical services.

**Table 5-13: Challenges Organizations Faced to HIRE Qualified Employees Over the Last 12 Months**

Position Type	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Operations	21.7%	26.1%	30.4%	17.4%	28.2%
Marketing or Communications	26.1%	30.4%	30.4%	8.7%	28.2%
Staff support service	21.7%	17.4%	52.2%	4.3%	28.2%
Core programs	17.4%	8.7%	52.2%	4.3%	24.4%
Accounting or Finance	21.7%	26.1%	21.7%	8.7%	23.1%
Technology	21.7%	17.4%	21.7%	8.7%	20.5%
Executive leadership	13.0%	8.7%	21.7%	13.0%	16.7%
Clinical services	13.0%	8.7%	34.8%	0.0%	16.7%
No. of respondents	23	21	24	10	78

Percent of respondents who stated "A moderate" or "An extreme challenge."  
Percent within column.  
Question 24 in Appendix A.

Table 5-14 provides the percentage of respondents experiencing challenges retaining qualified employees over the last 12 months. Organizations with higher revenue were more likely to indicate challenges in retaining employees. For example, about a third (29%) of large organizations (>\$1 million in revenue) had challenges in retaining core program employees compared to 13% of small organizations (<\$400,000) and 10% of medium organizations (\$400,000 to \$1 million).

**Table 5-14: Challenges Organizations Faced to RETAIN Qualified Employees Over the Last 12 Months**

Position Type	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Core programs	13.0%	9.5%	29.2%	10.0%	16.7%
Marketing or Communications	13.0%	14.3%	20.8%	10.0%	15.4%
Staff support service	8.7%	4.8%	25.0%	20.0%	14.1%
Operations	8.7%	19.0%	16.7%	0.0%	12.8%
Clinical services	4.3%	9.5%	25.0%	10.0%	12.8%
Technology	13.0%	4.8%	8.3%	20.0%	10.3%
Executive leadership	13.0%	4.8%	8.3%	10.0%	9.0%
Accounting or Finance	4.3%	4.8%	12.5%	0.0%	6.4%
No. of respondents	23	21	24	10	78

Percent of respondents who stated "A moderate" or "An extreme challenge."  
Percent within column.  
Question 25 in Appendix A.

**SECTION 5-5-2: ORGANIZATION CAPACITY TO FUNDRAISE**

Less than 40% of all respondents stated that their organizations have the internal capacity to conduct fundraising activities, including events (39%) and grant writing (37%). Utilizing external consultants to support fundraising was not commonly indicated overall. About 15% of respondents reported the use of external support in grant writing, and about 8% reported using external support fundraising other than grant writing.

A key point here is the prevalence of the stated need in large (> \$1 million in annual revenues) and smaller (< \$400,000) organizations. The local area nonprofits with some of the largest annual revenues were nearly as likely to indicate that they had this internal capacity to fundraise as the nonprofits with lower annual revenues. Given the small percentage of respondents indicating they had the capacity for this work in both groups, it indicates large-revenue nonprofits may face some of the same challenges in establishing fundraising capacity as their lower-revenue counterparts.

**Table 5-15: Organization Capacity to Conduct Fundraising Activities**

Activities	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Our organization has sufficient internal capacity to engage in fundraising, including events (not grant writing).	30.4%	57.1%	33.3%	30.0%	38.5%
Our organization has sufficient internal capacity to engage in grant writing.	39.1%	47.6%	33.3%	20.0%	37.2%
Our organization relies on external consultants or organizations to engage in grant writing.	13.0%	19.0%	20.8%	0.0%	15.4%
Our organization relies on external consultants or organizations to engage in fundraising, including events (not grant writing).	4.3%	9.5%	8.3%	10.0%	7.7%
No. of respondents	23	21	24	10	78

Percent of respondents who stated "Agree" or "Strongly agree."  
Percent within column.  
Question 52 in Appendix A.

**SECTION 5-4-3: HYBRID WORK ENVIRONMENT**

The survey asked respondents about organizations' approach to hybrid work. Respondents were asked which one of the following working environments best described their current approach to hybrid work:

- **Fully In-Office:** All employees are required to work from the office full-time.
- **Hybrid Model:** Employees have the flexibility to work both from the office and remotely on a regular basis.

- **Remote-First:** The default mode is remote, with occasional in-office requirements.
- **Flexible Location:** Employees can choose their own work hours and location without strict adherence to set location.
- **Remote-Only:** All employees work exclusively from remote locations, and there is no requirement to be physically present in the office.

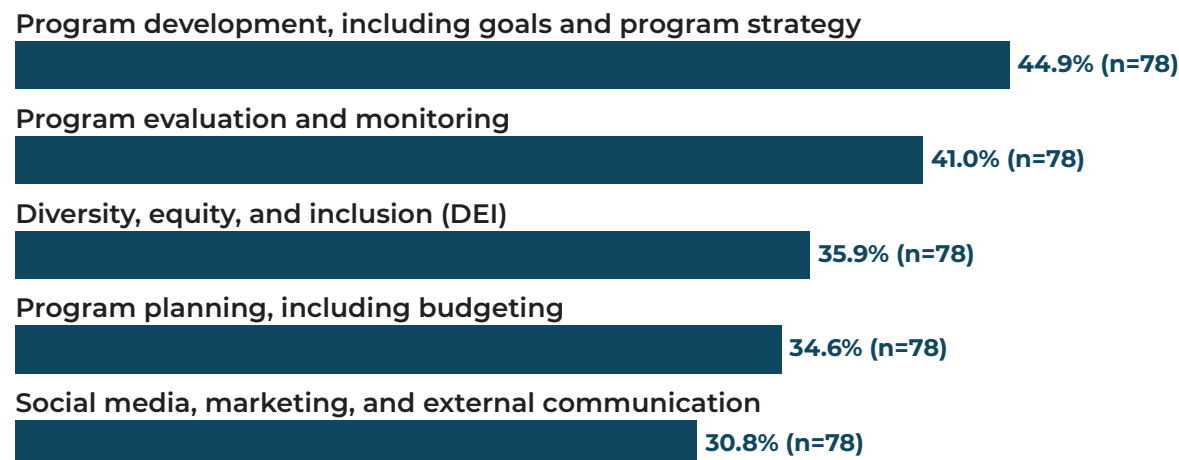
Eight in ten (81%) respondents stated that their organization's current approach is either a hybrid model or fully in-office. A higher share of large organizations (>\$1 million) preferred these two models over small and medium organizations. Only a few respondents selected remote-first or remote-only work environments.

**Table 5-16: Organizations' Current Approach to Hybrid Work**

Approach	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Hybrid Model	43.5%	42.9%	50.0%	40.0%	44.9%
Fully In-Office	30.4%	38.1%	45.8%	20.0%	35.9%
Flexible Location	17.4%	4.8%	4.2%	10.0%	9.0%
Remote-First	4.4%	0.0%	0.0%	10.0%	2.6%
Remote-Only	0.0%	0.0%	0.0%	10.0%	1.3%
No response	4.4%	14.3%	0.0%	10.0%	6.4%
No. of respondents	23	21	24	10	78

Percent within column. The percentages might not sum to 100% due to rounding. Question 26 in Appendix A.

**Figure 5-5: Top Types of Staff Training Organizations Provided in the Last 12 Months**



#### SECTION 5-4-4: STAFF TRAINING

Overall, nearly 90% (87%) of respondents provided at least some type of staff training in the last 12 months. As illustrated in Figure 5-5, the most common training respondents indicated that their organizations had provided were program development (45%), program evaluation and monitoring (41%), and Diversity, Equity, and Inclusion (DEI; 36%) training.

Small organizations (<\$400,000) had a notably lower share (74%) of providing training than medium (100%) and large (92%) agencies. Larger organizations appear to provide a more diverse range of training than their small counterparts, as noted in Table 5-17.

**Table 5-17: Type of Staff Training Organizations Provided in the Last 12 Months**

Training Category	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Program development, including goals and program strategy	34.8%	42.9%	58.3%	40.0%	44.9%
Program evaluation and monitoring	34.8%	42.9%	58.3%	10.0%	41.0%
Diversity, equity, and inclusion (DEI)	30.4%	28.6%	54.2%	20.0%	35.9%
Program planning, including budgeting	30.4%	38.1%	41.7%	20.0%	34.6%
Social media, marketing, and external communication	43.5%	23.8%	25.0%	30.0%	30.8%
Grant writing	21.7%	14.3%	37.5%	30.0%	25.6%
Internal, interdepartmental, or personal communication	26.1%	19.0%	37.5%	0.0%	24.4%
Staff management	13.0%	19.0%	41.7%	10.0%	23.1%
Understanding financials and budgeting	8.7%	33.3%	37.5%	0.0%	23.1%
Fundraising (not grant writing)	21.7%	28.6%	12.5%	30.0%	21.8%
Technology and software skills training	17.4%	14.3%	37.5%	10.0%	21.8%
Strategic planning or an organization or department	17.4%	14.3%	33.3%	10.0%	20.5%
Volunteer management	21.7%	28.6%	12.5%	0.0%	17.9%
Board management	4.3%	14.3%	25.0%	10.0%	14.1%
Human resource management	8.7%	14.3%	25.0%	0.0%	14.1%
Succession planning	8.7%	0.0%	20.8%	0.0%	9.0%
Other	13.0%	14.3%	20.8%	20.0%	16.7%
No staff training was provided	26.1%	0.0%	8.3%	20.0%	12.8%
No. of respondents	23	21	24	10	78

Percent within column. Respondents could select more than one category and therefore may not sum to 100%. Question 42 in Appendix A.



Organizations also indicated whether they had paid for training, as shown in Table 5-18. Overall, about a third of respondents indicate that their organization paid for in-person or online training selected by the employee. Larger organizations (>\$1 million) had a higher percentage of respondents supporting paid training.

**Table 5-18: Type of Staff Training Paid by Organization in the Last 12 Months by Revenue Level**

Training Type	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Online training selected by the employee	26.1%	38.1%	50.0%	10.0%	34.6%
In-person training selected by the employee	30.4%	33.3%	41.7%	10.0%	32.1%
In-person training not selected by the employee	17.4%	33.3%	45.8%	0.0%	28.2%
Online training not selected by the employee	8.7%	23.8%	45.8%	20.0%	25.6%
No. of respondents	23	21	24	10	78

Respondents could select more than one category and therefore may not sum to 100%. Percent within column. Question 47 in Appendix A.

Most organizations (60%) have provided training conducted by an external consultant or firm in the last 12 months. Nearly 80% (79%) of large organizations (>\$1 million) indicated using an external consultant or firm, while medium (<\$400,000; 57%) and small (\$400,000 to \$1 million; 48%) agencies were less likely to indicate having done so.

**Table 5-19: Training Conducted by an External Consultant/Firm that Staff Participated in the Last 12 Months by Revenue Level**

	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Yes	47.8%	57.1%	79.2%	50.0%	60.3%
No	52.2%	42.9%	12.5%	50.0%	37.2%
Don't know/Not Report	0.0%	0.0%	8.3%	0.0%	2.6%
No. of respondents	23	21	24	10	78

Percent within column. The percentages might not sum to 100% due to rounding. Question 48 in Appendix A.

Of those staff training sessions facilitated by an external group, nearly two-thirds (64%) were synchronous online meetings, followed by out-of-town sessions (53%) and trainers coming to El Paso (53%). Larger organizations were generally more likely to indicate having engaged in external training than the smaller firms.

**Table 5-20: Of Staff Training Conducted by an External Consultant/Firm in the Last 12 Months, Locations of Training Sessions by Revenue Level**

Training Type	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
The training was conducted online (synchronous)	54.5%	58.3%	78.9%	40.0%	63.8%
Staff traveled out of town*	63.6%	58.3%	57.9%	0.0%	53.2%
Trainer/s provided training in El Paso*	45.5%	25.0%	78.9%	40.0%	53.2%
The training was conducted online (asynchronous)	18.2%	33.3%	47.4%	40.0%	36.2%
Other	27.3%	8.3%	5.3%	0.0%	10.6%
No. of respondents**	11	12	19	5	47

\* Including conferences

\*\* Includes respondents who indicated "yes" in Table 5-19.

Respondents could select more than one category and therefore may not sum to 100%.

Percent within column.

Question 49 in Appendix A.

The top staff training needs identified by respondents were non-grant writing fundraising (31%), social media/marketing/external communication (28%), and grant writing (26%), as illustrated in Figure 5-6.

**Figure 5-6: Top Staff Training Needs that Could Benefit Organizations**



Needs varied by the organizations' revenue, as noted in Table 5-21. More than half (52%) of respondents from small organizations (<\$400,000) cited non-grant writing fundraising as their top need. In comparison, large organizations (>\$1 million) indicated program evaluation and monitoring (29%), program development (25%), strategic planning (25%), and staff management (25%) as top needs.

**Table 5-21: Staff Training Needs that Could Benefit Organizations by Revenue Level**

Training Category	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Fundraising (not grant writing)	52.2%	19.0%	16.7%	40.0%	30.8%
Social media, marketing, and external communication	26.1%	28.6%	20.8%	50.0%	28.2%
Grant writing	26.1%	28.6%	16.7%	40.0%	25.6%
Program development, including goals and program strategy	17.4%	14.3%	25.0%	30.0%	20.5%
Program evaluation and monitoring	17.4%	14.3%	29.2%	10.0%	19.2%
Program planning, including budgeting	17.4%	9.5%	16.7%	20.0%	15.4%
Technology and software skills training	8.7%	19.0%	12.5%	30.0%	15.4%
Strategic planning or an organization or department	8.7%	9.5%	25.0%	10.0%	14.1%
Volunteer management	21.7%	14.3%	8.3%	10.0%	14.1%
Human resource management	13.0%	23.8%	4.2%	20.0%	14.1%
Staff management	4.3%	4.8%	25.0%	10.0%	11.5%
Understanding financials and budgeting	4.3%	19.0%	12.5%	10.0%	11.5%
Internal, interdepartmental, or personal communication	8.7%	9.5%	16.7%	0.0%	10.3%
Board management	8.7%	14.3%	4.2%	20.0%	10.3%
Succession planning	8.7%	9.5%	12.5%	0.0%	9.0%
Diversity, equity, and inclusion (DEI)	8.7%	4.8%	8.3%	0.0%	6.4%
Other	4.3%	4.8%	4.2%	0.0%	3.8%
No. of respondents	23	21	24	10	78

The survey limited respondents to only three choices. Question 43 in Appendix A.

When asked about the likelihood of paying for training in the next year, organizations seem to be reluctant. Only about 13% indicated they were interested in paying for grant writing (13%) and non-grant writing fundraising (12%). Medium organizations (\$400,00 to \$1 million) had a notably higher percentage of respondents indicating a willingness to pay for human resource (HR) management training (14%) than small (4%) and large (4%) organizations.

**Table 5-22: Likelihood of Organizations Paying for a Given Training in the Next 12 Months by Revenue Level**

Training Category	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Grant writing	13.0%	19.0%	12.5%	0.0%	12.8%
Fundraising (not grant writing)	21.7%	4.8%	12.5%	0.0%	11.5%
Program development, including goals and program strategy	8.7%	9.5%	8.3%	10.0%	9.0%
Strategic planning or an organization or department	4.3%	4.8%	16.7%	10.0%	9.0%
Social media, marketing, and external communication	0.0%	9.5%	16.7%	0.0%	7.7%
Program planning, including budgeting	8.7%	4.8%	4.2%	10.0%	6.4%
Internal, interdepartmental, or personal communication	4.3%	4.8%	12.5%	0.0%	6.4%
Human resource management	4.3%	14.3%	4.2%	0.0%	6.4%
Program evaluation and monitoring	4.3%	4.8%	8.3%	0.0%	5.1%
Volunteer management	4.3%	9.5%	0.0%	10.0%	5.1%
Technology and software skills training	8.7%	4.8%	0.0%	10.0%	5.1%
Staff management	4.3%	0.0%	8.3%	0.0%	3.8%
Diversity, equity, and inclusion (DEI)	8.7%	0.0%	4.2%	0.0%	3.8%
Understanding financials and budgeting	0.0%	9.5%	4.2%	0.0%	3.8%
Succession planning	4.3%	4.8%	4.2%	0.0%	3.8%
Board management	4.3%	4.8%	0.0%	0.0%	2.6%
Other	0.0%	0.0%	4.2%	0.0%	1.3%
No. of respondents	23	21	24	10	78

Percentage of respondents indicated "Extremely Likely" or "Likely." Percent within column. Respondents could select more than one category and therefore may not sum to 100%. Question 44 in Appendix A.

The survey responses highlight various barriers and challenges nonprofit organizations face in providing staff training, including financial constraints, time limitations, and appropriate training modalities. Many organizations struggle with funding for training opportunities, including costs for travel.

Limited budgets and reliance on general funds pose significant challenges in providing training. One participant explained, “Funding to receive training by an external organization, it can be costly.” Others indicate “budget restrictions” as a barrier. Respondents often relied on free training sessions or those provided by their national organization. Others indicated that they will depend on grant funding to support training. One responded, “We try to leverage grant funding to help cover costs but mostly absorb them in general funds.”

Respondents also indicate that staff can be a limiting factor, as organizations with small teams may struggle to provide coverage for staff attending training or find it challenging to allocate time away from regular duties. For example, a respondent stated, “Since we only have one full-time employee, if she takes off for training, then our [organization] is closed, or she must do it in her personal time.” Others stated that they are the ones who provide their organization’s training, and finding time for training can be challenging.

Some respondents explained that identifying the appropriate training can be difficult. A respondent stated, “Our biggest challenge is identifying training resources for our staff that are effective and reliable.” Organizations most likely want to find the most effective training and not waste time and resources on training that is not a good fit for staff and the agency.

#### SECTION 5-4-4: CRITICAL SKILLS AND KNOWLEDGE TO ADDRESS CURRENT CHALLENGES

Respondents identified several vital skills critical for nonprofit professionals to address current challenges. Such skills and knowledge were fundraising and grant writing, time management, communication, leadership and staff management, finance and budgeting, and Diversity, Equity, and Inclusion (DEI). Fundraising and grant writing were the most cited factors.

One respondent stated, “Writing grants and raising money... Raising enough money to sustain our needs is [our] most vital need.” Others stressed the importance of hard skills, including technical and communication skills. Communication was identified as both internal and external interactions. One stated, “Staff management skills and communication amongst team members/staff,” while another said, “Communicating our organization’s story.”

Some respondents also revealed that their organizations were growing, requiring them to consider human resources (HR) services. One stated, “As our organization grows, we are increasing our internal capacity to manage a larger staff. To that end, we are likely to invest in HR training and resources.” Others explained that their organization needs to build their supervisory skills and knowledge. One stated:

We have professionals who need training in supervisory skills, especially so people can be promoted within the organization. We have limited funds, so that becomes difficult, and we will need to make some hard decisions about how to find monies to invest in these individuals and helping them reach their potential in becoming effective supervisors.

One respondent was frustrated by their organization’s turnover. The respondent said, “The importance of sticking with a job longer than two years... Turnover is frustrating, the demand for unrealistically high wages is frustrating...” Finally, respondents indicated a need for DEI resources and training. A respondent noted, “Diversity, Equity, Inclusion, Belonging, and Accessibility. Our organization is working on offering these resources and training to other organizations.”

#### SECTION 5-5: VOLUNTEERS

Volunteers play a critical function in nonprofit organizations. Volunteers typically augment nonprofit capacity in supporting the agency’s mission and vision. The survey findings reveal that many organizations rely on support from El Paso’s volunteer community. In the survey sample, respondents state that over 15,000 El Paso residents have volunteered for their organizations. The median number of volunteers ranged from about 30 persons at small organizations (<\$400,000) to more than 12 volunteers at large organizations (>\$1 million), as noted in Table 5-23.

**Table 5-23: Descriptive Statistics of Organizations’ Current Number of Volunteers by Revenue Level**

Descriptive Statistics	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Mean	83.8	128.7	452.5	28.1	205.2
Standard Dev	152.2	285.3	1,649.9	17.4	949.6
Median	30	20	12.5	22.5	20
Min	3	0	0	3	0
Max	550	1,150	7,961	60	7,961
Sum	1,928	2,317	10,861	281	15,387
No. of respondents	23	18	24	10	75

Volunteers did not include board members. Question 27 in Appendix A.

Table 5-24 provides critical factors to recruit and retain volunteers. More than half of all respondents indicated that supporting volunteers (55%) is the most critical factor, followed by volunteers’ ability to fully commit (54%) and relationship building (47%).

**Table 5-24: Factors Critical for Recruiting and Retaining Volunteers by Revenue Level**

Factors	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
The volunteer support network, including recognition.	73.9%	38.1%	41.7%	80.0%	55.1%
The dependability of volunteers in their ability to fulfill a commitment.	60.9%	42.9%	50.0%	70.0%	53.8%
The relationships built between volunteers and the volunteer coordinators.	60.9%	33.3%	54.2%	30.0%	47.4%
The training is offered to volunteers.	56.5%	23.8%	41.7%	50.0%	42.3%
Staff resources are available to recruit and support volunteers.	47.8%	23.8%	50.0%	50.0%	42.3%
Other	30.4%	23.8%	16.7%	0.0%	20.5%
No. of respondents	23	21	24	10	78

Volunteers did not include board members.  
 Respondents could select more than one category and therefore may not sum to 100%.  
 Percent within column.  
 Question 28 in Appendix A.

In the “other” open-ended item, respondents discussed various challenges in recruiting and utilizing volunteers for their organization. The issues include a need for assistance recruiting volunteers, concerns about volunteers’ availability, challenges in obtaining funding, reluctance to travel to specific locations (such as Juarez), and a lack of community awareness about the organization. Others indicated they do not prioritize or seek volunteer assistance due to established contracts or licensing requirements. One stated, “Our contracts make client contact by volunteers.. virtually impossible. We sometimes have interns but only allow volunteers for special events.”

Another said, “We do not prioritize recruiting volunteers. Licensing requirements make it difficult to place volunteers in a classroom, and HIPPA requirements make it difficult for volunteers to support clinical programs.” Finally, some respondents emphasized the difficulty in recruiting volunteers for the organization, as one respondent simply stated, “Volunteers are extremely difficult to get.”

### SECTION 5-6: NONPROFIT BOARD OF DIRECTORS

Nonprofit boards play a critical role in maintaining an organization’s stated mission and vision. These boards often provide oversight and expertise on governance, fundraising, finances, strategic planning, and compliance. The section aims to profile boards and their training needs for El Paso nonprofits.

### SECTION 5-6-1: BOARD MEETINGS

Most respondents indicated that their nonprofit boards meet between 4–6 (37%) and 10–12 (42%) times per year, as noted in Table 5-25.

**Table 5-25: Frequency of Board Meetings per Year by Revenue Level**

Frequency Category	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
1–3 times	13.0%	0.0%	4.2%	10.0%	6.4%
4–6 times	34.8%	57.1%	33.3%	10.0%	37.2%
7–9 times	13.0%	4.8%	4.2%	10.0%	7.7%
10–12 times	34.8%	33.3%	50.0%	60.0%	42.3%
More than 12 times	4.3%	0.0%	0.0%	10.0%	2.6%
Not reported	0.0%	4.8%	8.3%	0.0%	3.8%
No. of respondents	23	21	24	10	78

Percent within column. The percentages might not sum to 100% due to rounding.  
 Question 29 in Appendix A.

As shown in Table 5-26, respondents ranked financial review and oversight, strategic planning, and fundraising as board members’ most important roles. These roles were consistent across organization size, with all three revenue levels ranking these roles in its top three.

**Table 5-26: Rank Score\* of Important Board Members’ Role by Revenue Level**

Role Type	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Financial review and oversight	138	118	151	39	446
Strategic planning	113	108	143	49	413
Fundraising	132	110	95	55	392
Program review and oversight	97	68	84	45	294
Public relations or communicating the mission	88	76	83	41	288
Senior management evaluation	48	45	83	11	187
Succession planning	58	26	51	17	152
Other	8	6	10	7	31

\* The rank scores are weighted sum scores. Individual items ranked first are assigned a higher value or weight, and lower-ranked items are assigned a lower value or weight. The rank score is the sum of all individually weighted scores. Respondents could select more than one category.  
 Question 31 in Appendix A.

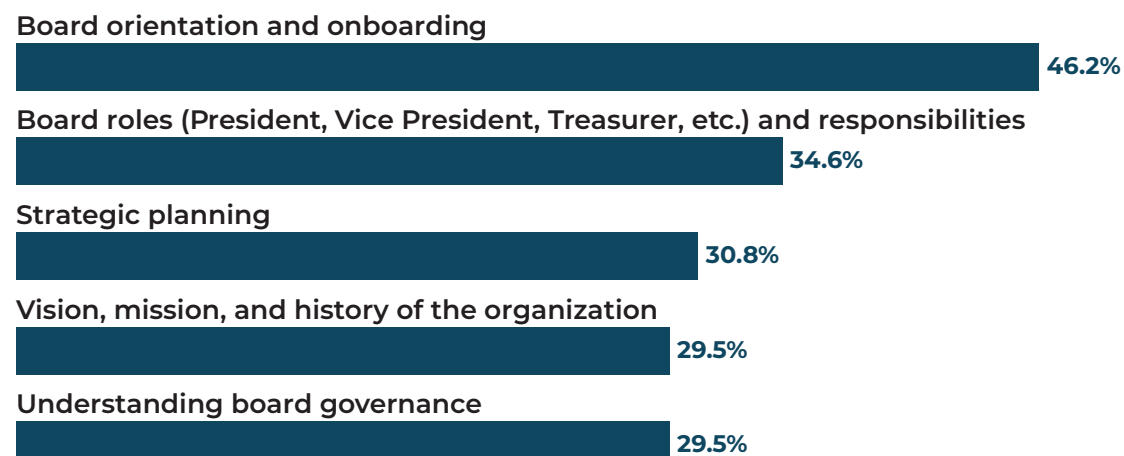
Survey respondents were asked about board members' most important contributions to their organization's mission. Respondents indicated that contributions include financial oversight, fundraising, strategic engagement, community connections, organizational sustainability, and advocacy. One respondent explained, "Our board members understand that fundraising is the most important contribution. Financial and program overview helps the volunteer executive director stick to the mission. Board members are expected to market our organization while out in the community and volunteer to make appearances at requested functions and events." Others noted that their board keeps their organization "grounded and focused on [their] mission." Oversight, in terms of legal and financial issues, was often cited by respondents.

One respondent stated, "The expertise in governance they bring. Their lens and oversight in major organizational decisions that impact sustainability and ensure our services are provided in the future." Overall, respondents reveal that board members are critical to organizational support, both in and outside the agency.

Respondents also provided strategies that improve their board member engagement. Strategies included communication, recognition, training, onboarding, and set expectations. For example, a respondent said that board members should have "regular communication [and] transparency," and administrators should "listen to their perspectives." Such communication can be in the form of providing them with "relevant reports and information... to base decisions." Another stated, "Sharing meals with staff, monthly presentations on programming, volunteering for events recognition development opportunities like realize regular contact with [Executive Director] invitations to connect their talents and interest with organizational needs."

Another cited that relationship building with their board is a critical strategy. It was explained that understanding a board member's strengths can help them be placed in a role best suited for them. A respondent stated board members are "managed," like staff. The respondent indicated that the board members need direction, guidance, and support to be effective.

**Figure 5-7: Top Types of Board Training Organizations Provided in the Last 12 Months**



No. of respondents=78

**SECTION 5-6-2: BOARD TRAINING**

Two-thirds (67%) of all respondents indicated that their organization has provided training to their board members in the past 12 months. About half (46%) of respondents indicated providing board orientation and onboarding, followed by board roles and responsibilities (35%) and strategic planning (31%), as shown in Figure 5-7. Large organizations (>\$1 million) were more likely to offer board training (75%) than small (<\$400,000) and medium (\$400,000 to \$1 million) organizations, 61% and 62%, respectively. Large organizations offered more board training topics than medium and small ones. For example, large organizations had notably higher percentages for vision, mission, and history of the organization (54%), understanding board governance (46%), and understanding financial and budgeting (29%) than small and medium organizations. See Table 5-27 for details.

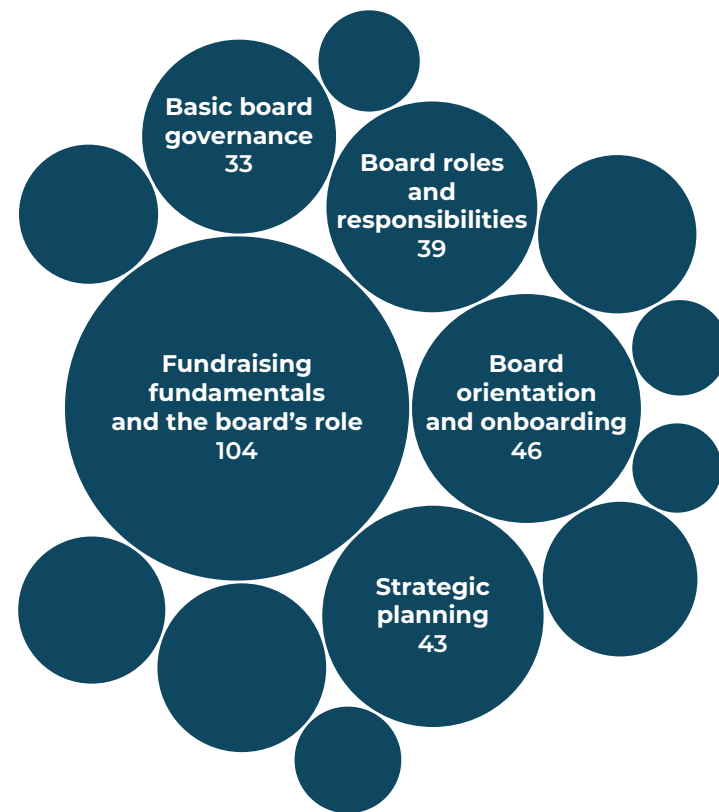
**Table 5-27: Types of Board Training that Organizations Provided Over the Last 12 Months**

Training Categories	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Board orientation and onboarding	26.1%	47.6%	66.7%	40.0%	46.2%
Board roles (President, Vice President, Treasurer, etc.) and responsibilities	26.1%	28.6%	37.5%	60.0%	34.6%
Strategic planning	17.4%	28.6%	37.5%	50.0%	30.8%
Vision, mission, and history of the organization	13.0%	19.0%	54.2%	30.0%	29.5%
Understanding board governance	26.1%	19.0%	45.8%	20.0%	29.5%
Nonprofit financial statements	13.0%	28.6%	37.5%	10.0%	24.4%
Fundraising or giving	26.1%	14.3%	12.5%	40.0%	20.5%
Understanding financials and budgeting	8.7%	14.3%	29.2%	30.0%	19.2%
Meeting planning	17.4%	14.3%	4.2%	20.0%	12.8%
Succession planning	13.0%	9.5%	16.7%	10.0%	12.8%
Evaluation and outcomes	13.0%	9.5%	12.5%	0.0%	10.3%
Social media, marketing, and communications	13.0%	0.0%	8.3%	20.0%	9.0%
Diversity, equity, and inclusion (DEI)	4.3%	4.8%	4.2%	30.0%	7.7%
Crisis and risk management	0.0%	9.5%	8.3%	10.0%	6.4%
Leadership development	4.3%	4.8%	4.2%	20.0%	6.4%
Other	4.3%	4.8%	0.0%	0.0%	2.6%
No board training was provided	39.1%	38.1%	25.0%	30.0%	33.3%
No. of respondents	23	21	24	10	78

Percent within column. Respondents could select more than one category and therefore may not sum to 100%. Question 45 in Appendix A.

When asked about board training needs, respondents overwhelmingly indicated that fundraising (rank score of 104) is their top current organization need, followed by board orientation and onboarding (46) and strategic planning (43), as illustrated in Figure 5-8.

**Figure 5-8: Rank Score\* of Board Training Needs to Address Current Organizational Needs and Challenges**



\*The rank scores are weighted sum scores. Individual items ranked first are assigned a higher value or weight, and lower-ranked items are assigned a lower value or weight. The rank score is the sum of all individually weighted scores.

As noted in Table 5-28, medium organizations (\$400,000 to \$1 million) also ranked board roles and responsibilities as a top need or challenge.

**Table 5-28: Rank Score\* of Board Training Needs to Address Current Organizational Needs and Challenges by Revenue Level**

Training Category	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Fundraising fundamentals and the board's role	39	19	33	13	104
Board orientation and onboarding	10	17	11	8	46
Strategic planning	9	9	17	8	43
Board roles (President, Vice President, Treasurer, etc.) and responsibilities	6	18	12	3	39
Basic board governance	7	12	12	2	33
Effective board meetings	5	11	3	6	25
Nonprofit financial statements and 990s	8	3	9	2	22
Succession planning	8	7	4	2	21
Evaluation and outcomes measurement	9	1	7	2	19
Social media, marketing, and communications	5	3	3	6	17
Vision, mission, and history of the organization	1	0	7	2	10
Crisis and risk management	2	0	7	0	9
Diversity, equity, and inclusion (DEI)	2	3	2	0	7
Other	0	6	2	0	8
No. of respondents	23	21	24	10	78

\*The rank scores are weighted sum scores. Individual items ranked first are assigned a higher value or weight, and lower-ranked items are assigned a lower value or weight. The rank score is the sum of all individually weighted scores. Respondents were limited to ranking only three items. Question 46 in Appendix A.

## SECTION 5-7: STRATEGIC PLANNING

Strategic planning is critical in helping nonprofits fulfill their stated missions effectively and build long-term sustainability. Bryson (1995) describes strategic planning as a “disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it” (p. 4–5).

### SECTION 5-7-1: ORGANIZATIONS WITH A STRATEGIC PLAN

Nearly 80% of respondents indicated that their organization had a strategic plan. When examining by organization size, the share of agencies with a strategic plan was similar (about 80%), indicating that revenue was not a predictor of a nonprofit's likelihood to have a strategic plan. However, respondents who did not specify their revenue level were notably less likely to indicate having a strategic plan (70%).

**Table 5-29: Percent of Organizations with a Strategic Plan**

Revenue Level	Percent	No. of Respondents
<\$400k	82.6%	23
\$400k to \$1M	81.0%	21
>\$1M	79.2%	24
Not Reported	70.0%	10
<b>Overall</b>	<b>79.5%</b>	<b>78</b>

Question 34 in Appendix A.

Most (58%) organizations' strategic plans were between two and five years old. Less than a third of respondents indicated that their current strategic plan was developed within the past year. The percentages were similar by the organization size, as noted in Table 5-30 below.

**Table 5-30: Period When Organization's Current Plan was Developed\***

Period	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Within the past year	31.6%	23.5%	26.3%	57.1%	30.6%
Within the past 2-5 years	57.9%	70.6%	57.9%	28.6%	58.1%
More than 5 years ago	10.5%	5.9%	15.8%	14.3%	11.3%
No. of respondents	19	17	19	7	62

\* Among organizations indicating that they have a strategic plan.  
Question 35 in Appendix A.

Respondents were most likely (41%) to indicate having revised their mission statement between two and five years ago, and nearly the same share (39%) indicated longer than five years. A fifth (19%) of respondents said they revised their organization's mission statement in the past 12 months.

**Table 5-31: Period When Organizations Last Revised Its Mission Statement**

Period	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Within the past year	21.7%	14.3%	25.0%	10.0%	19.2%
Within the past 2-5 years	47.8%	38.1%	37.5%	40.0%	41.0%
More than 5 years ago	30.4%	47.6%	33.3%	50.0%	38.5%
Not Reported	0.0%	0.0%	4.17%	0.0%	1.3%
No. of respondents	23	21	24	10	78

Question 39 in Appendix A. Percent within column. The percentages might not sum to 100% due to rounding.

**SECTION 5-7-2: USE OF AN EXTERNAL CONSULTANT TO FACILITATE STRATEGIC PLANNING**

Half of the respondents (48%) stated that their organization contracted with an external consultant or firm to facilitate strategic planning. Large organizations (>\$1 million) had a notably higher share (58%) of respondents who indicated that they would pay for a consultant or firm compared to small (47%) and medium (35%) organizations, as shown in Table 5-32.

**Table 5-32: Percent of Organizations that Contracted with an External Consultant/Firm to Facilitate Strategic Plan**

Revenue Level	Percent	No. of Respondents
<\$400k	47.4%	19
\$400k to \$1M	35.3%	17
>\$1M	57.9%	19
Not Reported	57.1%	7
<b>Overall</b>	<b>48.4%</b>	<b>62</b>

\* Among organizations indicating that they have a strategic plan.  
Question 36 in Appendix A.

Half of organizations (47%) were unlikely to contract with an external consultant or firm to facilitate strong planning in the 12 months, as revealed in Table 5-33.

**Table 5-33: Likelihood of Organizations Willing to Pay for Training on Strategic Planning in the Next 12 Months**

Level of Likelihood	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Unlikely	47.8%	52.4%	41.7%	50.0%	47.4%
Neutral	26.1%	19.0%	20.8%	10.0%	20.5%
Likely	26.1%	23.8%	33.3%	40.0%	29.5%
Not Reported	0.0%	4.8%	4.2%	0.0%	2.6%
No. of respondents	23	21	24	10	78

Question 37 in Appendix A. Percent within column.

While half were unlikely to pay for a consultant, respondents identified several factors that might increase an organization's probability of contracting with a firm for strategic planning training. These factors include the training's location (77%), schedule (71%), virtual participation (71%), and potential contribution to service clients and patients (71%). Some differences were observed between an organization's level of revenue. Small organizations (<\$400,000) had lower percentages across the various factors than organizations with higher revenue.

**Table 5-34: Factors that Might Increase Organizations Likelihood to Pay Strategic Planning Training**

Factor	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
The proximity of the training's location	65.2%	85.7%	75.0%	90.0%	76.9%
The flexibility of the training schedule	65.2%	81.0%	62.5%	80.0%	70.5%
The option for virtual participation in the training	65.2%	71.4%	75.0%	70.0%	70.5%
The training's potential contribution to our service to our clients and patients	56.5%	76.2%	70.8%	90.0%	70.5%
The training's potential contribution to our fund development efforts	47.8%	57.1%	70.8%	60.0%	59.0%
The affordability of the training	26.1%	33.3%	37.5%	0.0%	28.2%
Other	13.0%	23.8%	16.7%	10.0%	16.7%
No. of respondents	23	21	24	10	78

Question 38 in Appendix A.  
 Respondents could select more than one category and therefore may not sum to 100%.

**SECTION 5-7-3: FACTORS THAT DRIVE STRATEGIC PLANNING**

Organizations indicated elements that facilitate or drive strategic planning in an open-ended response. These elements include compliance and accreditation, changing needs (such as organizational development and growth and evolving programmatic needs), leadership shifts, and continuous improvement initiatives. Respondents cited that their organizations are required to engage in strategic planning. For example, one respondent stated, “[Strategic planning is] part of our annual quality assurance requirements.” Another revealed that their organization is under “a nationally accredited organization, [which] states [that the agency] must have a strategic plan every seven years.” Others indicated that strategic planning is regularly conducted, such as part of an “annual quality assurance requirements.”

Respondents also stated that external factors or influences can drive strategic planning. These factors include funding opportunities, changing community needs, and shifting social and political environments. One said, “Observing needs in the community and discerning which of those needs fit within the mission statement.” Finally, respondents indicated that strategic planning can be a tool to communicate between leadership, staff, and the board. A few respondents stated that their organization has not engaged in strategic planning or has not conducted it recently but anticipates doing so soon. A respondent wrote, “We have not done strategic planning in quite a while. We will be starting the process in the summer of 2024.”

**SECTION 5-7-4: BARRIERS TO STRATEGIC PLANNING**

Respondents identified several barriers and challenges in implementing strategic planning at their respective organizations. These barriers include time constraints, limited resources, and

lack of interest or understanding of strategic planning. Respondents explained that staff and/or board members do not have time to undergo strategic planning. One said, “Funding and lack of participation by [the] board.” Further, some respondents indicated that it would be challenging to coordinate staff and board time to conduct strategic planning sessions, such as finding ample time for a retreat. Others suggested that their board was often not interested in strategic planning. However, turnover of board members can also lead to barriers. New board members might not be interested in previous strategic planning efforts as they might want to explore new organizational directions. One respondent explained, “Lack of continuity of service by board members, and each incoming board member wants to change or alter the previous strategic plan.”

Respondents also mentioned that their organization does not have the financial resources to hire external consultants or firms. Others explained that their organization offers a wide variety of programs and services. One respondent indicated that their organization has multiple programs, each with its own strategic focus, suggesting that the strategic planning would take additional effort. Another respondent asked for assistance to ease board members into strategic planning. The respondent stated, “It would be helpful to know what guidance to give the Board in terms of any other role they should play in strategic planning. Oftentimes, they feel uncomfortable and lean a lot on leadership.”

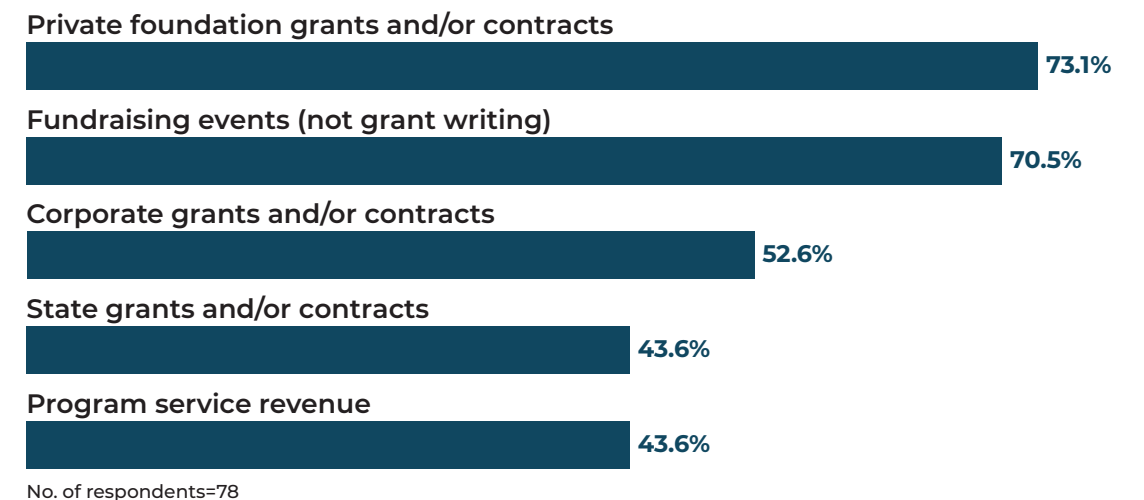
**SECTION 5-8: FINANCIAL AND FUNDRAISING PROFILE**

**SECTION 5-8-1: FUNDING SOURCES**

Figure 5-9 shows that El Paso nonprofits' sources of funding include private foundation grants/contracts (73%), fundraising events (not grant writing) (71%), and corporate grants/contracts (53%).

Large organizations (>\$1 million) were more likely to state that they receive support from federal (67%), state (75%), and investment/endowment (33%) support compared to small (<\$400,000) and medium (\$400,000 to \$1 million) organizations. Large organizations did not collect membership dues (4%) to the same extent as small (26%) and medium (43%) organizations.

**Figure 5-9: Nonprofits' Top Funding Sources in the Last 12 Months**





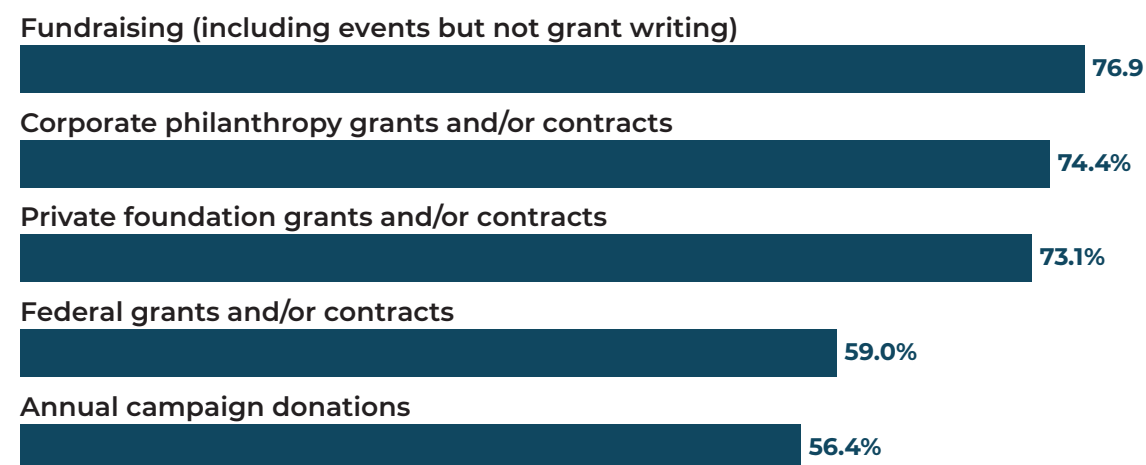
**Table 5-35: Nonprofits' Funding Sources in the Last 12 Months by Revenue Level**

Funding Source	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Private foundation grants and/or contracts	82.6%	76.2%	70.8%	50.0%	73.1%
Fundraising events (not grant writing)	73.9%	66.7%	70.8%	70.0%	70.5%
Corporate grants and/or contracts	52.2%	57.1%	54.2%	40.0%	52.6%
State grants and/or contracts	26.1%	42.9%	75.0%	10.0%	43.6%
Program service revenue	43.5%	42.9%	54.2%	20.0%	43.6%
Federal grants and/or contracts	30.4%	33.3%	66.7%	30.0%	42.3%
Annual campaign donations	34.8%	42.9%	37.5%	40.0%	38.5%
Earned income (e.g., sale of products or services)	39.1%	23.8%	37.5%	0.0%	29.5%
Membership dues	26.1%	42.9%	4.2%	50.0%	26.9%
Investments or endowments	8.7%	19.0%	33.3%	0.0%	17.9%
Other	17.4%	0.0%	8.3%	0.0%	7.7%
No. of respondents	23	21	24	10	78

Percent within column. Respondents could select more than one category and therefore may not sum to 100%. Question 51 in Appendix A.

Organizations were interested in pursuing fundraising (not grant writing) (77%), corporate (74%), private foundation (73%), and federal grants/contracts (59%) in the next 12 months, as illustrated in Figure 5-10.

**Figure 5-10: Top Funding Sources Organizations Would Like to Pursue in the Next 12 Months**



No. of respondents=78

As shown in Table 5-36, funding sources of interest varied by the organization's revenue size, especially between small (<\$400,000) and large (>\$1 million) agencies. Notable differences between small and large organizations include bigger agencies were more interested in pursuing corporate philanthropy, annual campaign donations, state grants, and investment or endowment funding sources.

**Table 5-36: Funding Sources Organizations Would Like to Pursue in the Next 12 Months by Revenue Level**

Funding Sources	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Fundraising (including events but not grant writing)	73.9%	71.4%	75.0%	100.0%	76.9%
Corporate philanthropy grants and/or contracts	65.2%	71.4%	87.5%	70.0%	74.4%
Private foundation grants and/or contracts	69.6%	76.2%	70.8%	80.0%	73.1%
Federal grants and/or contracts	56.5%	42.9%	70.8%	70.0%	59.0%
Annual campaign donations	47.8%	61.9%	66.7%	40.0%	56.4%
State grants and/or contracts	47.8%	47.6%	66.7%	60.0%	55.1%
Investments or endowments	34.8%	42.9%	54.2%	30.0%	42.3%
Program service revenue	43.5%	33.3%	37.5%	20.0%	35.9%
Earned income (e.g., sale of products or services)	30.4%	23.8%	37.5%	20.0%	29.5%
Membership dues	21.7%	23.8%	4.2%	20.0%	16.7%
Other	4.4%	0.0%	4.2%	0.0%	2.6%
None of the above	4.4%	0.0%	4.2%	0.0%	2.6%
No. of respondents	23	21	24	10	78

Percent within column. Respondents could select more than one category and therefore may not sum to 100%. Question 53 in Appendix A.

**SECTION 5-8-2: CHANGES IN FUNDING**

Nearly half (49%) of respondent indicated that their total annual revenue over the last 12 months has increased somewhat (5% and 25%) or substantially (25% or more). A third (32%) stated that revenue has stayed about the same, while less than a fifth (15%) has decreased in the last year.

**Table 5-37: Change in Organizations Total Annual Revenue Over the Last 12 Months by Revenue Level**

Level of Change	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Increased by 25% or more (Substantially increased)	17.4%	19.1%	8.3%	0.0%	12.8%
Increased between 5% and 25% (Somewhat increased)	34.8%	38.1%	41.7%	20.0%	35.9%
Increased or decreased between 5% and -5% (Stayed about the same)	39.1%	28.6%	25.0%	40.0%	32.1%
Decreased between -5% and -25% (Somewhat decreased)	8.7%	14.3%	16.7%	20.0%	14.1%
Decreased by -25% or more (Substantially decreased)	0.0%	0.0%	0.0%	10.0%	1.3%
I don't know	0.0%	0.0%	8.3%	10.0%	3.9%
No. of respondents	23	21	24	10	78

Percent within column. The percentages might not sum to 100% due to rounding. Question 54 in Appendix A.

Respondents appear optimistic about revenue in the next 12 months; see Table 5-38. More than half (51%) indicated that they anticipate total annual revenue to increase somewhat (5% and 25%) and substantially (25% or more). A higher share (65%) of respondents from small organizations (<\$400,000) expect higher revenues than medium (\$400,000 to \$1 million) and large (>\$1 million) agencies, 47% and 58%, respectively. Less than 10% of respondents anticipate a decline in revenue in the next 12 months.

**Table 5-38: Anticipated Change in Organizations Total Annual Revenue in the Next 12 Months by Revenue Level**

Level of Change	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Increase by 25% or more (Substantially increase)	13.0%	19.1%	12.5%	10.0%	14.1%
Increase between 5% and 25% (Somewhat increase)	52.2%	28.6%	45.8%	0.0%	37.2%
Increase or decrease between 5% and -5% (Stay about the same)	26.1%	28.6%	29.2%	50.0%	30.8%
Decrease between -5% and -25% (Somewhat decrease)	4.4%	9.5%	4.2%	10.0%	6.4%
Decrease by -25% or more (Substantially decrease)	0.0%	0.0%	0.0%	10.0%	1.3%
I don't know/Not Report	4.4%	14.3%	8.3%	20.0%	10.3%
No. of respondents	23	21	24	10	78

Percent within column. The percentages might not sum to 100% due to rounding. Question 56 in Appendix A.

Respondents identified staff limitations, competition and philanthropic environment, and government policies and regulations when asked about obstacles to obtaining funding. Many respondents indicated their organizations lack personnel and time to dedicate to fundraising efforts, including seeking grants and organizing events. This limitation impacts their ability to compete with larger organizations that have dedicated staff for such efforts. One noted, "Time and bandwidth to invest in the [fund seeking] process." Another stated, "[A barrier is] our limited staff size. We can't secure larger grants due to our limited capacity. But we need to secure grants to be able to grow. It's a vicious circle."

Respondents also suggested that there is notable competition for local funding. However, some foundations and corporate supporters consistently fund the same projects or organizations, leaving other nonprofits disadvantaged and creating inequity. A respondent noted, "A lot of local foundations and corporate supporters typically fund the same projects/organizations year after year. This causes an inequitable approach to pursuing local funding. There is no consideration to how smaller nonprofits can be great stewards of funding." Others indicated that the philanthropy landscape is limited in El Paso, especially compared to other Texas cities. One stated, "Philanthropy in El Paso needs to be stronger." Another elaborated:

By comparison to other Texas cities, we have few foundations that can provide sizeable funding opportunities to El Paso area NPOs. Likewise, we have few corporate organizations that can provide sizeable funding to local NPOs. We constantly research grant opportunities, and more often than not, those corporations and private foundations limit their funding to other areas of the state, primarily the I-35 corridor.

Further, some respondents indicated they provide specialized programs and services, limiting funding options. For example, one respondent stated, “There is no grant that funds diabetes education.” Finally, a few respondents indicated that the COVID-19 pandemic harmed grant funding, stating that funding has disappeared, decreased enrollment has led to reduced funding, and changes in government priorities have affected funding availability. A respondent wrote, “That number has gone down about 10% since COVID. Not only has our enrollment gone down, but the amount of funding received per student has gone down about 25%.”

### SECTION 5-9: IMPACT OF THE COVID-19 PANDEMIC ON NONPROFITS

The impact of the COVID-19 pandemic was clear in El Paso by March 2020. Local officials, including the City’s mayor and the County Judge, issued a “work safe, stay home” directive, asking El Paso residents to refrain from “non-essential” activities. These sudden shifts were profound and multifaceted, affecting nearly every aspect of life and impacting the healthcare, economic, social, and education systems. Nonprofits were at the forefront, addressing the challenges faced by residents while adapting programs to comply with safety measures (e.g., transitioning face-to-face activities to a virtual setting). The survey attempted to understand the impacts on nonprofits since the start of the pandemic, as noted in the sections below.

#### SECTION 5-9-1: DEMAND FOR SERVICES

Nearly three-fourths (71%) of the respondents indicated that there has been an increase (either a “substantial” or “somewhat”) in demand for services since the COVID-19 pandemic. Large organizations (>\$1 million) were more likely to report increases in demand (79%) than small (<\$400,000) and medium (\$400,000 to \$1 million) agencies, 65% and 60%, respectively. While lower than large organizations, at least 60% of respondents from small and medium organizations indicated increased demand for services.

**Table 5-39: Organization Change in Demand for Services Since the COVID-19 Pandemic**

Level of Change	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
A substantial increase in demand	52.2%	40.0%	54.2%	44.4%	48.7%
Somewhat of an increase in demand	13.0%	20.0%	25.0%	44.4%	22.4%
Stayed the same	21.7%	20.0%	12.5%	11.1%	17.1%
Somewhat of a decrease in demand	13.0%	20.0%	8.3%	0.0%	11.8%
A substantial decrease in demand	0.0%	0.0%	0.0%	0.0%	0.0%
No. of respondents	23	20	24	9	76

The percentages might not sum to 100% due to rounding. Question 8 in Appendix A.

Almost three-fourths (71%) of respondents indicated that the demand for their programs and services has increased since the COVID-19 pandemic. However, respondents also cite the mass shooting tragedy on August 3, 2019, as a significant community stressor, in addition to the effects of the pandemic. Respondents identified increased needs for behavior health and assistance. For example, respondents noted an increase in “mental health referrals due to anxiety, especially among youth and the requests for social/emotional learning,” including childhood bereavement.

The pandemic also exacerbated socioeconomic challenges, leading to heightened vulnerability among communities. There was a dramatic increase in demand for free meals, with one organization serving many more daily meals than before the pandemic. The respondent stated, “Today, we are serving an average of 400 meals per day, compared with the 50–55 meals served before the pandemic.”

Other respondents expressed an increased interest in outdoor activities after a long period of isolation and limited physical activity and socialization, contributing to poor health outcomes. A respondent explained:

Many of our participants spent an entire year without any type of outdoor physical activity. We offer eleven sports opportunities in league play to children and individuals with disabilities to a primarily sedentary population. Parents and caregivers realized some health decline because of the lack of activity, as well as the lack of socialization, which definitely had an impact on mental health.

Increases in service demand have created a backlog for some organizations, particularly those offering mental health services. One respondent stated, “Our therapy program has had an active waiting list for over 3 months now that we are working to address.” Further, a respondent noted that child abuse cases are more severe, while mental health advocacy has increased.

Overall, the responses highlight the pandemic’s profound and lasting impact on the community, driving increased demand for a wide range of programs and services.

About 12% of the respondents indicated that their organization experienced a “somewhat of a decrease in demand” for programs and services. Demand decreased due to changes in participants’ behaviors, such as acquiring goods and services online instead of in person. A respondent indicated that people continue to be cautious about contracting COVID-19.

One person noted the pandemic’s effect on the organization’s membership. They said, “COVID was probably the biggest reason for the loss of membership, but is not solely to blame.” Others also indicated changes in people’s behavior toward medical screening. Respondents generally reveal that COVID-19 changed demand for programs and services in varied and complex ways.

### SECTION 5-9-2: EMPLOYMENT

Half (48%) of respondents indicated that staffing stayed at about the levels since the start of the pandemic, as shown in Table 5-40. Nearly a quarter (23%) of respondents indicated that the staffing increased, while about the same share stated that staffing decreased (23%). Large organizations (>\$1 million) had a higher share of respondents (29%), indicating a staffing decrease than their counterparts.

**Table 5-40: Changes to Current Employee Level Since the Start of the COVID-19 Pandemic by Revenue Level**

Change	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Our staffing increased	30.4%	23.8%	20.8%	11.1%	23.4%
Our staffing stayed about the same	47.8%	52.4%	45.8%	44.4%	48.1%
Our staffing decreased	17.4%	14.3%	29.2%	44.4%	23.4%
I don't know/Not Reported	4.4%	9.5%	4.2%	0.0%	5.2%
No. of respondents	23	21	24	10	78

Percent within column. The percentages might not sum to 100% due to rounding.  
Question 23 in Appendix A.

### SECTION 5-9-3: REVENUE

Roughly a third of all respondents indicated that their organization's annual revenue increased (30%), stayed about the same (29%), or decreased (40%), as noted in Table 5-41.

**Table 5-41: COVID-19 Impacted Organizations' Annual Revenue by Revenue Level**

Change	Revenue Level				Overall
	<\$400k	\$400k to \$1M	>\$1M	Not Reported	
Increased	26.1%	33.3%	37.5%	10.0%	29.5%
Did not significantly impact	39.1%	23.8%	25.0%	20.0%	28.2%
Decreased	34.8%	42.9%	37.5%	50.0%	39.7%
Not Reported	0.0%	0.0%	0.0%	20.0%	2.6%
No. of respondents	23	21	24	10	78

Percent within column. The percentages might not sum to 100% due to rounding.  
Question 55 in Appendix A.



## SECTION 6: KEY FINDINGS

The researchers submit the following key findings.

### KEY FINDING #1

**The nonprofit sector in El Paso is vast, and it is a significant economic driver in the community. However, there are various service categories in which the region may be lacking.**

The economic profile in El Paso County includes about 318,000 jobs with approximately 22,000 businesses (US Census Bureau, n.d.; Esri, n.d.). However, the financial impact of nonprofits is notable. In 2023, IRS data revealed that the nonprofit sector in El Paso generates nearly \$1.5 billion in annual revenue and supports about 19,000 jobs (IRS, 2024; Esri, n.d.). Nonprofit employment in El Paso represents about 6% of the region's workforce, making the sector comparable to or exceeding other industries. Further, respondents are optimistic about the future, where the majority expect nonprofit revenue to increase in the next 12 months, and at least a third of respondents indicated that they expect the number of part-time and full-time employees to increase next year. These findings suggest that the nonprofit economic contributions to the region will continue to grow.

LQ analysis revealed that observed ratios in areas such as Food, Agriculture, and Nutrition, Employment, and Housing/Shelter were greater than 1, indicating a larger revenue share for these areas in El Paso relative to Texas. These high LQs might suggest a societal focus (through government and community support) and nonprofits actively addressing these needs. Alternatively, numerous categories were falling considerably closer to, or in some cases exactly at, 0. In other words, the local revenue share of service providers in certain areas (such as Science and Technology, Health, Medical, Education, and Youth Development) may be considerably lower than is observed across Texas. These findings may be driven by several factors and could be interpreted in various ways. Areas in which the LQ ratios are greater than 1 may identify El Paso's greatest need, as indicated by organizations receiving higher levels of revenue than the state. Nonprofit categories with LQ ratios less than 1 may highlight community needs that are being unmet or at much lower levels as compared to the state overall. This might be due to a lack of service providers in the region or existing service providers being less competitive in acquiring funding than elsewhere in Texas.



## KEY FINDING #2

### Respondents reveal that obtaining funding is critical, yet achieving the means to secure funding presents a challenge.

Funding is the lifeblood of any entity, nonprofit or not. Nonprofits need external support to fulfill their missions. Such support not only maintains operational sustainability but is also used to create new initiatives and expand their reach, especially as community concerns and needs change. It is not surprising that nonprofits consistently identified funding as a challenge. It was identified as a barrier in serving participants as well as a staff and board training need. Particularly, respondents ranked “fundraising (not grant writing)” and “grant writing” as their top staff training needs. These two categories were also identified as training organizations would most likely pay for in the coming year. Further, less than 40% of respondents indicated that organizations had sufficient internal capacity to engage in fundraising and grant writing. The researchers assumed that organizations’ capacity to pursue grants would be much higher, given nonprofits’ propensity to seek and secure grant funding, making this finding somewhat surprising.

Specific grant funding is usually restricted to program activities. Paying for staff and board training on grant writing and fundraising would most likely have to be paid from general funds, which can strain an organization. As noted by one respondent, “budget restrictions” can be a substantial barrier to staff training. Another stated, “We try to leverage grant funding to help cover the cost, but mostly absorb them in general funds.” These types of training are needed in the region for staff and board members.


Additionally, local organizations need training solutions at a low or no cost. Such training would be vital for respondents interested in pursuing larger federal and state grants and contracts, especially smaller organizations. These skills and knowledge would be critical in generating more competitive grant applications.

## KEY FINDING #3

### Needs and challenges can vary depending on the size of a nonprofit’s revenue.


The survey findings were presented by different sizes of nonprofits’ annual revenue. These sizes included small (less than \$400,000), medium (\$400,000 to \$1,000,000), and large (more than \$1,000,000) organizations. For example, small organizations identified non-grant fundraising (52%) as a top staff training need, while large organizations pointed to program evaluation and monitoring (29%) as its greatest need.

The two categories are vastly different and indicate distinct needs. Organizations needing program evaluation suggest that they have obtained grant funding, which requires them to track process and outcome measures. For example, grants from the U.S. Department of Health and Human Services might require organizations to develop evaluation plans detailing how a funded project’s effectiveness and impact would be assessed. Such plans are used to improve implementation and ultimately maximize participants’ outcomes.



On the other hand, non-grant fundraising might include events such as 5K runs and walks, galas, and golf tournaments. While hosting these events is often labor-intensive, requiring careful planning and preparation, they can produce significant donations and, more importantly, are non-restricted. Small organizations are interested in developing staff skills and knowledge to host these events.

Finally, the findings are a reminder that nonprofit training needs are different, which will depend on the size of the revenue and the NTEE major category (i.e., their service sector). It is clear that training needs for an arts nonprofit would be much different than one providing mental health. However, organizations share common needs. The findings reveal that 80% of respondents had a strategic plan, and about a third indicated that it was developed within the last year, suggesting El Paso nonprofits are actively engaging in strategic planning. While findings reveal that strategic planning is happening, the survey does not indicate whether organizations properly conduct strategic planning or their satisfaction with the process. Nonetheless, there might be a need to provide strategic planning training to fulfill local needs. Training could help nonprofits engage and participate in meaningful and purposeful efforts, maximizing limited funding and time to engage in such endeavors.



El Paso nonprofits play a crucial role in our community by addressing service needs that are often overlooked or inadequately addressed by the private and public sectors. They mobilize resources, volunteers, and public awareness to improve and enrich the lives of the underserved. This report aims to uncover the needs and strengths of the El Paso nonprofit community in an attempt to close the program and service gaps through improved training and leadership opportunities. PdNHF and PdNCF are fully committed to serving the nonprofit community by nurturing, supporting, and helping programs and services to grow or thrive. Ultimately, the nonprofits need support to improve education, health, non-profit, economic development, and quality of life in the Paso del Norte region.

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## LIST OF APPENDICES

- Appendix A:** Nonprofit Survey Instrument
- Appendix B:** Email Cover Letter Notifying Organizations of the Survey
- Appendix C:** Contact Form: Nonprofit Profile El Paso, Texas Survey



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