



# STRATEGIC PLAN 2025

**T**he dynamics of our ever-changing region require us to ensure that the work of the Paso del Norte Community Foundation, Paso del Norte Health Foundation and the Fundación Paso del Norte evolves to meet the needs of our region and best practices in philanthropy.

The Boards of Directors adopted the Strategic Plan 2025 to guide the work of the foundations over the next five years. The goals were established as part of a planning process that included feedback from community leaders and stakeholders along with a review of demographic, health, and social determinants of health data, benchmarks and trends. The Strategic Plan 2025 is also informed by our experiences responding to crises like the August 3rd shooting and COVID-19 pandemic, and addressing social inequities that have underscored the strengths and vulnerabilities of our region.

We are grateful to our board members, staff and community partners for being such a big part of who we are and what we will accomplish working together.

## Shared Values



## Shared Vision

To ensure that the residents of our binational, tri-state region have the knowledge, resources, support and environment to live happy, healthy, and productive lives.



**T**he Paso del Norte Health Foundation, Paso del Norte Community Foundation and Fundación Paso del Norte are a family of foundations that collaborate to improve health and quality of life in the Paso del Norte region through leadership, grantmaking and leveraging philanthropy.

The Paso del Norte Health Foundation and the Paso del Norte Community Foundation work together to grow assets through philanthropy and increase grantmaking to improve health. The partnership creates operating efficiencies for both foundations by sharing executive, program and development staff as well as administrative, financial and investment support. The Fundación Paso del Norte provides support to the Paso del Norte Community Foundation and the Paso del Norte Health Foundation to further their missions in Ciudad Juárez, Mexico.

## 3 Imperatives

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

**2.** to invest in our human capital including governance, staff and community partners

**3.** to ensure highly-effective grantmaking, programming and communications focused on community impact.

### SUPPORTING THE THREE IMPERATIVES

- Develop and execute comprehensive bilingual marketing and communications program to ensure brand awareness, clearly articulate purpose and impact, and increase engagement in the work of the foundations while recognizing coalitions, grantees, and other partners.
- Provide meaningful engagement opportunities for board members and volunteers including interaction with grantees and partners.
- Ensure staff have the tools, resources, and development opportunities to achieve strategic goals. Assess technology needs and invest in upgrades as needed to advance the mission of the foundations.
- Ensure processes, procedures and practices are in place to optimize operations. Incorporate diversity, equity and inclusion into foundation policies and practices.
- Strengthen cross-departmental and cross-foundation communications and collaboration. Integrate grants management and programmatic support for grantmaking across foundations.
- Maintain administrative expenses at no more than 1% of assets for the PDN Health Foundation, 15% of annual revenue for the PDN Community Foundation and 5% administrative costs for the Fundación Paso del Norte, and ensure full transparency.
- Reflect on lessons learned and gather and define best practices for effective crisis response.

## MISSION

The mission of the Paso del Norte Community Foundation is to support the philanthropic goals of individuals, families, corporations, foundations, and nonprofit organizations, to improve health, education, social services, economic development, and quality of life in the region. The PDN Community Foundation supports a growing community of donor-advised funds, designated/agency funds, scholarship funds, community projects, supporting organizations, and El Paso Giving Day that work synergistically to achieve a greater good for the residents of our region.

## HISTORY

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

- Established nearly \$5 million in donor-advised and designated endowment funds and provided annual support for over 100 charitable funds as part of our community of philanthropy.
- Raised nearly \$6 million for over 200 nonprofit organizations through the community-wide El Paso Giving Day, including \$1.3 million in matching funds from Walmart.
- Partnered with the City of El Paso and other foundations to establish One Fund El Paso to provide more than \$11.8 million in financial support for victims and families of the tragic shooting of August 3, 2019. Worked with multiple partners to establish short, medium and long-term scholarship funds for children, grandchildren and relatives of victims.
- Provided significant leadership and funding through 10 COVID-19 response funds in partnership with the City of El Paso, County of El Paso, Paso del Norte Health Foundation and hundreds of individual, corporate

and foundation donors, including support for nonprofit organizations on the frontlines, rental assistance for individuals and families in need, communications and outreach to vulnerable populations, support for food assistance, and purchases of personal protective equipment.

- Provided more than \$3 million in Challenge Funds to support on-going programs for nonprofit organizations.
- Provided annual training to support the growth and capacity building of nonprofit partners.
- Served as a champion for donors and philanthropy in the Paso del Norte region.

## GOALS

Community Foundations play a key role in understanding and responding to the needs of a community. For the Paso del Norte region, this includes understanding everything from the basic needs to the hopes and dreams of our residents. It involves engaging with the organizations and individuals on the frontlines addressing a wide-range of underlying issues. It requires leadership to address the immediate and long-term needs, and during the toughest times when the community needs you the most. The PDN Community Foundation provides the understanding, engagement and leadership required to make a difference in the lives of the residents of our region.

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





# PRIORITIES & STRATEGIES

## PHILANTHROPIC GIVING

- 1. DONOR-ADVISED + DESIGNATED FUNDS** - Grow individual and family legacy giving to meet the immediate and long-term needs in El Paso and Cd. Juárez including funds from new and younger donors.
- 2. CORPORATE PARTNERSHIPS** - Partner with corporations to build corporate community giving programs to support emergent and ongoing needs in the region.
- 3. PLANNED GIVING** - Serve as a resource for estate planning professionals and wealth advisors as they work with individuals and families on planned/legacy giving.
- 4. UNRESTRICTED FUNDS** - Develop new strategies to build unrestricted endowment funds to help address community needs.
- 5. SCHOLARSHIP FUNDS** - Work with organizations and individuals to grow scholarship funds available to support access to higher education.

## COMMUNITY PROJECTS

- 1. DESIGNATED FUND PROJECTS** - Support charitable projects in partnership with fund partners to improve quality of life in the region.
- 2. STAR CEILING** - Partner with the El Paso Museum of Art Foundation to build and maintain the Star Ceiling (El Paso) Installation.
- 3. DOWNTOWN DECK PLAZA FOUNDATION** - Provide leadership to develop and implement the transformative Deck Plaza over I-10 in the Downtown Corridor.
- 4. HEALTH FOUNDATION INITIATIVES** - Support the growth and development of Health Foundation initiatives including Diabetes, Mental Health and Paso del Norte Trail.



## NONPROFIT INVESTMENT

- 1. NONPROFIT ENDOWMENT FUNDS** - Support the growth of nonprofit/designated funds including endowment funds for nonprofit sustainability.
- 2. EL PASO GIVING DAY** - Host the annual El Paso Giving Day to inspire charitable giving from new and younger donors.
- 3. NONPROFIT CAPACITY BUILDING** - Provide ongoing training for nonprofit organizations including an annual conference for capacity building and growth.
- 4. MATCHING FUNDS** - Pursue matching fund opportunities to leverage and inspire giving and increase impact by the charitable sector.



## COMMUNITY RESPONSE + RESILIENCE

- 1. COMMUNITY RESPONSE FUNDS** - Launch new community response funds to address immediate community needs.
- 2. COVID RESPONSE FUNDS** - Continue to support COVID-19 response and community recovery, including rental assistance.
- 3. NONPROFIT ADVOCACY** - Advocate for policies and issues relevant to effective operations and delivery of programs/services by nonprofit organizations in the region.
- 4. LEADERSHIP + CONVENING** - Engage diverse groups of individuals and organizations to meet the needs of the region.