

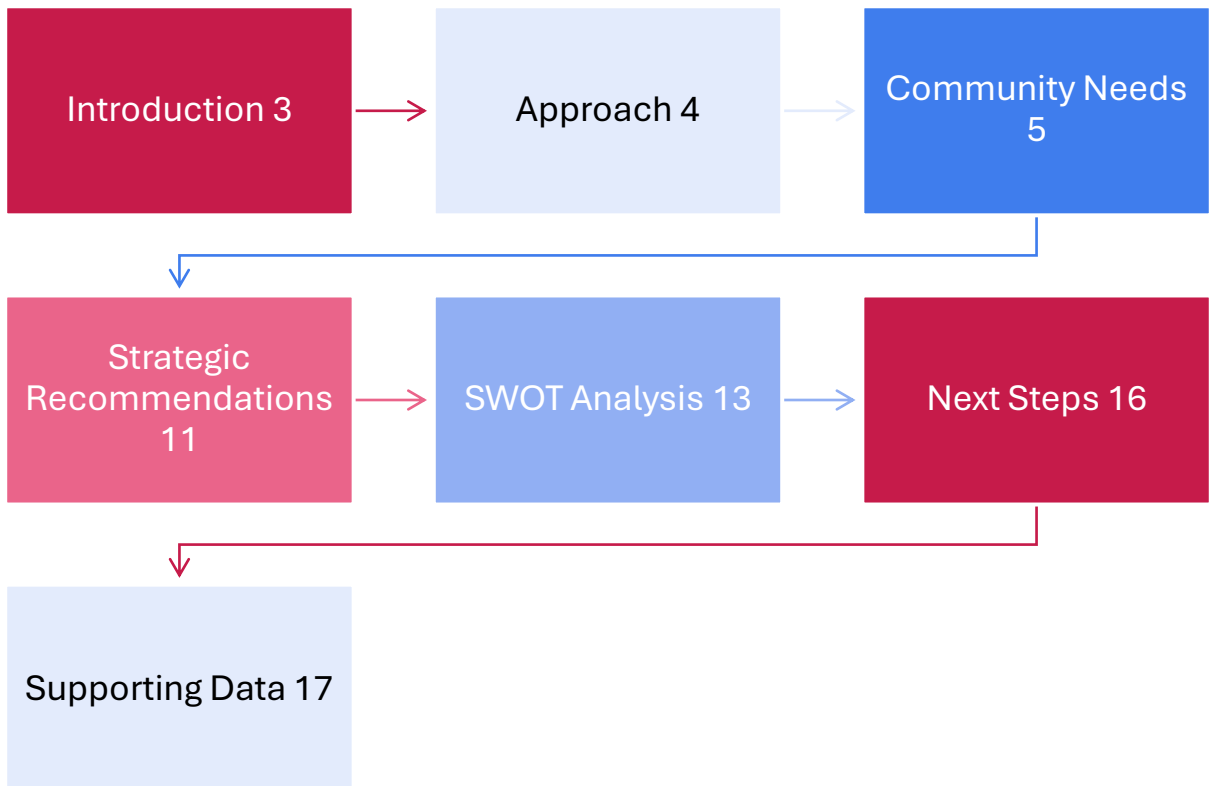


Community Needs Assessment Current State Report

Prepared by Measurement Resources Company, September 2024



Overview of Community Needs Assessment Current State Report



Introduction

Project BRAVO builds bridges to opportunities that help individuals and families thrive. Its vision is for the community of El Paso to achieve equity and elevate the quality of life through education and social services that lead to self-sufficiency. Project BRAVO is the Community Action Program that serves people living the County of El Paso.

The past three years have been focused on the COVID-19 pandemic response, specifically rental assistance. The Project BRAVO staff feels it is time to shift away from emergency response and focus on the transformational impact of family self-sufficiency.

Project BRAVO partnered with Measurement Resources Company to facilitate a data-driven Community Needs Assessment (CNA) and strategic planning process to lay out a roadmap of strategic priorities over the next three years.

The CNA is a vital tool designed to comprehensively understand the needs of our client population, guiding us in our mission to serve them effectively.

The strategic planning process is then designed to:

1. Explore the current state of Project BRAVO's strengths, weaknesses, opportunities, and threats.
2. Clarify the desired future vision.
3. Set organizational priorities.
4. Lay out the road map to address the priority needs.

Approach

Objectives

The CNA objectives guided the data collection strategies and analysis. Measurement Resources Company designed data collection strategies that most directly answer these questions.

1. How have community needs in El Paso changed in recent years?
2. What are the best strategies, given the overwhelming demand for services?
3. How accessible are we for people with disabilities?
4. Where does the organization need to grow to support our work?
5. Where are our income opportunities?

Data Collection Strategy

Primary Data		Secondary Data	
Interviews <ul style="list-style-type: none">•Project BRAVO director (<i>n</i> = 1)•Project BRAVO staff from all departments, including CARE case managers (<i>n</i> = 6)•Community partners (<i>n</i> = 7)•Elected officials (<i>n</i> = 1)•Clients (<i>n</i> = 9)	Stakeholder Surveys <ul style="list-style-type: none">•Project BRAVO Clients (<i>n</i> = 46)•Project BRAVO staff & board (<i>n</i> = 36)•Community partners (<i>n</i> = 21)	Internal Data <ul style="list-style-type: none">•Historical tax records•Annual reports and service data•Staffing and caseload data	Existing Community Data <ul style="list-style-type: none">•National Data (e.g., Census, U.S. Department of Labor, NLIHC)•Local Data (e.g., crime, childcare, employment)
<p>Surveys and interviews were offered in English and Spanish, and they were available online and on paper. Interviews were conducted via phone or an online platform like Zoom or Teams. Primary data is designed to capture the unique voices and experiences of stakeholders.</p>		<p>Secondary data included the most recent available data that are systematically captured and regularly updated. Internal data is used to summarize organizational trends. Existing community data is used to summarize community-level trends</p>	

Community Needs

Client Population Needs



Housing

Individuals and families need affordable housing through support to rent, own, or maintain a safe and affordable home.



Economic Opportunity

Individuals and families need economic opportunity through financial wellness and enough income to care for family and community.



Access to Health, Mental Health and Substance Use Services

Individuals and families need access to health, mental health, and substance use services that address prevention and are culturally relevant.



Education/Workforce Development

Individuals and families need access to education and workforce development that integrates digital literacy, career-specific training, or technical education.



Legal Services

Individuals and families need legal services, especially for households with older adults, immigrants, refugees, and other special populations.



Housing

Support to rent, own, or maintain a safe and affordable home.

From Clients' Feedback:

- 48% of clients who responded to the survey reported an unmet need for affordable housing.
- In qualitative questions, clients:
 - Spoke of a need to increase the number of programs that help with home maintenance/repairs, such as painting houses and changing windows.
 - Talked about how stressful home buying is and their appreciation for Project BRAVO's classes that walk them through the process.

Staff, Community Partners, and Elected Officials Said the Community Needs:

- More funds or support for water/utilities/gas assistance, with prolonged support (more than two months).
- Rental assistance and assistance with mortgage/property tax payments.
- Affordable housing in a safe part of town.
- Increasing number of affordable housing units, especially for older adults.
- Finding new ways to provide information about the utility assistance program to older adults and encourage them not to be afraid to ask for help or assistance using technology to apply.

Community Level Indicators Show:

- A quarter of residents are housing cost-burdened, and Black renters experience a disproportionate burden.
- 97 in 100,000 residents are experiencing homelessness.
- There are an estimated 11 vacant rental units per unhoused person.



Economic Opportunity

Financial wellness and having enough income to take care of family and community.

From Clients' Feedback:

% of clients who responded to the survey reported an unmet need in the following areas:

- 89% - financial wellness.
- 78% - having enough money to take care of their family.
- 51% - affordable transportation.
- 43% - improving personal safety.

In qualitative questions, clients discussed their personal goals of having enough money to care for their elderly family members and give back to the community.

Staff, Community Partners, and Elected Officials said the Community Needs:

- Resources to ensure food security, such as SNAP and more pantries, to increase accessibility.
- Affordable childcare, daycare subsidies, and affordable summer care programs for kids.
- Budgeting and financial literacy.
- To invest in basic needs for older people, such as hygiene items, cleaning products, and incontinence supplies.

Community Level Indicators Show:

- Income inequality is at an all-time high, and median wages are well below a living wage for many residents.
- 19% of residents are food insecure (inability to consistently access enough food for a healthy, active life due to financial constraints).
- 61% of low-income residents live in a food desert (i.e., do not live by a supermarket or large grocery store).



Access to Health, Mental Health, and Substance Use Services

Access to services that address prevention, and that are culturally relevant.

From Clients' Feedback:

% of clients who responded to the survey reported an unmet need in the following areas:

- 46% - access to affordable health care.
- 46% - improving their mental health.
- 17% - access to substance use resources.

In qualitative data, clients:

- Highlighted the need for assistance with help accessing health specialists and support for people with disabilities.
- Expressed wanting more programs focused on mental health.

Staff, Community Partners, and Elected Officials Said the Community Needs:

- Support to help immigrants with substance use and mental health challenges navigate the complex system of services and resources that often require state IDs or SSNs.
- Community partners and clients talked about a strong relational community.
- Family caregivers need support.
- Access to Medicaid post-COVID/affordable healthcare.
- More behavioral health care.
- Clinical engagement in the community to improve access to healthcare (bringing resources to the people).
- Workforce retention to address the shortage of in-home providers and behavioral healthcare providers.
- Postpartum care for women since many were recently removed from the Healthy Women program since COVID protections ended.

Community Level Indicators show:

- 1 in 3 residents do not engage in leisurely physical activity.
- Walkability, bike-ability, and transportation infrastructure are poor.
- The number of individuals living with **disability has increased**.
- **Poor mental health**, drug overdose deaths, and suicide rates have increased.
- Rates of death by suicide and drug overdose have increased.

However

- More people are becoming insured.
- Healthcare providers have become more available.
 - Although, the proportion of mental health care providers per capita is still much lower in El Paso (810:1) than in Texas (640:1) or the U.S. (340:1).



Education and Workforce Development

Digital literacy, career-specific training or technical education.

From Clients' Feedback:

% of clients who responded to the survey reported an unmet need in the following areas:

- 55% - easily accessible adult education.
- 47% - a good job.
- 30% - keeping a job.
- 26% - effective children's education.
- 19% - affordable childcare.

Staff, Community Partners, and Elected Officials Said the Community Needs:

- Support for clients in completing forms or applications for services.
- Stronger community leadership around the types of jobs and industry created for people/higher paying jobs.
- Digital literacy/assistance for those who are not good with technology.
- Ongoing support after services are provided, such as life coaching/case management.
- Access to education or certification, or educational supports.

Community Level Indicators Show:

- 43% of households are without minimum broadband access, leaving them out of remote job opportunities.
- Nearly all jobs in Texas will likely require digital skills (91%), ranging from computer literacy and typing to software-specific skills and social media.
- Education outcomes (high school graduation, state assessments, and college graduation) are improving.



Legal Services

For households with older adults, immigrants, refugees, and other special populations.

From Clients' Feedback:

- 46% of clients who responded to the survey reported needing legal services.
- Project BRAVO works with a significant number of immigrants and refugees.
- Support those with a history of bad credit to help them access affordable or non-predatory loans.

Staff, Community Partners, and Elected Officials Said the Community Needs:

- Legal aid is in high demand for immigrants, veterans, and older adults.
- Understanding mixed immigration status households by the state of Texas (outside of El Paso) and nationally is needed to protect families and provide necessary resources.
- The immigration system is a significant challenge, such that immigration court fees are difficult to pay when many immigrants already struggle with poverty, cases linger so long, and they do not find relief in a manner that is suitable for their needs and lives. U Visas are backlogged in Congress by 10 years.

Strategic Recommendations

The following are data-driven recommendations made to help Project BRAVO focus on transformational impact and family self-sufficiency.

Programming

• Community Education

- Partner to support proactive youth education programs for high school completion and career readiness (e.g., drop-out reduction; CTE curricula).
- Better connect clients to GED programs because it is beneficial for individuals and immigrants who are involved in justice.
- Support clients needing English classes to help prepare clients for citizenship tests.

• Workforce Development

- Continue to extend partnerships with organizations like Workforce Solutions to identify service gaps in workforce development offerings.
- Leverage the area's high rate of Spanish speakers to train for remote bilingual positions.

• Financial Support

- Use evidence-based financial literacy interventions (e.g., by tailoring programs to participants' experiences and using group formats for peer support and recognition).

• Housing and Utility Support

- Scale long-term cost-saving interventions like weatherization and HVAC repair to reduce demand for utility assistance.
- Consider supplements to weatherization like energy storage and rooftop solar.

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1. Birkenmaier, J., Maynard, B., & Kim, Y. (2022). Interventions designed to improve financial capability: A systematic review. *Campbell Systematic Reviews*, 18(1), e1225.
 2. Peeters, N., Rijk, K., Soetens, B., Storms, B., & Hermans, K. (2018). A systematic literature review to identify successful elements for financial education and counseling in groups. *Journal of Consumer Affairs*, 52(2), 415-440.
 3. Kerby, J., Hardy, T., Twitchell, J., O'Neil, R., & Tarekegne, B. (2024). A targeted approach to energy burden reduction measures: comparing the effects of energy storage, rooftop solar, weatherization, and energy efficiency upgrades. *Energy Policy*, 184, 113867.
 4. Tonn, B., Rose, E., & Marincic, M. (2023). Cascading benefits of low-income weatherization upon health and household well-being. *Building and Environment*, 242, 110470.

Organization

- **Client Work**
 - Apply evidence-based strategies when working with clients (e.g., implementation plans, creating deadlines, breaking down steps into manageable parts, setting reminders).
 - Leverage psychological principles to promote self-sufficiency and market services.
- **Application pipeline improvement**
 - Improve form accessibility and readability.
 - Automate processes when possible while leaving options to balance accessibility for clients.
- **Accessibility**
 - Simplify communication and forms; limit options based on relevancy.
 - Collect data on disability and accessibility needs and clients' service awareness.
- **Investment**
 - Work towards more balanced resources across all departments.

Advocacy

- Support a state-wide broadband access plan for digitally underserved residents (43% lack basic broadband access).
- Reduce eligibility requirements for programs with asset-tested eligibility (e.g., LIHEAP).
- Remove barriers and creating pipelines for mental/behavioral health training.
- Support solar consumer protection policies.

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1. Anderson, M. A., Brown, E., Cavadel, E. W., Derr, M., & Kauff, J. F. (2018). Using psychology-informed strategies to promote self-sufficiency: A review of innovative programs. *Retrieved August, 6, 2019.*
 2. Richburg-Hayes, L., Anzelone, C., & Dechausay, N. (2017). Nudging change in human services: Final report of the Behavioral Interventions to Advance Self-Sufficiency (BIAS) project. *OPRE Report, 23.*
 3. Alves-Bradford, J. M., Trinh, N. H., Bath, E., Coombs, A., & Mangurian, C. (2020). Mental health equity in the twenty-first century: Setting the stage. *Psychiatric Clinics, 43(3), 415-428.*
 4. Digital Inclusion. (2024). State Digital Equity Scorecard, Texas.
 5. Graff, M., & Pirog, M. (2019). Red tape is not so hot: Asset tests impact participation in the Low-Income Home Energy Assistance Program. *Energy Policy, 129, 749-764.*
 6. SolSmart. (2017). Solar Energy Toolkit: The Federal and State Context: Policies Affecting Solar Energy Development. Retrieved from: <https://solsmart.org/resource/the-federal-and-state-context-policies-affecting-solar-energy-development>
 7. University of Texas at El Paso. (2022). Broadband gaps in El Paso County and economic impacts of closing them

S.W.O.T. Analysis

All primary and secondary data were synthesized using a SWOT framework to assist Project BRAVO in strategic planning to address community needs. Strengths (S) and Weaknesses (W) are internal factors over which Project BRAVO has some measure of control. Also, Opportunities (O) and Threats (T) are external factors over which Project BRAVO has no direct control, at least not as a single organization.

The SWOT analysis is the foundation for evaluating the internal potential, limitations, and likely external opportunities and threats. It views positive and negative factors inside and outside Project BRAVO that affect success. A consistent study of the environment in which Project BRAVO operates helps forecast and predict changing trends. These factors can then be included in the decision-making process of Project BRAVO's strategic planning.

- 1. Strengths** - Strengths are the internal qualities that enable Project BRAVO to accomplish the organization's mission. They are the basis on which success can be made and sustained. Strengths can be either tangible or intangible. Strengths are what Project BRAVO is well versed in, such as its expertise, the traits and qualities the organization possesses, and the distinct features that give it its consistency.
- 2. Weaknesses** - Weaknesses are the internal factors preventing Project BRAVO from fully accomplishing its mission. These weaknesses deteriorate the organization's success and growth.
- 3. Opportunities** - Opportunities are presented by the environment within which Project BRAVO operates. They are external to Project BRAVO. Project BRAVO can leverage opportunities to become more successful.
- 4. Threats** - Threats arise when conditions in Project BRAVO's external environment jeopardize the reliability and success of the organization's efforts and are beyond Project BRAVO's control. Project BRAVO's vulnerability is compounded when external threats align with its internal weaknesses. Project BRAVO's stability and survival can be at stake when threats arise.

The following SWOT table analyze all primary and secondary data using the SWOT framework. Items are not listed in any particular order.

Supporting Forces

Strengths and opportunities can be thought of as current-state realities that support Project BRAVO's mission. Since strengths are internal to Project BRAVO, they should be celebrated, protected, leaned on heavily, and scaled to achieve the desired future.

Since the opportunities are external to Project BRAVO, these are positive realities in the environment from which Project BRAVO can benefit.

Strengths

- Staff and board believe that Project BRAVO is effective and achieving its mission.
- High job satisfaction among staff.
- Community partner perceptions are positive, and all will likely refer those in need to Project BRAVO.
- Clients are most often referred by friends, family, and service providers.
- Partners see their mission being extended through a partnership with Project BRAVO.
- Partners view Project BRAVO as having a good, solid reputation with neighborhood-centric staff/trusted by the community.
- Project BRAVO knows where the big money is, getting resources from the government or community partners.
- Partners and staff view the new leadership as strong (e.g., improving the reputation and using their resources or available funding for actionable agencies; nationally recognized).
- Bi-weekly manager meetings between departments allow for timely adjustments and proactive planning.
- Frequent (monthly) trainings remind staff of Project BRAVO's mission and create a unified agency.

Opportunities

- The population has grown faster than the national average.
- The community is recovering from COVID-era unemployment spikes.
- Average annual pay has increased steadily from 39K in 2019 to 47K in 2023.
- The rate of poverty in children has decreased.
- More people are becoming insured.
- Healthcare providers have become more available.
- Estimated 11 vacant rental units per unhoused person.
- El Paso is a safe city.
- Increasing rates for college education, high school graduation, and students performing at or above grade level on state K -12 assessments.
- Teen births are decreasing, and prenatal care is being used more often.
- The community and agencies in El Paso have a strong work ethic and are a close-knit community that sits together at the table to strategize.

Restraining Forces

Weaknesses and threats can be thought of as current-state realities that prevent Project BRAVO from achieving its mission. Since weaknesses are internal to Project BRAVO, they should be addressed, and immediate strategies to achieve the desired future should not rely on the absence of weaknesses.

Since the threats are external to Project BRAVO, these are negative realities in the environment that Project BRAVO will not be able to address directly. However, the threats provide insights into advocacy and collaboration opportunities.

Weaknesses

- Some partners and clients perceive Project BRAVO's services are not easily accessible to persons with disabilities, specifically the application and getting to services.
- Partners perceive that Project BRAVO is not taking in-person applications, which is an issue for older adults without computers who cannot see the text on their phones.
- Those needed at outreach events are not always available, making it extra challenging for other staff to gain access to schools.
- The older adult clientele are not text savvy or proficient in email, so when they have missing documents and no transportation to the offices, they struggle to email the documents; limited internet access among this population is also a barrier to providing documents.
- Clients feel it needs to be clarified why someone does not qualify for Project BRAVO's program, especially when they need those services.
- Clients feel that completing applications is too much of a hassle (requires a lot of paperwork and steps).

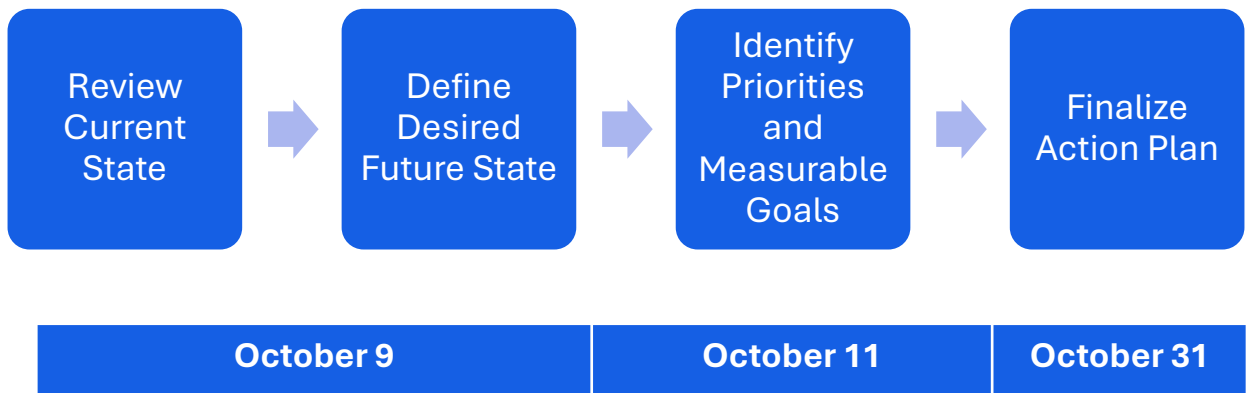
Threats

- Funding restraints.
- Service demands are high.
- Income inequality is at an all-time high, and median wages are well below a living wage for many residents.
- Clients' greatest unmet needs are financial support and healthy and accessible food.
- Community partners identified service gaps for immigrant workers, those who cannot afford childcare or health insurance, and formerly incarcerated individuals.
- Housing availability/cost is a persistent issue.
- Substance use is a growing issue.
- Mental health is a growing issue.
- Clients are afraid to accept state-level support due to fear stemming from stories they have heard, so they stick with local organizations that are not meant to be long-term solutions.
- Clients fear losing assistance because jobs are not secure and wages are low, so they stop working towards their goal.

Next Steps

Using the S.W.O.T. analysis, Project BRAVO can understand the current state of its strengths and opportunities. By using the contrast between the current state and desired future state, the planning process will lead to an action-oriented, data-driven, three-year strategic plan.

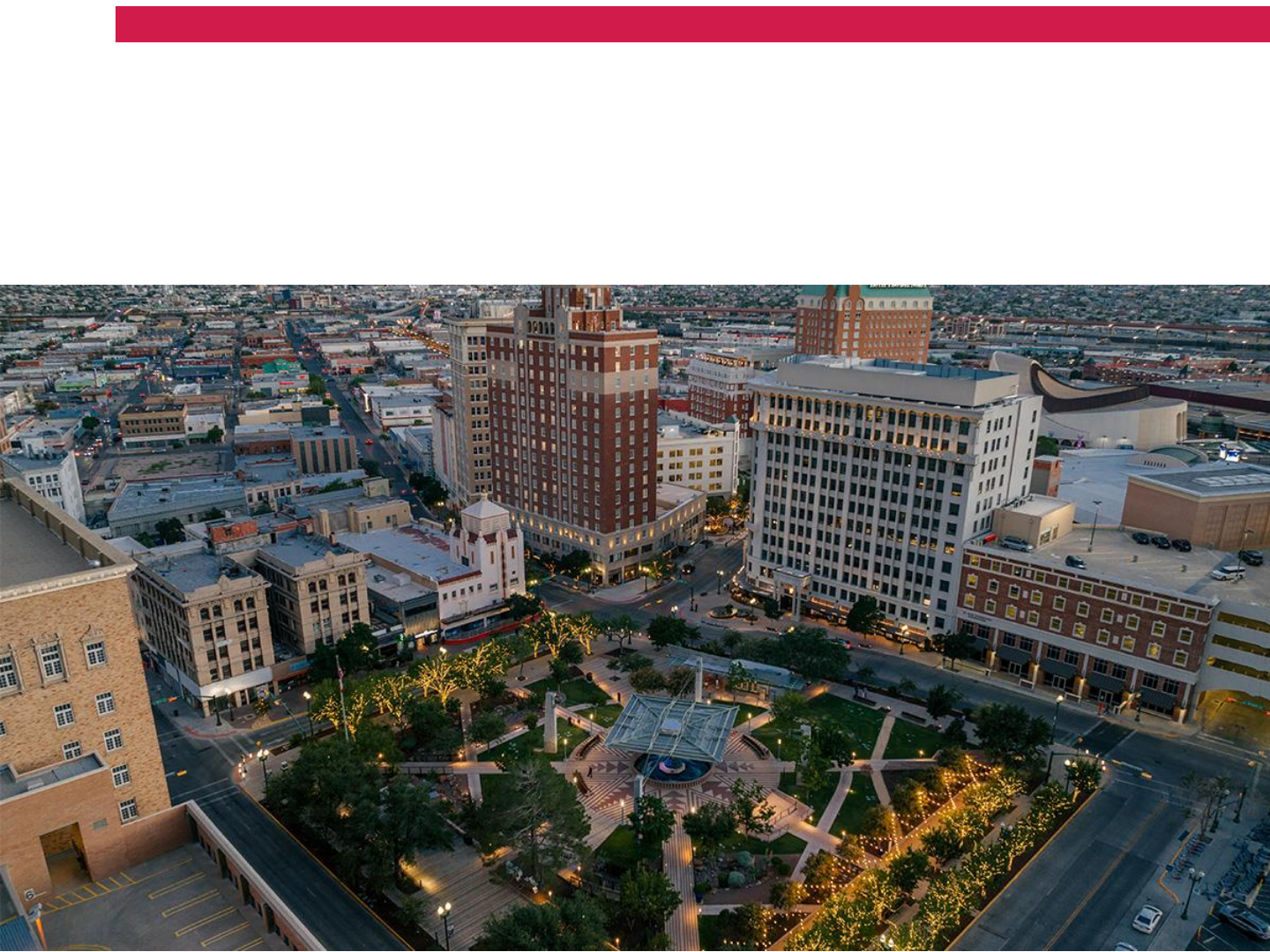
The next step is for the leadership to set a vision and priorities for the next three years then create the action plan to achieve the desired future.



Appendix of Supporting Data

El Paso Community Profile

The following supporting data provides the most up-to-date information on key community indicators. It is used to understand the current environment in which Project BRAVO operates.



Population

- The median age is **young overall** (34 years old)
 - 25% are children under 18 years
 - 13.5% are seniors 65 years and older
- 81% **Hispanic or Latino**
- 65% primarily speak **Spanish**, 33% English, and 2% other languages
- Life expectancy is 76 years (↓)
 - Higher in the Hispanic population relative to the non-Hispanic population
 - Higher in women than in men

Trend Key:

- ↑ means increase
- ↓ means decrease
- ~ means stayed same
- Green is good
- Red is bad
- Yellow is neutral

Timespans for trends over time vary by source and range from 5-10 years in most cases.

Family

- 27 teen births per 1,000 females ages 15-19 years (↓)
- 15% of single adult households with children (i.e., **single parents**) (~)
 - 24-28% in Hispanic, Black, and Native American populations
 - 10-11% in White and Asian populations
- 71% of births begin with prenatal care in the first trimester (↑)

Childcare

- 390 childcare facilities in El Paso
- Capacity for 24,801 children
 - 71% of spots in centers with no Texas Rising Star (TRS) certification
 - 2% in TRS 2 Star centers
 - <1% in TRS 3 Star centers
 - 26% in TRS 4 Star centers
- Pre-K to Kindergarten childcare enrollment fell during COVID (↓)
 - 21,443 youth enrolled in 2011-2012
 - 20,785 youth enrolled in 2019-2020
 - 17,534 youth enrolled in 2020-2021

1. U.S. Census Bureau (2024). *ACS selected characteristics, El Paso, TX, 2023 American Community Survey 1-year estimates.*
2. University of Texas El Paso. (2022). *Early Childhood Education Data for El Paso County Dashboard.*

Nutrition and Activity

Indicator	Statistic	Trend
The food environment index is higher than average for Texas but lower than average for the U.S. (tracks food prices over time to reflect affordability and inflation)	6.7 out of 10	~
% of low-income residents live in a food desert (i.e., do not live by a supermarket or large grocery store)	61%	~
% of residents who are food insecure (inability to consistently access enough food for a healthy, active life due to financial constraints)	19%	↑
% of adults do not participate in leisurely physical activity	30%	~

Additional Indicator:

- 142,074 El Pasoans eligible for SNAP benefits in August 2024
 - \$375 in assistance provided per case
 - 73% of residents are below the SNAP income threshold

Education

Indicator	Statistic	Trend
% of children ages 3 and 4 years enrolled in preschool	40%	~
% of school-aged children enrolled in school	66%	Less than state of TX at 71%
High school graduation rate	87%	↑
% of students across all grades and subjects performing at or above grade level in TAPR state assessments (Recovering from a pre-COVID high of 80% in 2019)	78%	↑
% of residents with a college education	28%	↑

1. Texas Education Agency. (2023). *2023 Texas Academic Performance Report, Region 19: El Paso*.
 2. U.S. Census Bureau. (2024). *ACS selected characteristics, El Paso, TX, 2022 American Community Survey 5-year estimates*.
 3. Texas Health and Human Services. (2024). *Supplemental Nutritional Assistance Program (SNAP) Statistics*.
 4. Feeding America. (2022). *Food Insecurity among the Overall Population in El Paso County*.
 5. U.S. Census Bureau. (2024). *ACS selected characteristics, El Paso, TX, 2022 American Community Survey 5-year estimates*.

Employment

- 58% of eligible adults in El Paso are **employed** (Texas: 63%)
 - 3.2% self-employed in own incorporated business (Texas: 3.6%)
 - 5.6% self-employed in non-incorporated business (Texas: 6.9%)
- Per capita **household income** is \$27,434
 - Lower income in Hispanic populations (~\$24K)
 - Higher income in non-Hispanic populations (~\$30-45K)
 - A living wage for a single adult with no children in El Paso is \$37,620 (pre-tax)
- 6.8% of those 16 years and older are **unemployed**
 - Much higher rates of unemployment for Black individuals (14%)
- 19% living in **poverty**
 - Slightly higher rates for Hispanic population (21%)
 - Lower rates for non-Hispanic populations (11-15%)
- 20% of households receive **public assistance** (~)
- **Income inequality** is at a ten-year high (↑)
 - The average income for the top 20% of earners is 16x the income of the bottom 20%

Housing

- The median **gross rent** is \$1,122
- 27% of residents are **housing cost-burdened**, spending 35% or more of income on housing (~)
- Fewer White (19%) and Asian (22%) renters are housing cost-burdened than Hispanic (25%) or Black (42%) renters
- 97 in 100,000 residents are experiencing **homelessness** (~)
- Estimated 11 vacant rental units per unhoused person (~)
- An estimated **1,819 unhoused individuals** were served in July 2024 by The Department of Community and Human Development through various homelessness prevention services (e.g., emergency shelters, street outreach, transitional living)

1. Federal Reserve Bank of St. Louis. (2024). *Income Inequality in El Paso County, TX*.

2. MIT. (2024). *Living Wage Calculator, El Paso, TX*.

3. U.S. Census Bureau. (2024). *ACS selected characteristics, El Paso, TX, 2022 American Community Survey 5-year estimates*.

4. City of El Paso. (2024). *Homelessness Services Data, August 2024*.

5. Harvard University's Joint Center for Housing Studies. (2023). *Renter cost burdens by race and ethnicity, El Paso, TX*. Retrieved from: https://www.jchs.harvard.edu/ARH_2017_cost_burdens_by_race

6. HUD Exchange. (2023). *PIT and HIC Data Since 2007, El Paso*.

7. U.S. Census Bureau. (2024). *ACS selected characteristics, El Paso, TX, 2022 American Community Survey 5-year estimates*.

Transportation and Digital Access

Indicator	Statistic	Trend
% of residents living within a 10-minute walk to green spaces	62%	↑
Walkability is low Bike-ability is low	(40 / 100) (42 / 100)	↓
% of households that do not have a vehicle	7%	↓
% of workers who use public transportation to get to work	1%	↓
El Paso's Transit Score for public transit access	29 out of 100	~
% without minimum broadband access	43%	~

Crime and Safety

- El Paso continues to be **one of the safest large cities** in the U.S.
- 313 **violent crimes** per 100,000 residents (↓)
- Rates of all crimes have **fallen** from 2023 to the first half of 2024
- El Paso is estimated to lose ~\$52.5M in damages annually to natural hazards (e.g., earthquakes, droughts, hail, heat waves)
 - Very **high social vulnerability**
 - Very **low community resilience**

1. University of Texas at El Paso. (2022). *Broadband gaps in El Paso County and economic impacts of closing them.*
 2. Digital Inclusion. (2024). *State Digital Equity Scorecard, Texas.*
 3. Redfin. (2024). *Walk, Bike, and Transit Scores for El Paso, TX.*
 4. U.S. Census Bureau. (2024). *ACS selected characteristics, El Paso, TX, 2022 American Community Survey 5-year estimates.*
 5. Major Cities Chiefs Association. (2024). *Violent crime survey – national totals, midyear comparison 1, January 1 to June 30, 2024, and 2023.*
 6. Federal Bureau of Investigation. (2024). *Crime Explorer Data.*
 7. Federal Emergency Management Agency. (2024). *National Risk Profile for El Paso, TX.*
 8. U.S. Census Bureau. (2024). *ACS selected characteristics, El Paso, TX, 2022 American Community Survey 5-year estimates.*

Mental Health and Substance Use

Indicator	Statistic	Trend
% of adults reporting poor mental health for more than two weeks in the past month	17%	↑
Rate of deaths (age adjusted) from drug overdoses <ul style="list-style-type: none"> Higher rates among Whites than other racial groups (35 deaths/100K) Higher rates in men (30 deaths/100K) than women (12 deaths/100K) 	21 deaths per 100,000	↑
Rate of deaths (age-adjusted) from suicide <ul style="list-style-type: none"> Higher rates among Whites than other racial groups (37 deaths/100K) Higher rates in men (25 deaths/100K) than women (4 deaths/100K) 	14 deaths per 100,000	↑
% of adults who binge drink	16%	~
% of adults who are current smokers	15%	~

Health Status

Indicator	Statistic	Trend
% living with disability	14%	↑
% of individuals who are uninsured <ul style="list-style-type: none"> Slightly higher rates in the Hispanic population (23%) Lower rates in most non-Hispanic populations (10-14%) 11% of children are uninsured 	21%	~
% have visited a dentist in the past year	54%	~
Individuals living with HIV/AIDS	344 people per 100,000	↑
Percent of days in the year where air quality index exceeded 100 (i.e., unhealthy or hazardous air)	7%	↑

- Center for Disease Control and Prevention. (2024). *National Vital Statistics System (NVSS) data*.
- Center for Disease Control and Prevention. (2024). *Population Level Analysis and Community Estimates (PLACES) data*.
- U.S. Census Bureau. (2024). *ACS selected characteristics, El Paso, TX, 2022 American Community Survey 5-year estimates*.
- U.S. Environmental Protection Agency. (2024). *Outdoor Air Quality Data, El Paso, TX*. Retrieved from: <https://www.epa.gov/outdoor-air-quality-data>

Key Takeaways

- The **population is growing** faster than the national average.
- The community is recovering from **COVID-era unemployment spikes**.
- Teen births are decreasing, and prenatal care is being used more often.
- Rates for college education, high school graduation, and students performing at or above grade level on state K-12 assessments are all increasing.
- Childcare enrollment has fallen in recent years.
- **Income inequality** is at an all-time high, and median wages are well below a living wage for many residents.
- A quarter of residents are **housing cost-burdened**, and Black renters experience a disproportionate burden.
- 1 in 5 residents are **food insecure**.
- 1 in 3 residents do not engage in leisurely physical activity.
- Walkability, bike-ability, and transportation infrastructure are poor.
- The number of individuals living with **disability has increased**.
- **Poor mental health**, drug overdose deaths, and suicide rates have increased.
- Crime rates have fallen recently.
- El Paso is vulnerable to natural disasters and environmental risks.
- Average annual pay has increased steadily from 39K in 2019 to 47K in 2023.
- The rate of poverty in children has decreased.
- More people are becoming insured.
- Healthcare providers have become more available, but El Paso still lags behind Texas and the U.S. in the ratio of mental health providers per capita.

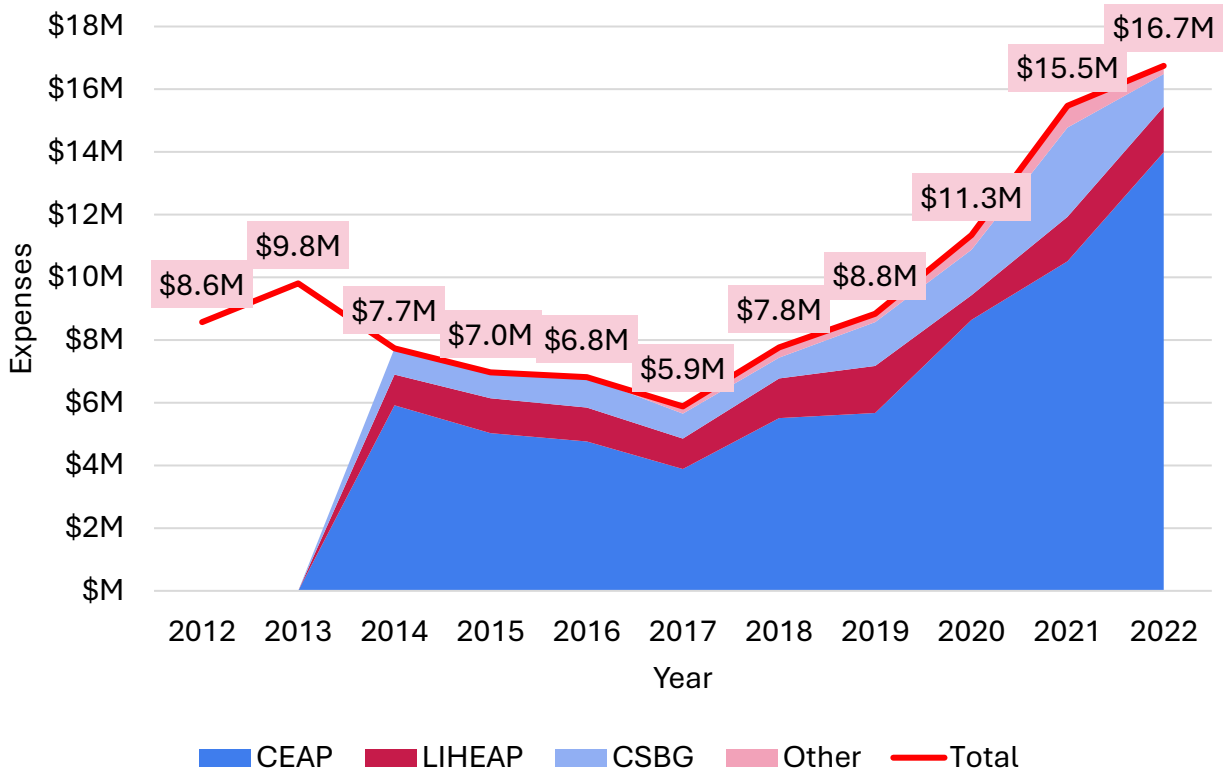
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1. City of El Paso. (2024). *Population Demographics Dashboard*. Retrieved from: <https://www.elpasotexas.gov/economic-development/economic-snapshot/population-demographics/>
 2. County Health Rankings. (2024). *County Health Rankings – El Paso, TX*. Retrieved from: <https://www.countyhealthrankings.org/health-data/texas/el-paso?year=2024>
 3. Texas Association of Counties. (2023). *El Paso County Profile*. Retrieved from: <https://txcip.org/tac/census/profile.php?FIPS=48141>
 4. U.S. Census Bureau. (2024). *ACS selected characteristics, El Paso, TX, 2022 American Community Survey 5-year estimates*.

Internal Data



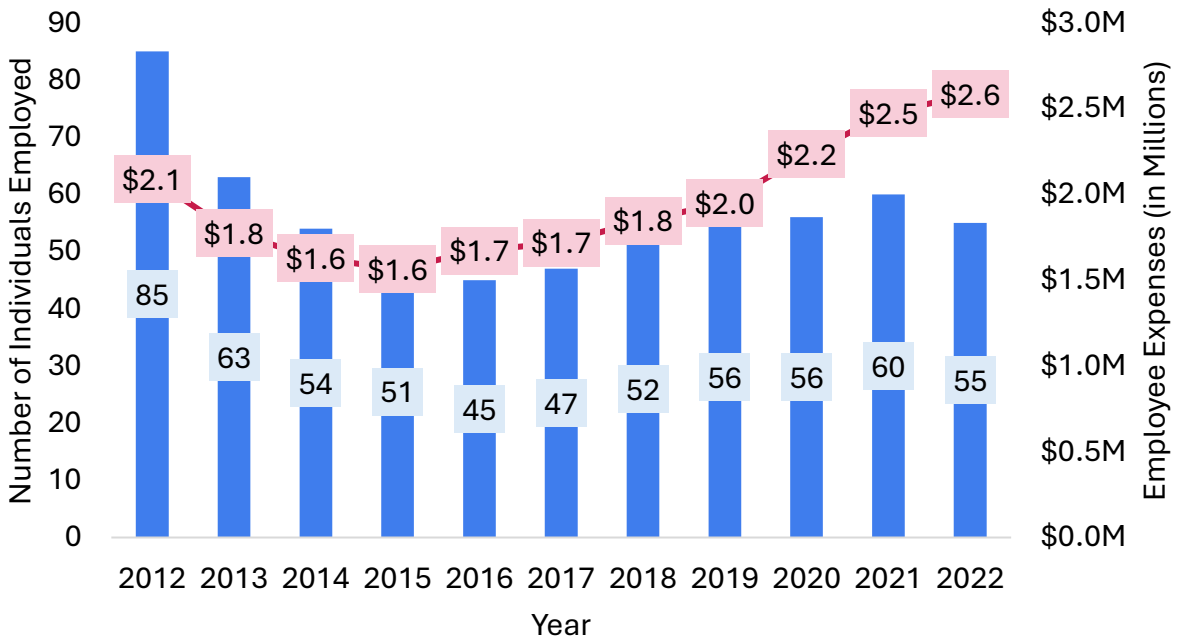
Yearly Expenses by Program

Source: Project BRAVO Tax Records, 2012-2022



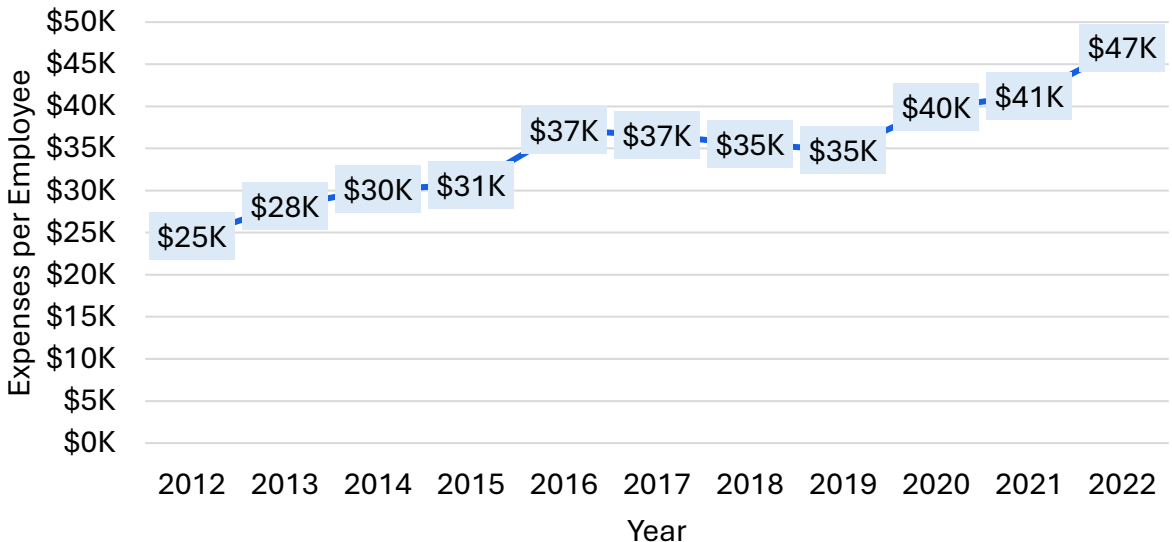
Employees and Employee Expenses

Source: Project BRAVO Tax Records, 2012-2022



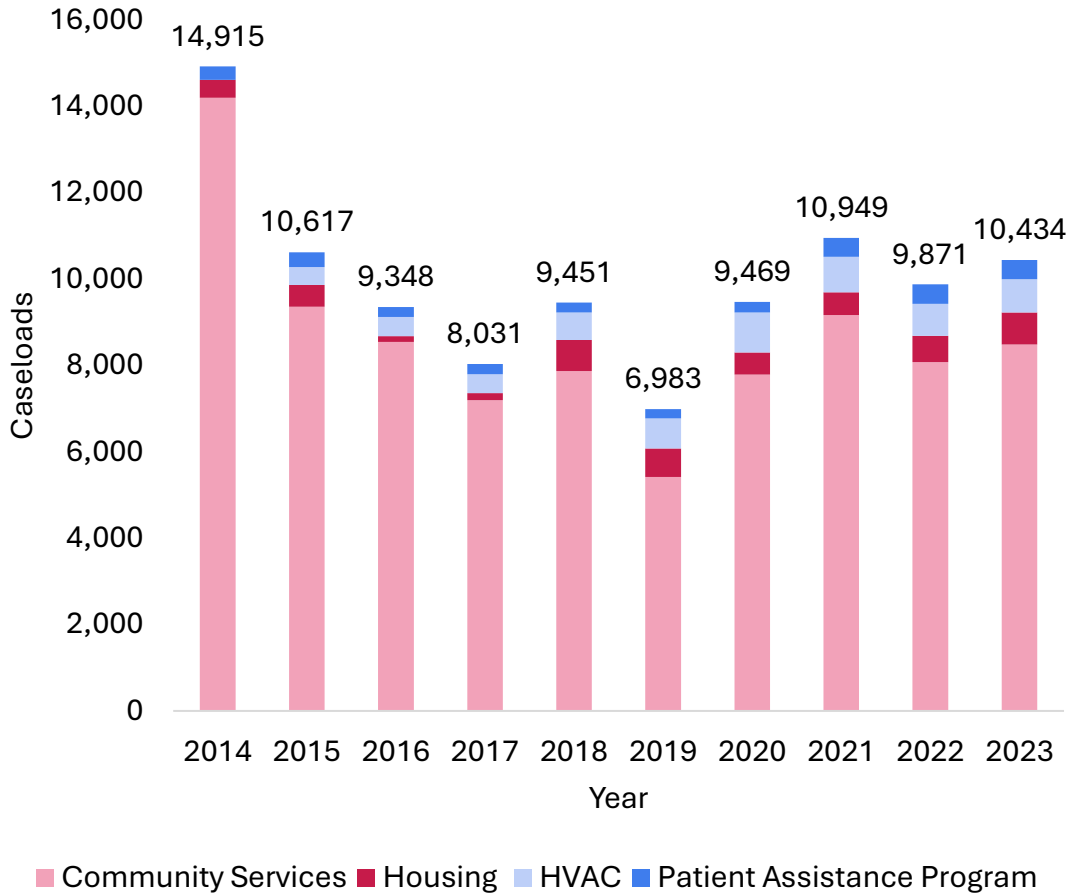
Annual Expenses Per Employee

Source: Project BRAVO Tax Records, 2012-2022
 Note. Includes salaries, other compensation, and employee benefits



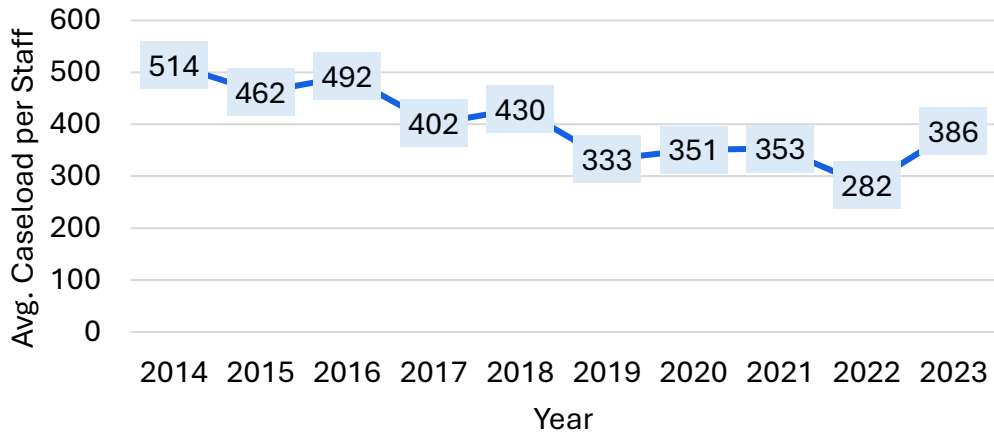
Caseloads by Department, 2014-2023

Source: Internal Staffing Data



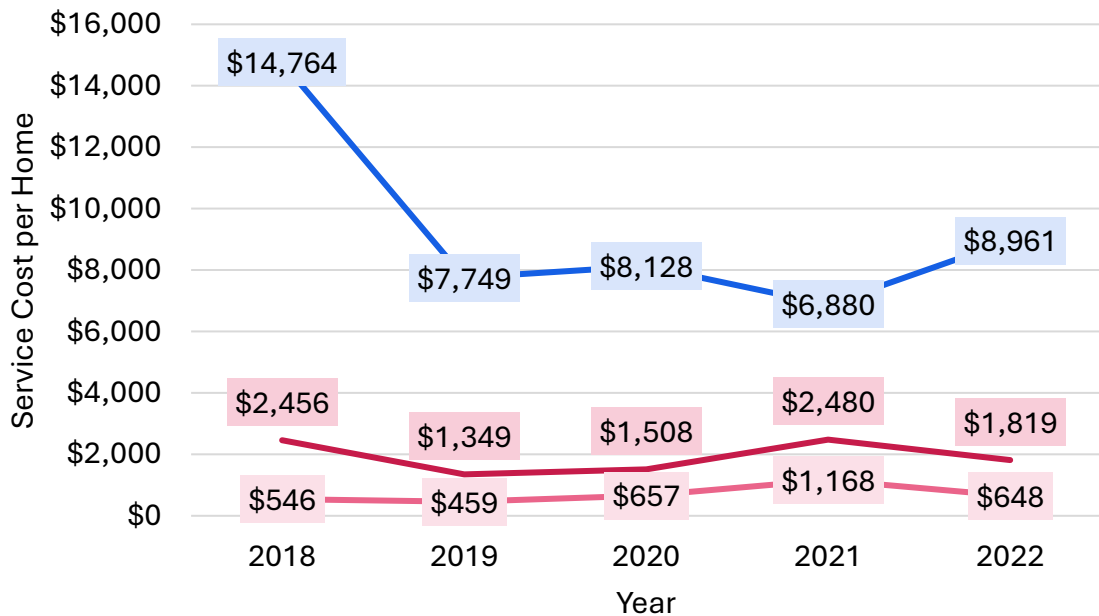
Average Caseload per Staff, 2014-2023

Source: Internal Staffing Data



Average Service Costs per Home

Source: Project BRAVO Annual Reports, 2018-2022

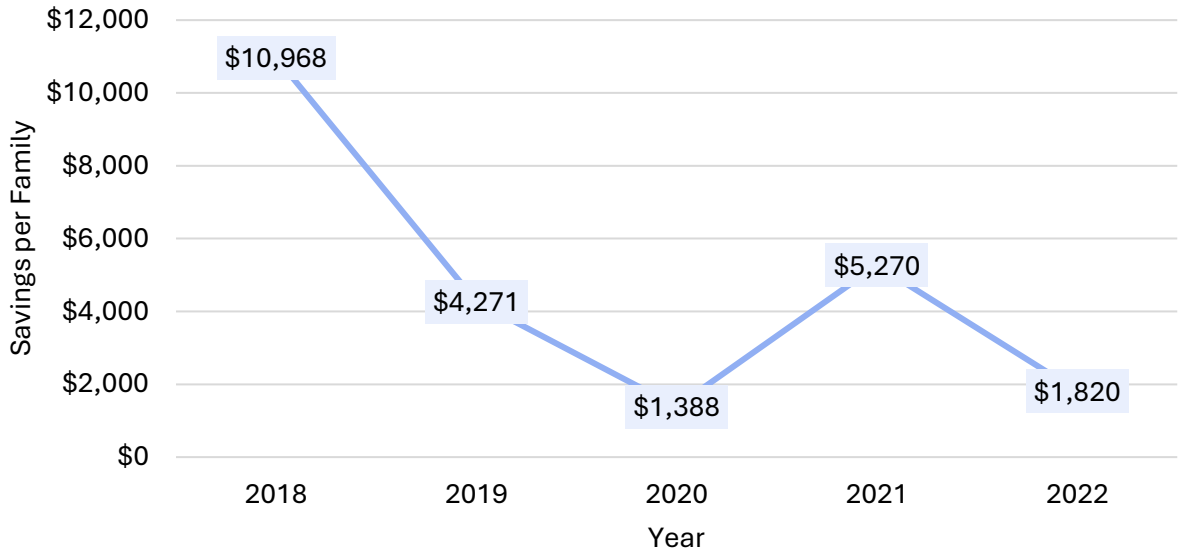


— Weatherization — HVAC and Repair — Utility Assistance

Estimated Savings per Family Receiving Foreclosure Prevention Assistance

Source: Project BRAVO Annual Reports, 2018-2022

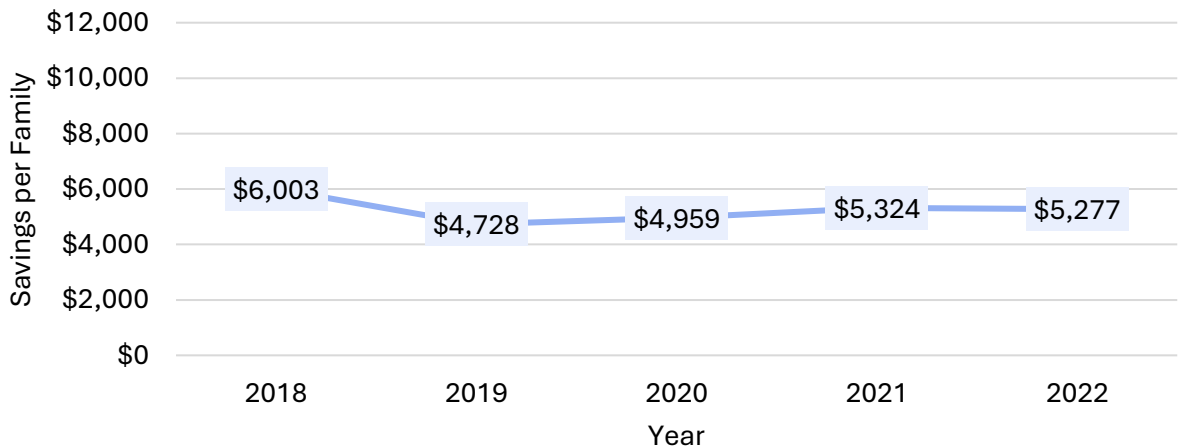
Note. Data collection and savings estimation procedures changed in 2019.



Estimated Rental Savings per Family in Affordable Housing Program

Source: Project BRAVO Annual Reports, 2018-2022

Note. Market Rental rates have likely increased since 2022



Key Takeaways



CEAP is the **largest program** in terms of expense.



Annual expenses per employee have **increased steadily** in recent years.



Average caseload per staff has **decreased** over time.



Weatherization service costs are **higher** than costs for HVAC, repair, and utility assistance. Yet, secondary research suggests these services **save more** in the long term.¹



Estimates of savings for clients in the foreclosure prevention assistance program since 2019 have **fluctuated year-to-year**.



Estimated rental savings for clients in the affordable housing program have **remained steady over past years**.²

1. Bradshaw, J. L., Bou-Zeid, E., & Harris, R. H. (2016). Greenhouse gas mitigation benefits and cost-effectiveness of weatherization treatments for low-income, American, urban housing stocks. *Energy and Buildings*, 128, 911-920; Tonn, B., Marincic, M., & Rose, E. (2024). A dollar well spent: Monetizing the societal benefits of low-income weatherization programs in the United States. *Energy Research & Social Science*, 107, 103341.

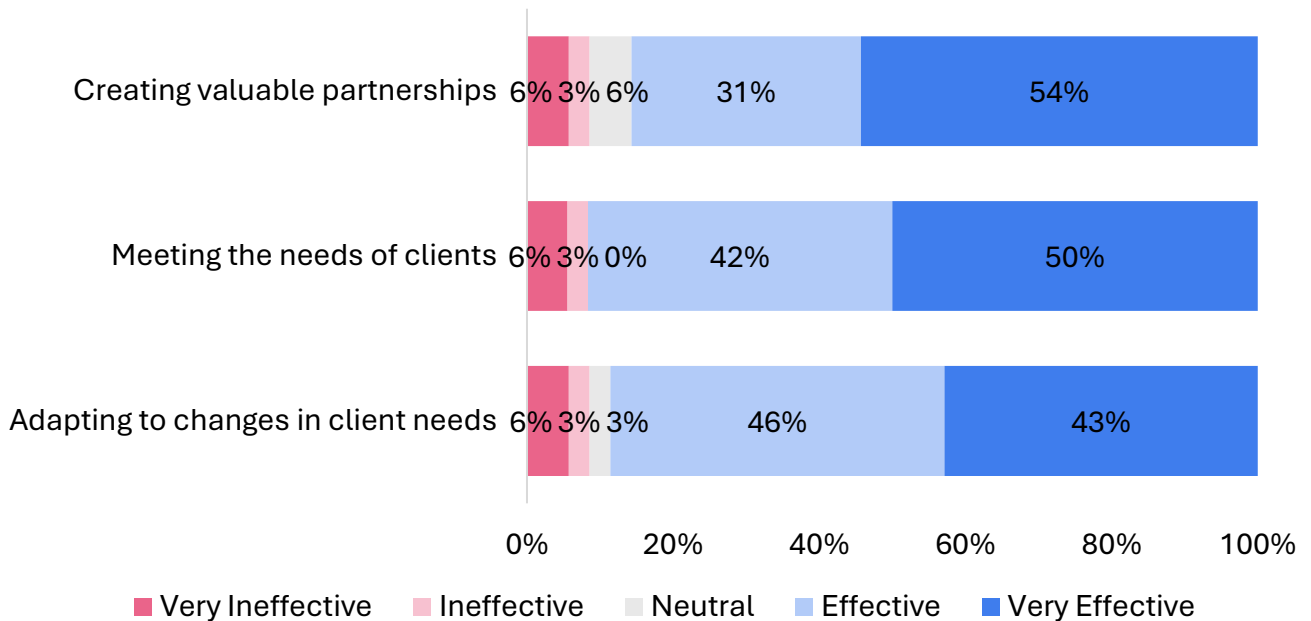
2. Market rates on rental savings may have increased in 2023,.

Staff and Board Feedback



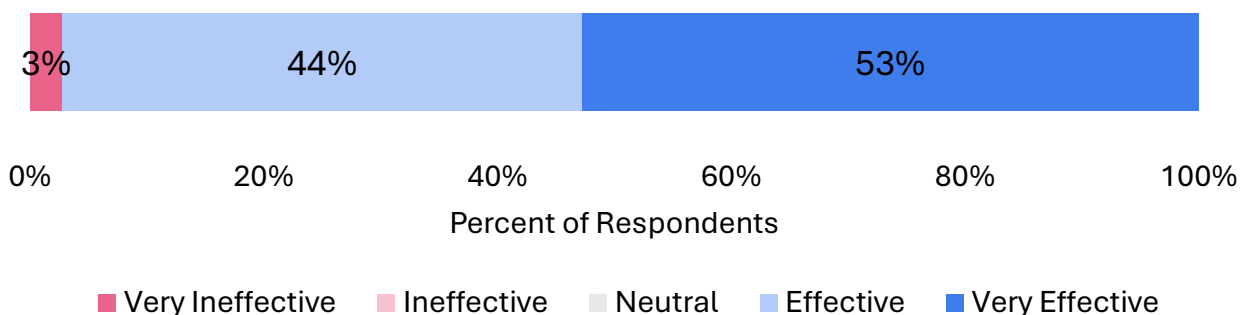
Perceptions of Project BRAVO's Effectiveness

"Based on your experience, how effective has Project BRAVO been in the following areas?" (n = 36)



Perceptions of Mission Attainment

"How effective has Project BRAVO been in advancing its mission?" (n = 36)



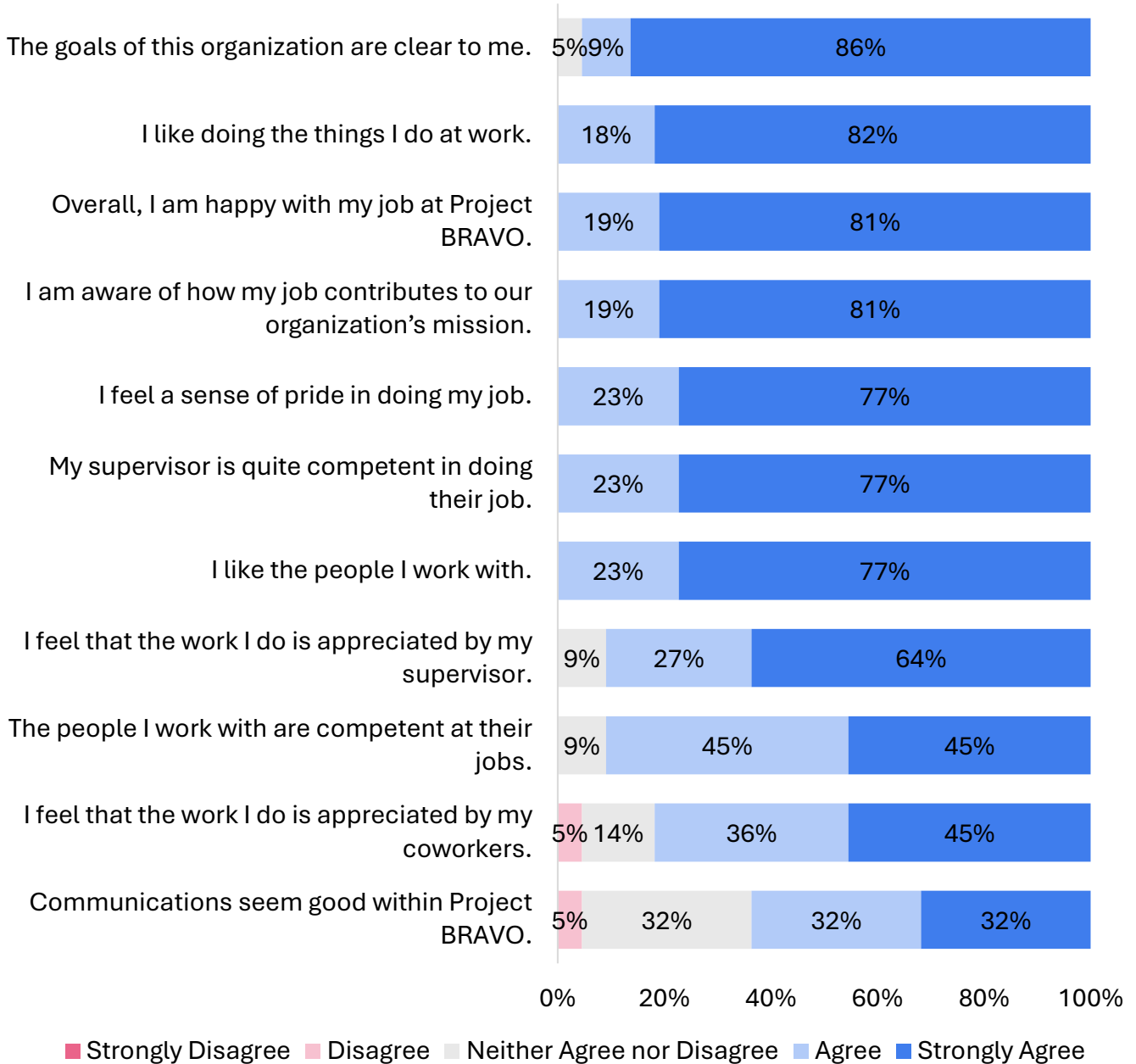
Areas Project BRAVO is Excelling

“What areas/how is Project Bravo excelling in providing services?” (Interviewed Staff = 6)

Area	Count
Ensures clients receive basic needs (e.g., AC turned on, utility assistance)	4
Strong leadership (e.g., creates a welcoming, open environment; open to discussing change; inclusive; supervisors are trusted and given leeway to run the center in the way that will best serve an individual client)	4
Good outreach efforts that reach a wide variety of clients, increasing the number of community members inquiring about services, and are now well-known	3
Frequent (monthly) trainings remind staff of Project BRAVO's mission and create a unified agency	2
The organization has grown since COVID because Project BRAVO found a way to service clients on the phone and email (this also connected the departments and made it easier for clients by having one phone number with different extensions; it made it faster and more convenient for clients)	2
Bi-weekly manager meetings between departments allow for timely adjustments and proactive planning. Clear communication about goals, finances, and shared reports encourages recommendations and questions, leading to effective solutions and better planning	1
Project BRAVO's financial trackers enable program managers to monitor expenditures closely, allowing for timely responses and swift action	1
Team buildings every other month have encouraged departments to work together because they learn other departments' roles, functions, and requirements to help guide clients when they call	1
The ability to attend external conferences teaches different methods and new strategies so we are able to perform better	1
The housing department has grown due to additional grants and funding, enabling more staff hires and expanding its capacity to serve the community through new programs. It also received funding for commercials, a rare opportunity for non-profits	1

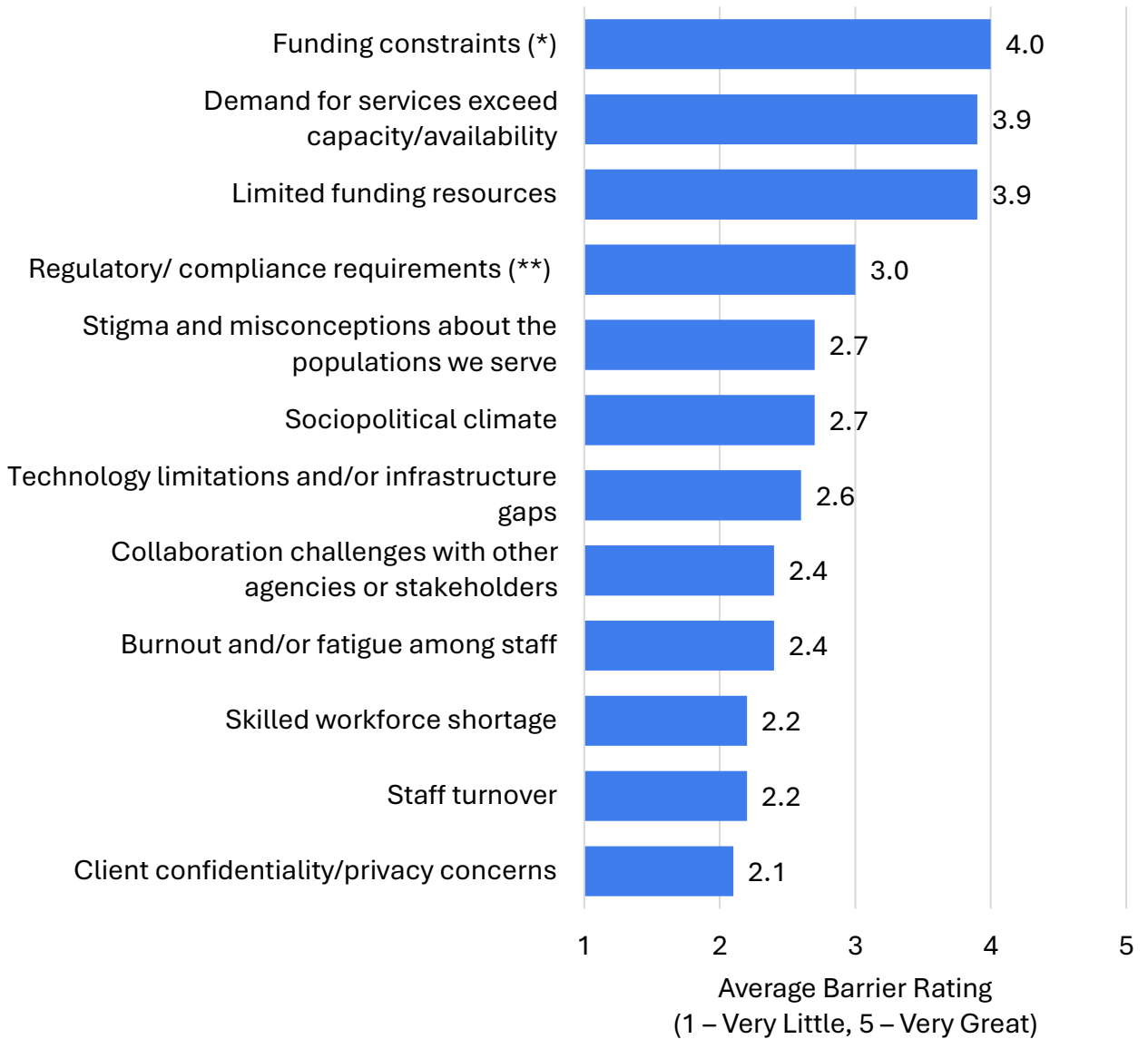
Staff Member Job Satisfaction

"Thinking about your job at Project BRAVO, please rate how much you agree with each statement." (n = 22)



Barriers to Mission Attainment

"To what extent do the following factors keep Project BRAVO from fully achieving its mission?" (n = 31)



* related to program spending guidelines and restrictions

** regarding reporting, documentation, staffing, etc.

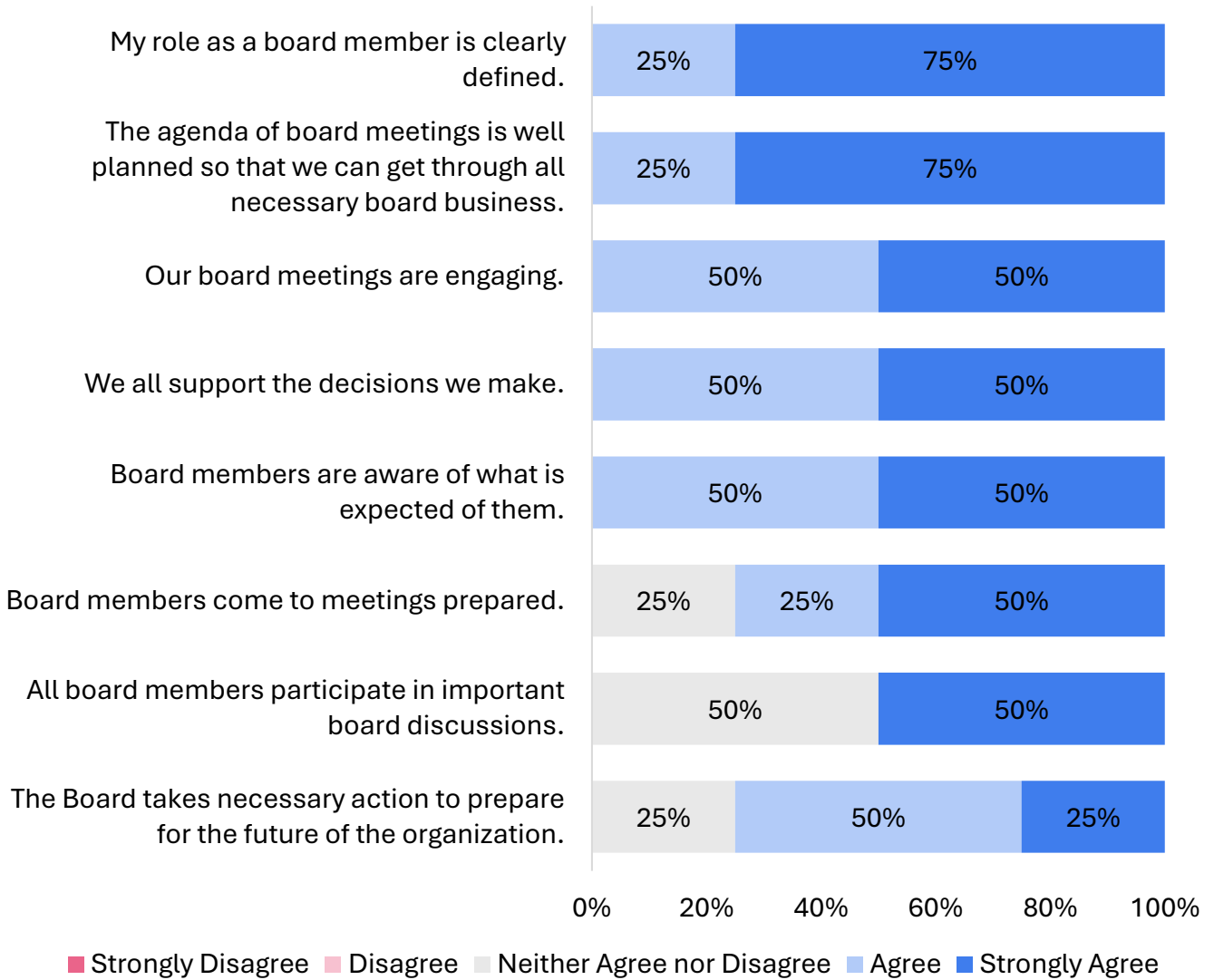
Staff Perceptions of Client Barriers to Services

Interviewed staff members were asked what challenges to service provision Project BRAVO is experiencing or what barriers they see clients experience in accessing, maintaining, or maximizing the benefits of services from Project BRAVO. Responses include the following barriers:

- New laws [Texas Regulatory Consistency Act] that allow employers to look into backgrounds prior to a job offer make it difficult to help find employment for people who have been incarcerated.
- Demand exceeds staff capacity, such as long waitlists for services, the program is more challenging to get into or more stringent, or staff is strained.
- Funding can change making planning difficult for staffing and programming.
- The older adult clientele are not text savvy or proficient in email, so when they have missing documents and no transportation to the offices, they struggle to email the documents; limited internet access among this population is also a barrier to providing documents.
- Clients want a quick fix, but we need time. They come when they are already in an emergency, but we need them to come a month and a half before they need the resources so it is not too late.
- People in the community do not know about Project BRAVO, and despite our marketing, the word is not getting out enough.
- Some community members doubt they will qualify, so they delay or do not apply.
- When some clients are close to reaching 90 days of employment, they stop working due to fear of losing the assistance they have been receiving.
- There is a two-year wait list for housing (to apply for housing or to rent an apartment) in El Paso County, which makes it challenging to help clients who want to live in their own place.
- Those needed at outreach events are not always available, making it extra challenging for other staff to gain access to families in their communities like at school events.

Perceptions of Board Effectiveness

"Overall, to what extent do you agree or disagree with the following statements?" (n = 4)



Staff Perceptions of Community Needs

“What community needs are you observing?” (Interviewed Staff = 6)

Community Needs
Access to education or certification, or educational supports
Additional dental clinics for adults, including for uninsured adults
Affordable childcare, with daycare subsidies and affordable summer care programs for kids
Affordable housing, in a safe part of town and assistance with mortgage/property tax payments
An awareness of what supports exist and whether individuals qualify for the supports
Assistance with SSN and disability or assistance with filling out applications for Medicare
Better infrastructure, improved roads, cheaper water utilities
Digital literacy/assistance for those who are not good with technology
Help finding employment
Internet access for households with school-age kids
More funding to bring resources where Project BRAVO centers are not located
More funds or supports for water/utilities/gas assistance, with prolonged support (more than two months)

Areas of Opportunity for Greater Impact

“What steps can Project BRAVO take to have a greater impact in El Paso?” (n = 22)

Steps	Count
Increase outreach to the community, for reasons such as to understand their needs or connect them to services	5
Increase visibility and awareness of services/programs to the public, such as through social media community activities like events or school presentations	5
Increase collaboration with partner agencies to increase capacity or provide more resources	4
Improve/increase facilities, such as making facilities equipped for training and community services or opening new centers (like in remote locations)	3
Secure more funding	3
Improve technology, such as incorporating a DocuSign option for client documents or computers in centers for client access to their documents	2
Increase civic engagement/client participation, such as community surveys to understand needs for services	2
Invest (in-house or through partnerships) in programs like CARE, PAP, and education (like the GED program)	2
Structure assessments for program expenditure and effectiveness to plan funding usage and programs advantageously	2

Additional Service Suggestions

“What additional or complementary services would help Project BRAVO clients meet their self-sufficiency goal faster?” (n = 22)

Service	Count
Rent or mortgage assistance	8
Workforce development, like investing and increasing access to CARE program or providing a virtual GED program, skills training, or job services	7
Water bill assistance	6
Strong collaboration with partners to increase services (e.g., food pantries or transportation services) or increased awareness of partner services among clients	4
Goal-setting during temporary assistance or budgeting	2
Income tax support or preparation	2
Expanding payments for other services	1
Home visits/special services for clients with disabilities	1

Interviewed staff members added the following recommendations to help clients better meet their goals:

- Create a department and program that helps people find jobs.
- Reinvest in education resources, such as the GED program.
- Adopt the utility program to help pay for water assistance, a growing need since COVID funds were cut.
- Partner with TX Workforce to make childcare more robust.
- Partner with or provide resources for more vision and dental.
- Implementing more food opportunities, as people who qualify for food stamps are turned away due to swamped offices (e.g., host a food pantry and have someone distribute the food to people to make it more accessible).
- Connect with a community center, in communities where there is no Project BRAVO center, where staff members go to do intakes every two weeks, extending Project BRAVO's reach into the community and gaining trust.
- Increase capacity to increase affordable housing units, especially for older adults
- Help with rental assistance that requires budgeting counseling with compliance rules to help break the cycle.
- CARE program should host more individual workshops that go in-depth on one subject (e.g., stress relief)
- Start emergency mortgage assistance.
- Invest more in other departments besides utilities so that Project BRAVO can help with long-term solutions.

Internal Process Suggestions

“What suggestions do you have for improving internal processes and operations at Project BRAVO? List up to three.” (n = 39)

Suggestion	Count
Improve communication: increase inter-department communication, hold bi-weekly department meetings or structured planning among staff, respond to messages promptly, update trackers more frequently	11
Provide regular staff trainings or an elaborate training manual; develop robust trainings for topics like Project BRAVO programs, leadership, or customer service or a semi-annual procedures and guidelines review	8
Be transparent to staff (e.g., sharing expended funding updates or providing a monthly newsletter with new information)	3
Conduct regular surveys to elicit staff input; address issues that come up from staff input	3
Improve workspace environment (like air conditioning or purified water for staff)	3
Address funding needs (e.g., hire a financial contractor or increase funding so staff do not have to take on too many roles at once)	2
Shorten paperwork for application process	2
Assist clients fully but let them know they are responsible for their bills	1
Board meetings should include visual presentations	1
Consider a board retreat focused on more personal connections in building long-lasting relationships	1
Increase leadership involvement	1
Increase outreach to families who have never received PB assistance	1
Increase work acknowledgement	1
Look for ways to improve the use of time	1

Key Takeaways



Staff and board believe that Project BRAVO is **effective** and **achieving its mission**.



Job satisfaction is **high** among staff.



Barriers to mission attainment are **external**, including funding constraints and service demand.



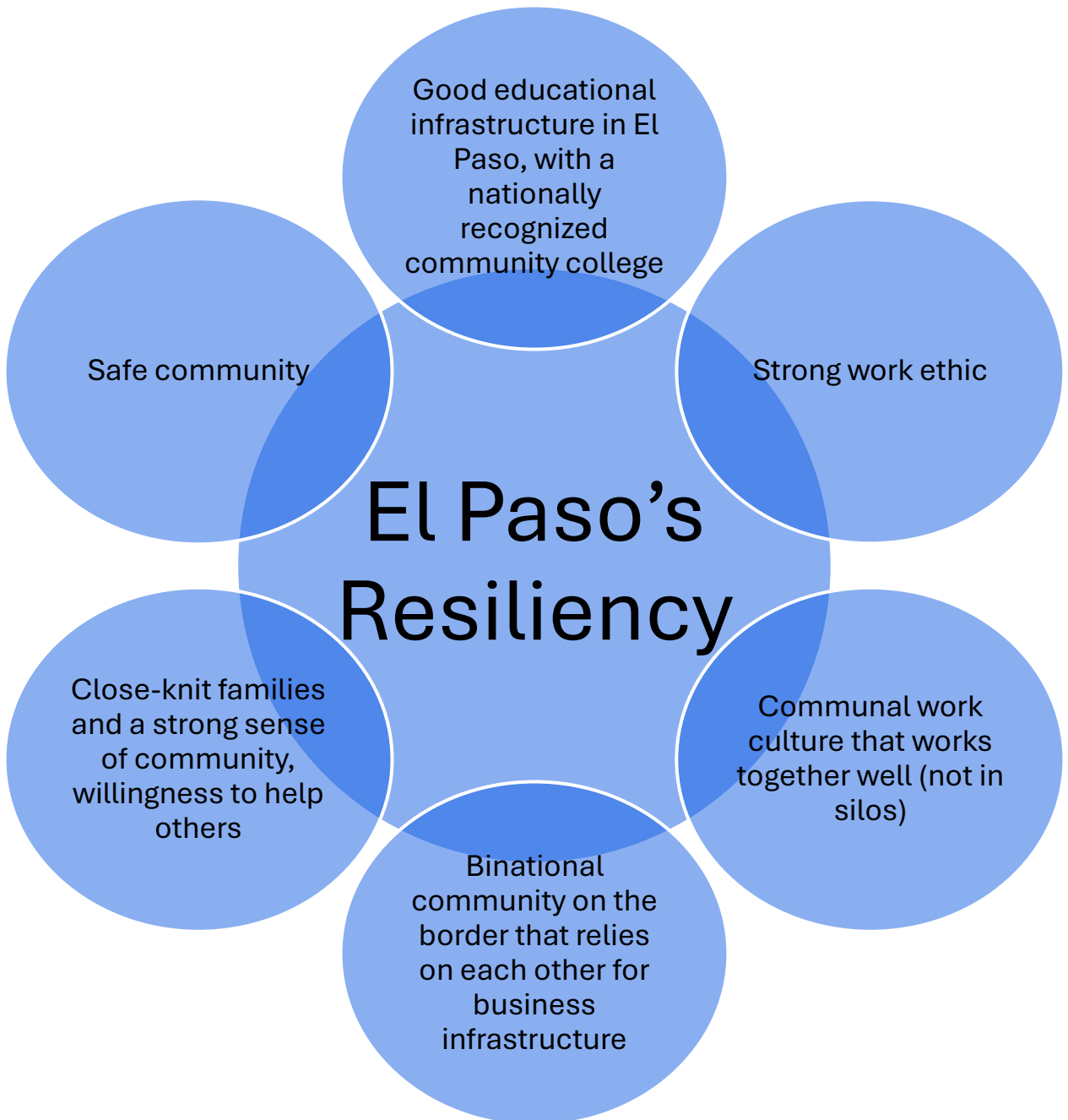
Staff view Project BRAVO as excelling at ensuring that clients receive basic needs and that the strong leadership creates a warm, welcoming work environment.

Community Partner Feedback

The following data summarizes who responded to the community partner survey and interviews and their perceptions of community needs and Project BRAVO.

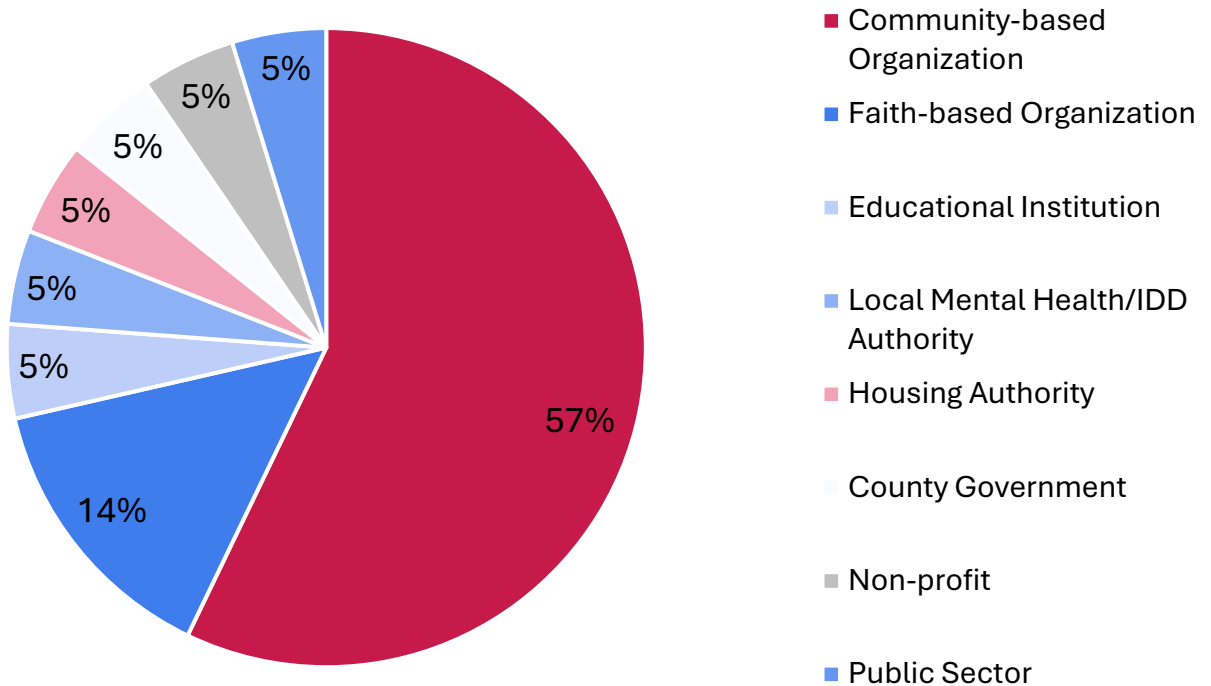


When asked to describe what makes El Paso resilient, community partners and elected officials said the following in interviews:



Community Partner Organization Types

“Which of the following best describes your organization?” (n = 21)

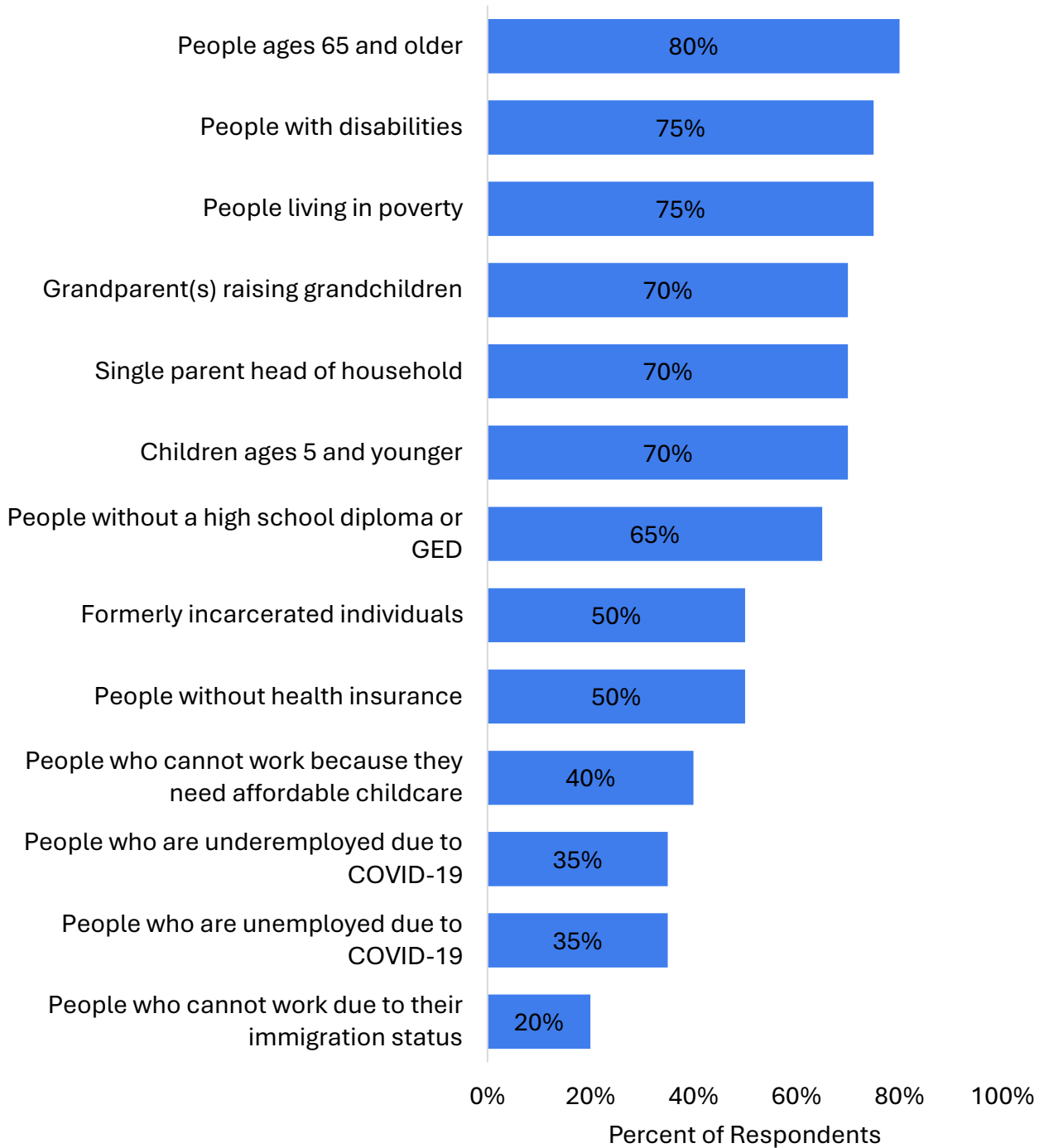


“What is the primary issue that your organization is trying to address?” (n = 21)

Primary Issue	Count
Homelessness	5
Affordable housing for low-income or disabled people or older people	4
Basic needs (e.g., food insecurity, personal hygiene products)	4
Chronic disease (e.g., cancer or diabetes)	3
Community education (e.g., accessing local services, therapeutic activities for children, or child abuse prevention)	3
Access to education or higher education	2
Behavioral health; early intervention	2
Immigration services addressing legal needs or community-wide issues	2
Business solutions support through resources acquisition	1
Self-sufficiency	1

Populations Served by Community Partners

"Which of the following populations does your organization serve?" (n = 20)



Successful Strategies Used by Partners

Partners were asked in a survey, “What strategies does your organization, or others, implement successfully to help individuals and households become more self-sufficient?” Sixteen replied with the following comments:

- Accept subsidies to allow parents to work.
- Access to behavioral health services includes services for children, unhoused, and crisis services.
- Educating older adults to learn how to be organized, learn technology, ways to stay healthy, and live an active lifestyle.
- The Family Self-Sufficiency Program includes supportive services at the properties and partnerships with local agencies that provide services to residents so they can work toward becoming self-sufficient.
- Financing affordable housing development, down payment assistance, grants, and capacity building for nonprofits.
- Health comes first.
- Housing, referral to outside entities for services, job search help, counseling, and addiction treatment.
- Provide scholarships to help students become employed and successful in life.
- Shelter, referrals, bus passes, counseling.
- Work with military families by providing resources available for their families.
- We partner with community-wide organizations that implement self-sufficiency programs.
- We provide financial assistance to help reduce the burden of cancer treatment; quality-of-life products for those suffering devastating side effects from treatment so they can return to work and a "normal" existence; and education and programs focused on prevention, awareness, and healthy living to reduce their risk and improve their survivorship.
- We support families when they are struggling and connect them to resources other than the ones they were focusing on.
- We take care of their safety and health needs in their home. We also provide maintenance and have started to focus on air conditioning, which is very much needed in the extreme heat. We do this free of charge because they lack the resources for this, and then the home would deteriorate. The resources they have are continued to be used for medication and food.
- We use progressive engagement with all of our clients. We also remember that this is the client's choice and abide by housing first. To get our clients to self-sufficiency, we utilize a housing stabilization plan to prioritize where the client is in their housing experience.

Perceptions of Community Needs

“Where should investments and resources be prioritized to help more families in El Paso move toward self-sufficiency?” (Interview Respondents = 8)

Priority Area
Better infrastructure, improved roads, cheaper water utilities
Family caregivers need support
Postpartum women care, since many were recently removed from the healthy women program since COVID protections ended
Housing opportunities with limited red tape, such as landlords that do not do background checks or credit background checks
Access to Medicaid post COVID/affordable healthcare
Basic needs for older people, such as hygiene items, cleaning products, adult underwear
More behavioral healthcare supports
More funds or supports for water/utilities/gas assistance, with prolonged support (more than two months)
Rental assistance
Clinical engagement in the community to improve access to healthcare (bringing resources to the people)
Funding to help modify houses for older people, as it is hard to qualify for the current assistance
More recreation, such as parks and community centers (especially in rural areas)
Help finding employment
Assistance with SSN and disability or assistance with filling out applications for Medicare
An understanding of mixed immigration status households by the state of Texas (outside of El Paso) and nationally
Resources to ensure food security, such as food stamps and more pantries, to increase accessibility
Affordable childcare, with daycare subsidies, and affordable summer care programs for kids
An awareness of what supports exist, and whether individuals qualify for the supports
Legal aid is needed for the high demand (for immigrants, veterans, and older adults)
Workforce retention to address the shortage of in-home providers and behavioral healthcare providers
Stronger community leadership around the types of jobs and industry created for people/higher paying jobs
Digital literacy/assistance for those who are not good with technology
Ongoing support after services are provided, such as life coaching/case management
Affordable housing, in a safe part of town, and assistance with mortgage/property tax payments
Access to education or certification, or educational supports

Perceptions of Client Barriers to Services

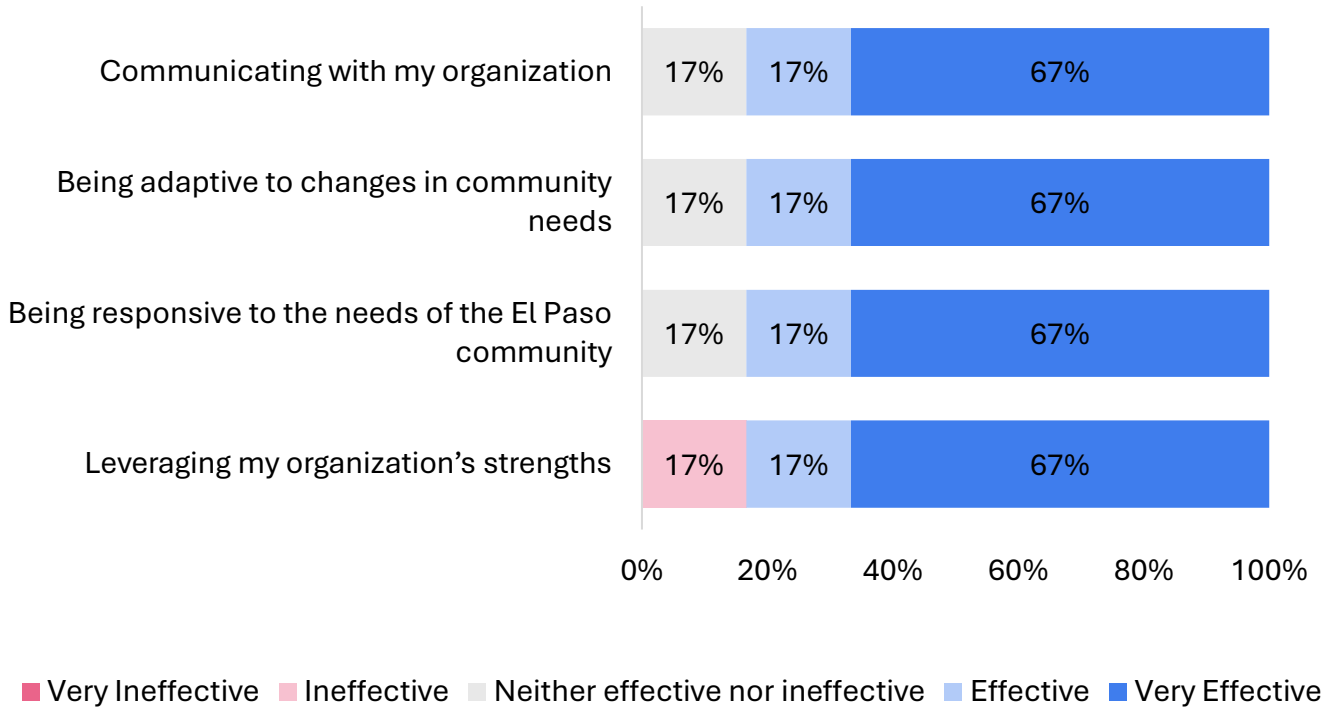
Interviewed partners were asked, “What barriers is your organization seeing clients experience in accessing, maintaining, or maximizing the benefits of services you/Project BRAVO offer?”

Responses include:

- Limited digital literacy and the ineffective use of technology are issues for service delivery (e.g., just because there is internet in a neighborhood does not mean it is being used in a useful way).
- Inflation does not allow agencies to fix aging buildings because of the high repair costs.
- Encouraging youth to gain a high-level education can be difficult when their families want them to remain close.
- Project BRAVO is not clear or easily accessible for persons with disabilities.
- Project BRAVO is perceived to not be taking in-person applications [though they are], which is an issue for older adults without computers who cannot see the text on their phones.
- State offices take a while to determine funds, and agencies sometimes need to find months' worth of coverage from partners to help cover services until the end of the fiscal year or programs get cut.
- The immigration system is a large challenge, such that immigration court fees are difficult to pay when many immigrants already struggle with poverty, cases linger so long, and they do not find relief in a manner that is suitable for their needs and life, and U Visas are backlogged in Congress by ten years.
- Transportation to services is difficult for clients, and the public bus system is not good.
- Negative perceptions about organizations that provides the services.
- Texas' approach to healthcare under the Affordable Care Act (ACA) has made access to the ACA difficult, such that legislature put too many limits on who can sell insurance under ACA, which resulted in limited insurance options, poor prescription coverage, and few medical providers accepting ACA plans (i.e., the system is ineffective for Texans); healthcare is not affordable.
- The politics of money in TX is a problem because Texas does not want to spend money on people.
- The post-COVID funding cuts have made delivery of services more difficult (e.g., supporting people with home-delivered meals) and created long waitlists.
- Funding requirements make it difficult to prioritize quality over quantity of services; funds must be spent quickly.
- Capacity issues (e.g., long waitlists and staff turnover create stress on remaining staff; higher demand than available staff; difficulty maintaining relationships with clients after staff leave).
- Clients are afraid to accept state-level support due to fear stemming from stories that they have heard (e.g., Medicaid Estate Recovery Program), so they stick with local organizations that are not meant to be long-term solutions.

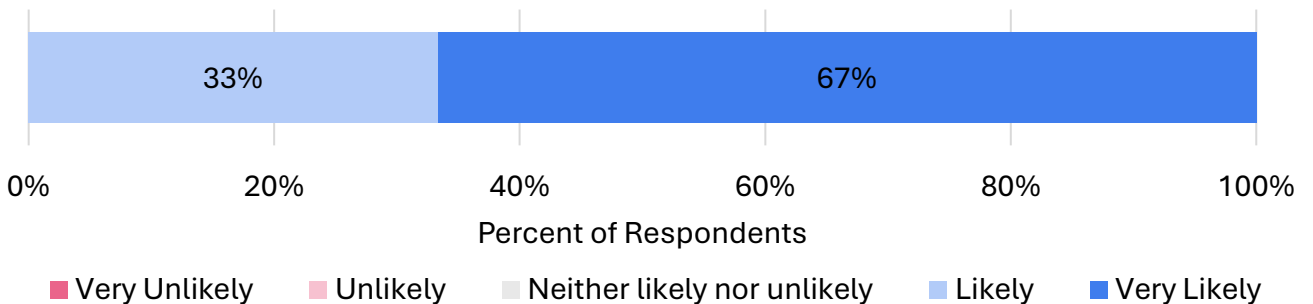
Perceptions of Project BRAVO's Effectiveness

"Based on your experience, how effective has Project BRAVO been in the following areas?" (n = 6)



Likelihood of Partner Referral

"How likely are you to refer someone to Project BRAVO if they needed services?" (n = 6)



Benefits of Partnership with Project BRAVO

When asked, "How does your partnership with Project BRAVO advance your organizations mission?", six social service organizations in El Paso who took the survey reported benefitting from mutual referrals, allowing them to extend outreach and better match clients to programs. Project BRAVO offers weatherization training, helps families become self-sufficient, and provides crucial resources when other departments run out of funding. They support older populations with services that help them remain safe, self-sufficient, and in the community longer; they work to improve living conditions for residents; and they provide underserved populations with housing assistance.

“What do you appreciate most about your partnership with Project BRAVO?” (Interview Respondents = 8)

Appreciations of Project BRAVO	Count
They help people survive by providing a range of life-surviving support systems (e.g., housing, eyewear), and they are a place to which partners can refer.	7
A good, solid reputation with neighborhood-centric staff/trusted by the community (including their partners).	6
Work collaboratively with partners, finding local solutions together (e.g., asking which partner can help in which way).	4
Since COVID, they found a better way to be efficient in how they serve people and communicate, which allowed them time to think deeper and about the longer-term/they were innovative.	3
Communicate well with partners about when enrollment is open.	2
New leadership is strong (e.g., improving the reputation and using their resources or available funding for actionable agencies, nationally recognized).	2
Allowing partners to complete client applications for Project BRAVO improves community members' access.	1
During COVID, Project BRAVO let people know they were still there and open, so they did not lose clients.	1
Project BRAVO is a good model of how to have efficient operations that still serve the community (e.g., they put word out about open enrollment, giving people time to apply, and then closing it to give undivided attention; stagger their times instead of being in the office all the time, and they continue to be available; and make concessions for people without internet).	1
Reaches people in a very human way, with a lot of empathy and with dignity.	1
They have a laser-focused commitment to serving the community.	1
They know where the big money is, getting resources from the government or community partners.	1

Strategies for Impact

Eight interviewed partners were asked, “What opportunities/types of investments in programming or service provision (new or existing) do you think would have the greatest impact on people experiencing needs in the community?” Responses include:

- Community collaboration on grant applications, applying to adopt positive impact change models, asking for funds to implement the innovative, collaborative work rather than gaining funding permission after the grant is awarded.
- Continue with diversion programs that prevent people from becoming homeless, but expand to focus on things an individual needs to stay in the home.
- Educate about aging-related needs when people are younger to prepare them to age with health and wellness.
- Engage state delegations and stakeholders to advocate for reallocating state resources, ensuring continued funding and support for Project BRAVO's programs.
- English classes or resources to help immigrants pass citizenship tests.
- Explore combining solar energy with refrigerated air systems to improve energy efficiency in single-family and multi-family units, addressing water and energy consumption challenges in El Paso while reducing long-term costs and enhancing housing sustainability.
- Figure out not just the traditional housing niche and affordability but how to build businesses around it; build businesses alongside funding traditional contractors so the more micro businesses El Paso gets going, the more self-sufficient we become.
- Find new ways to provide information about the utility assistance program to older adults and encourage them not to be afraid to ask for help or assistance using technology to apply.
- Find ways to invest in affordable housing in El Paso, where homes priced between \$120,000 and \$140,000 can be prepared for low- to middle-income families, with support from banks, credit unions, and subsidies making these homes accessible.

Strategies for Impact, Continued

- Help people who experience substance use and who are coming out of incarceration obtain employment.
- Invest in resources that ensure financial literacy and help with long-term financial planning for themselves and clients' families.
- Advocate to raise the income limit for social needs services to allow programs to serve more people living paycheck to paycheck.
- Partner or invest in local organizations that focus on family sufficiency programs and/or that gain funding for child assistance to support families with affordable daycare and needs.
- Project BRAVO should be connected to the systems that help people enter innovative entrepreneurship using a continuum of economic development from micro to business development.
- Provide any support to help immigrants with substance use and mental health challenges navigate the complex system of services and resources that often require state IDs or SSNs.
- Support caregivers by offering respite care via breaks or delivering meals.
- Strengthen partnerships with community colleges by improving communication and promoting programs that support students completing their certificates, particularly those struggling with financial challenges, and offer complementary resources to help them stay enrolled and succeed.
- With the established trust Project BRAVO has in the community, it would be nice if there was a way for them to support individuals to get on their feet and leave abusive relationships despite their immigration status.

Key Takeaways



El Paso is a resilient community.



Service gaps exist for immigrant workers, those who cannot afford childcare or health insurance, and formerly incarcerated individuals.



Community partners feel their organization's mission is to move forward through their partnership with Project BRAVO.



Community partner perceptions are positive, and all are likely to refer those in need to Project BRAVO.



Community partners appreciate that Project BRAVO has a good, solid reputation with neighborhood-centric staff, and is trusted by the community and their partners.



External factors like digital literacy, inflation, the immigration system, the transportation system, and politics influence Project BRAVO's mission attainment.



Client Feedback

Below is a summary of client feedback for a sample of clients who responded to the survey and interviews. This information is used to highlight the current state of client experiences with and perceptions of Project BRAVO.

“I appreciate that they help me and pay for my CDL. When I was able to complete one of my goals! At that time, I didn’t have no money to pay for school, so they helped because I didn’t have funds to pay for school, so they helped me and made one of my goals accomplished. I got my CDL with a hazmat!”

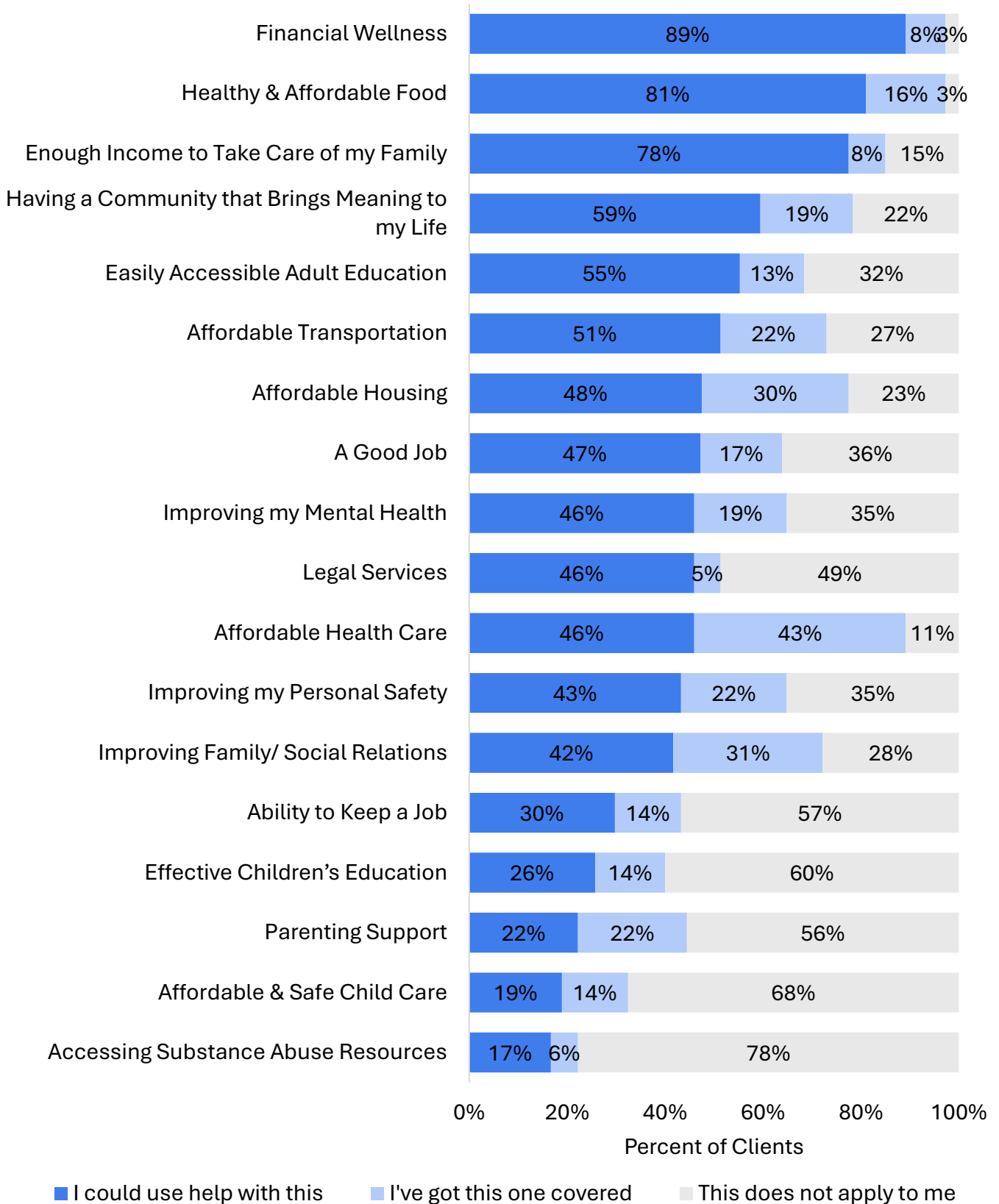
– Interviewed Client

“I appreciate the classes that we took. They are informative for new home buyers. We had no clue of where to begin in the homebuying process and they guided us through. It’s very stressful, so to have someone guide you and lead you in the right direction is very helpful.”

– Interviewed Client

Clients' Unmet Needs

"What other types of services not provided by Project BRAVO do you need in your life to help you achieve your goals?" (n = 42)



Clients' Recommendations to Help Meet Needs

Nine interviewed clients were asked, “What supports or programs would you like to see offered in El Paso County to help you or other families achieve those goals?” Clients replied with the following wants:

- Announce programs more on social media and commercials so people know the program is there; it is hard to know what programs exist to help them.
- Assist with helping clients access health specialists (e.g., endocrinologists) and support people with disabilities.
- Create a program that helps older adults with banking, what paperwork they need to take, with transportation, or to guide them through the process.
- Increase the number of programs that help people obtain jobs.
- Increase the number of programs that help with home maintenance/repairs, such as painting houses and changing windows.
- More programs focused on mental health.
- Support those with a history of bad credit to help them get access to affordable or non-predatory loans.
- Supports to help people with health problems.

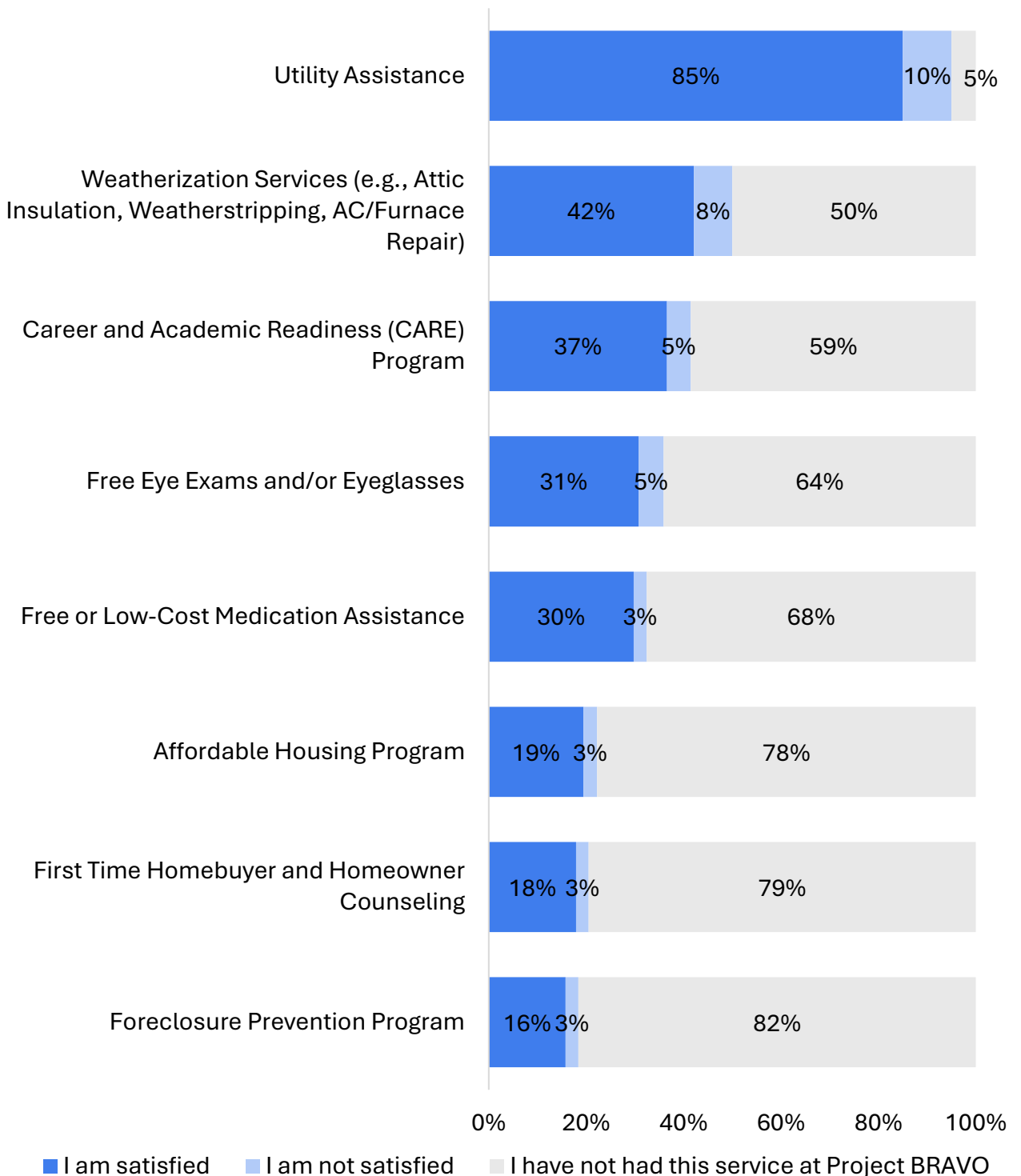
Clients' Barriers to Accessing Project BRAVO's Services

While most interviewed clients were happy with Project BRAVO's services, nine identified the following areas as making it somewhat challenging to access Project BRAVO's services:

- Completing forms via a computer was difficult for someone without access to a computer, making the process even more difficult.
- Completing applications is too much of a hassle (requires a lot of paperwork and steps).
- Dislikes waiting for a call back from Project BRAVO after leaving a message.
- It is hard to gain access to a consultation with a specialist.
- Having to make phone calls or apply to programs as a single, blind person is difficult (one cannot see the phone or screen).
- It is unclear why someone does not qualify for Project BRAVO's program, especially when they need those services.
- The process of receiving funds takes too long (approximately three months)
- The small amount of funds distributed to the client was insufficient and felt offensive.

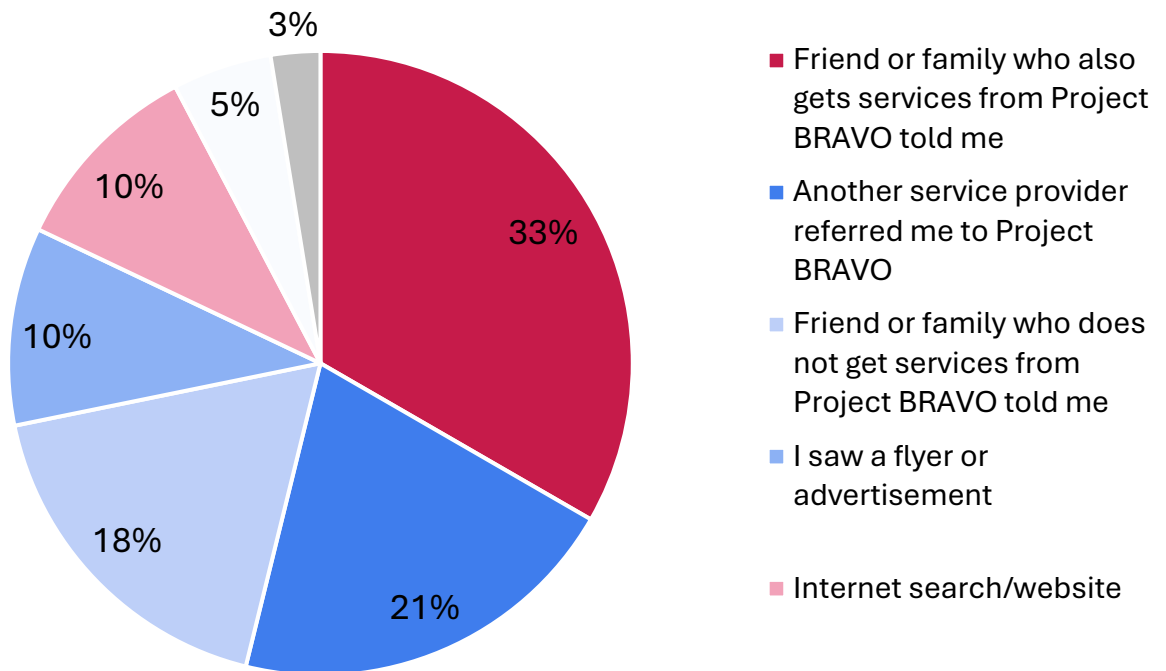
Client Satisfaction with Project BRAVO Services

"Please mark whether you are satisfied or not satisfied with the services you've used from Project BRAVO in the past five years?" (n = 42)



Client Referral Sources

“How did you first find out about the services offered by Project BRAVO?” (n = 39)



“[Staff member] was very, very helpful and very into helping me. She went out of her way to help me. The program is excellent, and I talk to other struggling people and recommend to other people to go to Project BRAVO if they need help. Some don’t know it’s there, or they are too shy or don’t want to ask for help.”

– Interviewed Client

Clients' Individual and Family Goals

“What goals do you have for yourself and/or for your family? List up to three.” (Survey Respondents = 119)

Goal	Count
To have good health/be healthy	20
To have a better quality of life for me and/or my family; to be happy or have peace	12
To work, secure employment, or get a better job (for pay or personal satisfaction)	12
To be financially secure or stable (e.g., to be able to provide for my family or have savings)	11
To complete home repairs/maintenance	8
To gain an education for me or my family (e.g., complete school; earn a degree; learn and study; access school)	8
To pay my bills or reduce the cost of bills (e.g., electric, gas, mortgage)	8
To be a better person, friend, or family member	7
To help or support my community or other people	6
To move or have a safer, better home	6
Reduce or eliminate my debts (e.g., student loans; solar panel repayment)	5
To have access to needed resources and services (e.g., healthcare, post-surgery rehab)	5
To buy a car	4
To keep my family together or to live with my whole family	4
To buy a home	3
To have healthy habits like exercising or eating well	3
To be independent	2
To own a business	2
To take care of my sick spouse	1

In addition to the above, interviewed clients added:

- To help others who are struggling with homelessness or to bring inspiration to the community
- To start a family
- To not suffer from the cold or hot weather

Clients' Visions for an Ideal Community

“What would an ideal community look like to you?” (Survey Respondents = 41)

Theme	Count
Friendly people who help or look out for each other/neighborly	13
People in need receive help, like basic services, financial assistance, home repair for low-income families, or transportation for people with disabilities	9
Safe, with less or no violence	7
Respectful	6
People work together or are goal-oriented	5
Peaceful	4
Clean	3
Everyone is equal or has what they need	3
Increased security, such as a greater police presence	3
One that has family events	2
Better apartments	1
Correct and valuable information is given to the public in a clear manner	1
More funding for libraries	1
More jobs	1
No drugs	1

An interviewed client added that her ideal community is one where El Paso community members have hope of buying a house in their future.

“I hope that our community can have hope. There is a lot of second language and buying a home is out of the cards, and for people in the early 30’s and early 20’s it’s so far out of reach that we don’t even attempt to reach that goal of buying a home. I would hope that our community is inspired to buy homes and make it something they can reach for in the future and that it’s not so far away. It is obtainable.”

– Interviewed Client

Key Takeaways



The **greatest unmet needs** of clients are financial support, healthy, accessible food, and a community that provides meaning to life.



Clients are **satisfied** with services.

Clients engage **most** with utility assistance, weatherization, and CARE programs.

Clients engage **least** with new homebuyers, foreclosure prevention, and affordable housing programs.



Word-of-mouth referrals - Clients are most often referred by friends, family, and service providers.



Clients' goals are to have good health or to remain healthy and to have a better quality of life for themselves and their families.