

“Mapping” Nonprofit Infrastructure Organizations in Texas

The Bush School of Government and Public Service Capstone Seminar

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Executive Summary

The stability of the nonprofit sector and its ability to meet our nation's needs in an era of unprecedented challenges requires a solid nonprofit infrastructure (Brown, et al., 2008). These organizations that comprise this infrastructure system work behind the scenes to provide nonprofit organizations with capacity-building support. However, little is known about the actual infrastructure system, especially at the state and local levels.

In order to better understand this system, student researchers from the Bush School of Government and Public Service at Texas A&M University were asked to replicate Dr. David O. Renz's 2008 study, "The U.S. Nonprofit Infrastructure Mapped." The Bush School study focused specifically on the nonprofit infrastructure structure in Texas by categorizing and mapping selected nonprofit organizations using the 11 roles and functions identified by Renz (2008).

This report provides a literature review of nonprofit capacity building and organizational infrastructure. In addition, the data collection and classification using Renz's 11 roles and functions are detailed and mapping methodology is described. Finally, the researchers offer findings, questions to consider, and recommendations for further research.

Findings from this study include:

- o **Urban areas had the largest concentration of infrastructure organizations.** Of the 389 nonprofit infrastructure organizations, the largest concentration of organizations was located near Dallas, Houston, Austin, and San Antonio. Several non-metropolitan regions in the state are lacking similar concentrations, even after consideration of the size of the nonprofit sector or general population in the respective regions.
- o **Many organizations performed multiple roles and functions.** In one case, one organization performed 10 functions. Many other organizations that were studied performed more than one of the 11 functions.
- o **A large number of infrastructure organizations provide financial support to nonprofits.** More than half of the organizations analyzed were categorized as Renz's Function Three-Financial Intermediaries because they facilitated the collection and distribution of financial resources to nonprofit organizations. Additionally, 40.4% of the organizations were categorized as Renz's Function Four-Funding Organizations because they provided financial resources to nonprofit operating organizations through the distribution of funds from asset pools that they own, manage, and allocate. Future research needs to be

conducted, however, to determine what proportion of funding is devoted to funding of the other nine Renz categories versus funding to nonprofits providing direct services. It would be useful to consider and respond to categories lacking in such funding, relative to the infrastructure needs of Texas nonprofits generally and also in particular regions of Texas or nonprofit subfields.

- o **Some infrastructure functions were not as apparent.** Researchers found that two of Renz's functions (Function One-Accountability and Regulation and Function Ten-Research) were performed by less than 5% of the organizations that were analyzed.

Recommendations that emerged from this study were:

- o **Regular updates of nonprofit information are important for future research.** Nonprofit managers need to be educated about the importance of updating their organization's publicly available information. If their website or GuideStar reports are not current, researchers, practitioners, and other constituents cannot accurately analyze the organization.
- o **Nonprofits need to clarify their roles using Renz's 11 roles and function.** Organizations with a mission to support the nonprofit sector should clarify their focus based on the definitions of capacity-building and infrastructure developed by Renz (2008). Do the organizations intend to support the entire nonprofit infrastructure in Texas or only support Function Nine-Capacity Development and Technical Assistance?
- o **Strengthen associations of nonprofit infrastructure organizations throughout the Texas.** This action will benefit nonprofit organizations through improved communication among infrastructure organizations, as well as economies of scale and scope.
- o **Facilitate the creation of a network of representatives from each Council of Governments (COG).** This organization can serve as a point of contact for matters about the nonprofit infrastructure of that COG.

Introduction

Nonprofit organizations in the United States have received increased attention about their response to such events as the September 11 terrorist attacks, Hurricanes Katrina and Rita, and the economic recession of 2008. While nonprofit organizations are relied upon to provide important services in stable, healthy economic times, their role becomes increasingly critical to their communities' well-being during a crisis or economic recession.

In this era of "unprecedented challenges," the stability of the nonprofit sector and its ability to meet our nation's needs requires a solid nonprofit infrastructure (Brown, et al., 2008, p. 22). Infrastructure is defined by Renz (2008) as "the underlying framework or foundation that supports the activities of a system or community" (p. 17). According to *The Nonprofit Quarterly Study on Nonprofit and Philanthropic Infrastructure*, "nonprofits on which millions of Americans depend must in turn depend upon the nonprofit and philanthropic infrastructure" for support (Brown, et al., 2008, p. 9). Thus, these nonprofit organizations that comprise the supportive infrastructure of the nonprofit sector serve an important role behind the scenes of service delivery.

To gain a more complete understanding of the infrastructure of the nonprofit sector in Texas, a team of researchers from The Bush School of Government and Public Service were asked to replicate Renz's 2008 study. Their primary research question is:

As explored nationally in "The U.S. Nonprofit Infrastructure Mapped" (Renz, 2008), what comprises the nonprofit infrastructure in Texas?

The Texas nonprofit sector currently comprises 126,220 organizations, of which 92,835 are 501(c)(3) organizations (GuideStar, 2010). In 2004, there were 384,545 nonprofit employees in Texas; their salaries exceeded the payroll for Texas' entire state government (Salamon & Geller, 2007).

The researchers developed a methodology to apply the Renz categories in examination of the Texas nonprofit infrastructure and collected and analyzed data on that aspect of the sector. These data and findings from this initial study will be used in several follow-up studies to assess the strengths and weaknesses of the infrastructure of the Texas nonprofit sector. The methodology and data also will be used as a tool to allow future researchers to more closely examine the supportive infrastructure of the nonprofit sector and conduct comparative analyses with other states.

Background

Although the call to “improve nonprofits” has been prominent in recent years, theoretical development and empirical study of nonprofit infrastructure organizations and capacity-building is in a relatively nascent stage, with much of the extant literature focusing on capacity-building (Backer, 2001; Bies & Millesen, 2006; Bies & Sinatra, 2006; Boris, 2001; Connolly & York, 2003; De Vita & Fleming, 2001; Light, 2004; Linnell, 2003; Millesen & Bies, 2004; Millesen & Bies, 2005; Millesen, Carman & Bies, 2010; Sussman, 2003; Wing, 2004). Research by Renz (2008) into the national network of nonprofit support infrastructure organizations moves the literature forward in two primary ways. First of all, this research provides a systemic conception of and focus on nonprofit support infrastructure. Secondly, Renz extends the conception of nonprofit support infrastructure beyond the more prevalent and narrower focus on capacity building by incorporating capacity building as one of the 11 roles and functions that define infrastructure support. Although Renz makes this distinction, the larger discussion of and academic and practice literatures on capacity building is not always clear. The net result is some confusion in the nonprofit practice and academic lexicons, with sometimes vague, imprecise, overlapping, or competing conceptions of terms relating to nonprofit infrastructure and capacity building. The brief review of recent literature on capacity building that follows summarizes key studies on nonprofit capacity building and illustrates the importance of the more expansive conception offered by Renz.

Sobeck and Agius (2007) stated, “Capacity building has become an important tool to support nonprofit organizations by giving them training, technical assistance, and other resources to achieve their mission” (p. 237). Malveaux (2007) and Wing (2004) reinforce the importance of capacity building and point to the challenges that funders face in identifying organizations with appropriate and effective levels of organizational capacity. Relatedly, Connolly and Lukas (2002) and Blumenthal (2003) have produced volumes devoted to providing funders with guidance on how best to approach nonprofit capacity. The National Council of Nonprofits (2010) defines capacity building in general terms: “Simply put, nonprofit capacity building refers to activities that improve and enhance a nonprofit’s ability to achieve its mission and sustain itself over time” (para 1). In much of the literature on capacity building, conceptions and definitions have been focused at the organizational level, either situating nonprofit organizations within the context of capacity-building resources or as an exchange between capacity-building providers and nonprofit organizations (Millesen & Bies, 2004). Connolly and York (2003) also conceptualized capacity building at the organizational level but suggested further

refinements around four central types of capacity, including: adaptive, leadership, management, and technical capacity.¹

The research reported here also uses the organization level as the unit of analysis with capacity building being defined by Renz (2008) as organizations that “build the capacity of individual nonprofit organizations through management assistance and support, organization development, and other consulting and support services” (p. 13). However, by defining the 11 roles and functions of the nonprofit infrastructure and including capacity building as only one dimension of a larger system of the nonprofit infrastructure, Renz puts forth a conception that offers a system-level view of the national nonprofit support infrastructure. While the present research analyzes the nonprofit infrastructure at the state level and is the first of its kind using Renz’s functions as analytic dimensions, it is not the first research investigating the needs of the nonprofit sector at the state level. For example, an Arizona initiative with goals similar to those of this study (e.g., need for association, coordination, linkages, and new strategies and structures to accommodate the nonprofit community) was produced in 2003 (Arizona Nonprofit Capacity Building Initiative Executive Committee, 2003, p. 3). In this study, the term capacity building is used, but the term encompasses much of what Renz has defined in his infrastructure functions. Similar studies have also been conducted in other states, including Pennsylvania (Millesen & Bies, 2004), Minnesota and Texas (Bies & Sinatra, 2006; Bies, Rehnborg, & Students, 2006), in which the term capacity building is used. The goals of these two studies were to assess the adequacy of capacity-building resources and to make recommendations for improving the system of nonprofit support.

Recent research also has emerged that focuses on the capacity of a community to support collaboration among nonprofits and the nonprofit sector in result. Paarlberg and Varda (2009) examine the available resources of a community for nonprofits (e.g., funding, services, in-kind goods, etc.) and if these resources have an effect on the “carrying capacity” of a community (p. 597). They propose that the relationships and exchanges among these organizations are more important to the effectiveness within their community than the available resources. This research ties in well with research conducted in this study. A snapshot of organizations within the nonprofit infrastructure can emerge by conceiving infrastructure support as a collected system of resources and examining how nonprofit organizations exchange resources and information. This

¹ These capacities are defined in the following ways: adaptive capacity refers to the ability of a nonprofit to monitor and respond to external and internal challenges; leadership capacity refers to the board’s and the executive’s leadership and vision; technical capacity relates to the ability of an organization to conduct its operations and programs; and management capacity focuses on the use of organizational resources as well as paid and volunteer personnel (Connolly & York, 2003).

picture, when combined with future research on how the nonprofit support infrastructure organizations function, will aid in understanding needs or gaps within that network that should be addressed, as well as potential needs that are relational (instead of resource-based).

While a distinction has been made by Renz (2008) between capacity building and the larger idea of infrastructure support, it is not accurate to say that he is the only researcher to focus on these defined functions. Capacity-building and infrastructure support have been used interchangeably by many scholars and practitioners, and research has focused on the functions defined by Renz. For example, Da Vita, Fleming, and Twombly (2001) put forth recommendations and a framework for addressing the problem of nonprofit capacity. Young, Bania, and Bailey (1996) examined the self-regulation role of national or federated organizations in relation to nonprofit capacity and improvement. What Renz contributes to the research is a clear way of defining these functions and distinguishing among the 11 functions. He also provides a framework for researchers to move forward in the study of nonprofit infrastructure organizations.

After refining the classification system of nonprofit infrastructure organizations, Renz used a literature search, semi-structured key informant interviews, document and archival analysis and computer-based social-network mapping to display the national nonprofit infrastructure (Renz, 2008). His series of Venn diagrams illustrate “the overlapping roles and relationships of nonprofit infrastructure organizations” (Renz 2008, p. 18).

Renz’s initial mapping of the U.S. nonprofit infrastructure was focused “on producing information that will inform the next generation of development of the sector’s infrastructure” (Renz, 2008, p. 18). Renz called for future research on infrastructure at the state and local levels. He stated, “Some states...have strong infrastructure organizations that extend their services to support local and grassroots nonprofits, others have less statewide infrastructure but strong local organizations that support the nonprofits of their individual communities, and still others have little infrastructure at all” (Renz, 2008, p. 18). More research would need to be done to understand the nonprofit infrastructure on a state level.

The research presented in this report uses the methodology created by Renz (2008) and provides a snapshot of the nonprofit infrastructure in Texas. This research also will expand on Renz’s method by developing and deploying a precise data collection method and approach to content analysis and categorical coding that can be used in future replication studies and for comparative analyses between states.

Terminology used in this report is defined below, followed by a description of Renz’s taxonomy of 11 roles and functions performed by infrastructure organizations.

Terminology

Researchers made every attempt to increase clarity of this report through the use of deliberate language. The following is a brief overview of important terms and the way in which they were used within the context of this report.

Nonprofit organization: This term refers to 501(c)(3) public charities, specifically within Texas.

Infrastructure organization: This term refers to a 501(c)(3) public charity performing one or more of Renz’s 11 roles and functions.

Nonprofit and philanthropic infrastructure: This phrase refers to the collection of all 501(c)(3) public charities performing Renz’s 11 roles and functions. This phrase is also referred to as “nonprofit infrastructure.”

Capacity building: This term refers to an organization performing Renz’s Function Nine: Capacity Development and Technical Assistance.

Renz’s 11 roles and functions: This phrase refers to Renz’s taxonomy of nonprofit organizations that provides support to the nonprofit sector. Each of the 11 roles and functions are summarized below (Renz, 2008):

- 1. Accountability and Self-Regulation** — promote accountability, transparency, and performance among nonprofits.
- 2. Advocacy, Policy, and Governmental Relations** — represent sector in regulatory and policy venues; monitor and participate in promulgation and implementation of policy.
- 3. Financial Intermediaries** — facilitate the collection and redistribution of resources to nonprofit operating organizations.
- 4. Funding Organizations** — provide financial resources to nonprofit operating organizations through the distribution of funds from asset pools that they own, manage, and allocate.
- 5. Donor and Resource Advisers** — provide information and advice to assist funding organizations and donors as they implement their roles as funding and financing sources.
- 6. Networks and Associations** — link organizations and facilitate advancement of interest-based or mission-relevant activities.
- 7. Workforce Development and Deployment** — recruit, prepare, educate, develop, and deploy employees and volunteers.
- 8. Education and Leadership Development** — prepare staff for leadership roles in the sector.

9. Capacity Development and Technical Assistance — build capacity of individual nonprofit organizations through management assistance and support, organization development, and other services.

10. Research and Knowledge Management — engage in research and analysis to inform those in the nonprofit sector.

11. Communication and Information Dissemination — facilitate communication and dissemination of information; provide opportunities and tools to develop and share information.

The full definition of the 11 roles and functions (Renz, 2008) as well as examples of organizations are provided below. The examples were selected from the dataset of Texas nonprofit infrastructure organizations created by the researchers. The use of these organizations as examples does not imply the organization is active or effective in performing the roles or functions listed; the examples were chosen by the researchers simply for illustrative purposes. It is important to note that one organization can perform several infrastructure support roles and thus be categorized within several Renz categories.

Function One - Accountability and Self-Regulation: Organizations serving this function promote accountability, transparency, and performance levels among nonprofits, often through the development of standards, codes of conduct, and benchmarking systems that can be applied by individual nonprofits and the sector at large. These roles - from watchdog functions to engagement and enforcement functions - are implemented with varying degrees of rigor. The Texas Association of Museums in Austin, TX is an example of an organization that is categorized within this function. The organization states on its website that it accomplishes its mission by “encouraging adherence to professional standards and practices” (Texas Association of Museums, 2003).

Function Two - Advocacy, Policy, and Governmental Relations: Organizations serving this function represent and provide a voice for a significant segment of the sector in regulatory and policy venues by engaging with and advocating for external constituencies on its behalf. They monitor and participate in the promulgation and implementation of government policy, including the exercise of regulatory powers over the sector and its organizations by all levels of government. An example of an organization categorized within this function is Cornerstones for Kids in Houston, TX. According to its website, Cornerstone for Kids works “in partnership with key national and state organizations in the fields of child welfare, juvenile justice, child care, youth development and employment service” to identify “the challenges facing this workforce, highlighting best practices, and working towards policy solutions” (Cornerstones for Kids, 2010). This organization provides policy advocacy services on behalf of all types of organizations, including nonprofits, within their identified service areas.

Function Three - Financial Intermediaries: These organizations facilitate the collection and redistribution of financial resources to nonprofit operating organizations. Some organizations do so through combined fund drives to gather financial resources that are then allocated or distributed through grants; others do so through the arrangement of loans or other financing structures. An example of a Financial Intermediaries organization is the Denton Festival Foundation in Denton, TX. The organization's website states, "We provide a vehicle for local non-profit organizations to participate and we distribute proceeds from the Denton Festival Foundation booths to continuing arts facilities, service organizations who help produce the festival and for preservation projects in Civic Center Park" (Denton Festival Foundation, n.d.).

Function Four - Funding Organizations: These organizations provide financial resources to nonprofit operating organizations through the distribution of funds from asset pools that they own, manage, and allocate. Some organizations do so through gifts and grants; others assist nonprofit organizations through the arrangement of loans or other financing opportunities. Most organizations of this type are private foundations and individual donors, but this role also includes nonprofits and some for-profits. An example is the Boerne Area Community Foundation in Boerne, TX. The organization's website states, "The Community Foundation provides sound financial management of assets and awards grants to local non-profit organizations" (Boerne Area Community Foundation, 2006).

Function Five - Donor and Resource Advisers: Organizations in this function are distinctive intermediaries in that they provide information and advice to assist funding organizations and donors. Funding Information Center of Fort Worth, TX is an example of an organization performing the role of a Donor and Resource Adviser. This organization provides "nonprofits and donors with information, education, and other assistance. Our resources cover the spectrum of funding information, nonprofit management best practices, and regulation and compliance" (Funding Information Center, 2010).

Function Six - Networks and Associations: These organizations are vehicles for linking various organizations to address collective interests and, in some cases, to facilitate collective advancement of interest-based or mission-relevant activities. Many of these organizations are membership associations, but this function also includes organizations ranging from informal special-purpose collaborations to more intensive forms, such as formal alliances and networks. An example of an organization performing the Networks and Associations role is the Mental Health Connection of Tarrant County in Fort Worth, TX. This organization works "to create and implement a system of care in which all

providers are ‘connected’ so services are not duplicated” (Mental Health Connection of Tarrant County, 2006).

Function Seven - Workforce Development and Deployment: These organizations recruit, prepare, educate, develop, and deploy employees and volunteers in the nonprofit sector. Some organizations work with midcareer individuals, while other organizations focus on pre-career or early-career training and development. The Junior League of Bryan-College Station is an example of the Workforce Development and Deployment role. This organization works to “strengthen the well-being and future of Bryan-College Station's children and youth through the dedicated service of trained volunteers” (The Junior League of Bryan-College Station, 2010).

Function Eight - Education and Leadership Development: These organizations focus on preparing nonprofit staff for leadership roles in the nonprofit sector. This work may take the form of formal education and training, but also can include informal activities to help nonprofit leaders serve more effectively in executive, board, and volunteer roles. One example of an organization serving the Education and Leadership Development function is Leadership Tyler, Inc. in Tyler, TX. This organization’s website stated, “The Mission of Leadership Tyler is to equip leaders to enrich our community” and “...alumni serve as policy-level community trustees, as elected and appointed officials, and as leaders in the private, public and non-profit sectors of the Smith County area” (Leadership Tyler, Inc., 2010).

Function Nine - Capacity Development and Technical Assistance: Organizations in this function build the capacity of individual nonprofit organizations through management assistance and support, organization development, and other consulting and support services. Often such technical assistance involves an area of specialization, such as capacity building in the areas of governance and board development, fundraising, financial management and accounting, information systems, marketing and communications, and other specializations. One example is the San Antonio Area Foundation’s Center for Nonprofit Support in San Antonio, TX. This organization works to “improve the effectiveness and efficiency of San Antonio and surrounding area’s nonprofits by providing access to best practices training, educational programming, information and consulting resources to local nonprofits” (San Antonio Area Foundation Center for Nonprofit Support, 2008).

Function Ten - Research and Knowledge Management: These organizations engage in research and analysis to inform the nonprofit sector. This work includes the production, organization, and distribution of various types and forms of information about the sector and its components. An example is the Texas Center for Educational Research in Austin,

TX. Through its work as a research and knowledge management organization, the Texas Center for Educational Research “provides original, nonpartisan research and evaluation to policymakers, state agencies, nonprofit education organizations, and school districts” (The Texas Center for Educational Research, 2010).

Function Eleven - Communication and Information Dissemination: These organizations facilitate communication and the dissemination of information among the organizations in the nonprofit sector. They provide opportunities and support tools that help individuals and organizations develop and share information, intelligence, and knowledge. An example is the Texas Association of Nonprofit Organizations in Austin, TX. This organization serves as “an information resource for and about nonprofits” (Texas Association Nonprofit Organizations. n.d.).

Data Collection & Methodology

As the first step in this next generation of research, a team of graduate student researchers at The Bush School of Government and Public Service was charged with mapping the Texas nonprofit infrastructure and answering the primary research question: *As explored nationally in “The U.S. Nonprofit Infrastructure Mapped” (Renz, 2008), what comprises the nonprofit infrastructure in Texas?*

The researchers’ work that is described in this report provides an initial descriptive answer to this research question through the identification and classification of nonprofit infrastructure organizations within Texas. This study also formulated a solid methodology that could be used for further research on nonprofit infrastructure at a state level. Additionally, this report expands Renz’s study through an analysis of nonprofit infrastructure organizations at a regional level.

The regional level data was analyzed by Council of Government (COG) boundaries. COGs are voluntary associations of local governments formed under Texas law; 24 COGs exist within the state. For example, one COG, the Brazos Valley Council of Governments, has a mission to “benefit the citizens of the Brazos Valley Region by serving as the vehicle for their local governments to cooperatively identify needs, develop responses, implement solutions, eliminate duplication and promote the efficient and accountable use of public resources, and to improve the quality of life” (Brazos Valley Council of Governments, 2010).

While COGs in Texas have different missions, services can include:

- o planning and implementing regional homeland security strategies;
- o operating law enforcement training academies;
- o providing cooperative purchasing options for governments;

- o managing region-wide services to the elderly;
- o maintaining and improving regional 9-1-1 systems;
- o promoting regional economic development;
- o operating specialized transit systems; and
- o providing management services for member governments (Brazos Valley Council of Governments, 2010).

As evident from this list of services, COGs are useful for examining nonprofit organizations because they address issues that cross local government boundaries. In fact, “the regions’ boundaries were based upon a number of characteristics including geographic features, economic market areas, labor markets, commuting patterns, and even media coverage areas” that do not necessarily follow local government jurisdictions (Brazos Valley Council of Governments, 2010).

In determining which nonprofit organizations to examine, the researchers first conducted a GuideStar search. GuideStar (2010) is a nonprofit research database founded to promote nonprofit transparency. The GuideStar database stores information on 1.8 million nonprofit organizations in the United States. The database includes financial information from organizations’ IRS Forms 990 (the annual financial reports of nonprofit organizations submitted to the Internal Revenue Service). Organizations are also permitted to submit additional information about programs, mission, accomplishments, etc.; this information is self-reported, with organizations varying in the extent to which and how much information they elect to provide.

The researchers searched GuideStar for 501(c)(3) nonprofit organizations in Texas based on National Taxonomy of Exempt Entities (NTEE) codes. NTEE codes are the “industry-wide standard for nonprofit organizational classification” (National Center for Charitable Statistics, 2009). The NTEE classification system includes Major Codes and Common Codes. Major Codes comprise the major activity areas, or substantive mission areas. Common Codes are sub-codes to the Major Codes, and, “may be used in conjunction with any activity area (arts, health care, human services, etc.)” (National Center for Charitable Statistics, 2009).

The researchers determined the following NTEE Common Codes as relevant to Renz’s definition of infrastructure organizations:

NTEE letters A-Z in:

- o Category 01 (Alliances and Advocacy)
- o Category 02 (Management and Technical Assistance)

- Category 03 (Professional Societies and Associations)
- Category 05 (Research Institutes and Public Policy Analysis)
- Category 12 (Fund Raising and Fund Distribution)

The researchers also determined the following Major Codes as relevant to Renz's definition of infrastructure organizations:

NTEE Codes:

- W70 (Leadership and Development)
- T99 (Philanthropy, Voluntarism, and Grantmaking Foundations NEC)

The researchers searched GuideStar for organizations with the keywords from each Renz category (e.g., "Capacity Building" and "Capacity-Building,") cross-listed with "Texas" as search terms, and downloaded information on those organizations.

The researchers also searched GuideStar for 501(c)(3) members of the Texas Nonprofit Management Assistance Network; a known network of support organizations within the State of Texas. According to the website, The Network's mission is, "To develop a coordinated network of centers and organizations, strategically located throughout Texas, that delivers quality management support services and resources to the nonprofit sector" (Texas Nonprofit Management Assistance Network, n.d.). A list of members and services provided can be found online at: www.txnetwork.org.

The researchers downloaded information about all 501(c)(3) nonprofit organizations in Texas according to the above categories, codes, search criteria and known network members. The information was placed into Microsoft Excel, thus creating the initial dataset of potential infrastructure organizations in Texas.

Information initially downloaded from the GuideStar database included:

- organization name
- Employer Identification Number (EIN)
- year
- address
- IRS subsection
- NTEE code
- total revenue
- program expenses
- administrative expenses

- funding expenses (fundraising)
- total expenses
- total assets
- total liabilities

After compiling the initial list of potential infrastructure organizations, the researchers filtered out duplicates. These duplicates existed because some organizations fell into more than one NTEE category or were found in the initial search of GuideStar as well as the Texas Nonprofit Management Assistance Network list.

The researchers excluded organizations that did not have financial data (i.e., the organizations had “n/a” for GuideStar data categories of total revenue, program expenses, administrative expenses, funding expenses, total expenses, total assets, or total liabilities). Thus, inactive organizations or those who are out of compliance with the requirement to file an IRS Form 990 were removed from the data set.

Researchers also excluded organizations if they had total revenue, total assets, or total expenses less than \$100,000. Traditional research standards call for organizations to complete a full-length form 990 if total organizational assets are \$250,000, or greater. Researchers often will exclude organizations falling below this threshold when making data decisions. Until recently, criterion was the cutoff requirement for an organization to fill out a full IRS Form 990. However, the researchers wanted to be more inclusive and set the \$100,000 minimum. Researchers determined through statistical analysis that few organizations below the \$100,000 cutoff appeared to be active. This step also helped eliminate very small organizations that were not likely to be supporting the nonprofit sector in substantive ways due to lack of capital.

In the next decision step, researchers excluded organizations that reported no or zero total expenditures. This decision was based on the assumption that organizations reporting no or zero total expenditures are inactive. Also, researchers concluded that organizations reporting no or zero expenditures are not functioning in a manner that could support the nonprofit sector because providing support and services requires some expense.

Researchers also excluded any organization whose most recent IRS Form 990 was older than 2006. Researchers concluded that organizations not reporting IRS Form 990s within

the last three years may be inactive organizations or they are not meeting legal reporting requirements.²

After narrowing the dataset through these criteria, the research team reviewed the remaining 1,587 organizations and searched for information that is publically available online and through GuideStar. Researchers added additional information about the organizations to the dataset, including mission statement, year founded, website, program information, goals, scope (statewide, nationwide, or other), and results.

To determine which organizations comprised the Texas nonprofit infrastructure, the researchers examined each organization in the final sample. Since the analysis was subjective, organizations were examined by at least two researchers to standardize categorization and reduce the potential for inter-rater reliability errors. Researchers examined each organization and, using the information obtained from GuideStar and each organization's website, classified the 1,587 organizations. Researchers coded each organization using the following system:

- o 1 – Yes, the organization was serving at least one nonprofit infrastructure function;
- o 2 – No, the organization was not serving any infrastructure function;
- o 3 – Maybe, since researchers were not able to conclusively determine whether the organization served a nonprofit infrastructure function from the available information; and
- o 4 - Not enough information.

Organizations that did not have information on GuideStar as well as those that only had a phone number listed were coded 4 and removed from consideration since there was not enough information. Researchers also coded organizations without a mission statement as 4 since there was not enough information.

Researchers coded organizations that only supported one other organization as 2. The researchers excluded these organizations from consideration because they were looking for organizations that support the nonprofit sector more broadly, as opposed to a single

² This decision also excludes private foundations required to file the IRS Form 990-PF, which is not typically included in the GuideStar database. In the report's recommendations section, researchers suggest using Foundation Center data in subsequent research to capture important information about funding organizations. The result is that Renz's Function 3-Financial Intermediaries and Function 4-Funding Organizations that are analyzed in the present research are limited largely to United Ways, Community Foundations, and other funders operating as public charities.

agency. An example of an organization supporting only one organization is a high school booster club.

After taking all of the above steps, researchers recoded organizations classified as a 3 that did not have a phone number or a website to a classification of 4. Without phone numbers or websites, current and future researchers would not be able to gather more information about the organizations in order to classify them according to Renz's methodology.

Organizations were not called during this study; only publically available information was used. Any remaining organizations coded as 3 were reexamined and categorized as a 1, 2, or 4.

The researchers' decisions resulted in 389 organizations being coded as 1-Yes, 1,026 coded as 2-No, and 172 organizations coded as 4-Not enough information. The subset of organizations coded as 2-No and 4-Not enough information were not examined further as a part of this study.

The mission statements and program information for each of the 389 organizations classified as 1-Yes were examined to determine the infrastructure activities in which the organizations were involved. Following a protocol similar to the Renz study, teams of researchers discerned the classifications of the organizations. Using the established Renz categories, researchers classified each organization based on whether or not it was participating in any of the 11 roles and functions. Researchers classified the organization for each role or function as follows:

- o 1 – Yes, the organization was participating.
- o 2 – No, the organization was not participating.
- o 3 - Maybe.

In order to classify a 1-Yes in any of the 11 categories, the researchers searched for written information on GuideStar or the organization's website that an organization's programs or mission statement aligned with the corresponding definition of the role or function. If the researchers were not able to conclusively support a 1-Yes or 2-No classification utilizing information publically available online, the particular role or function was classified as 3-Maybe.

Data Collection Limitations

The researchers made several decisions which they recognize impacted the collection of

the data and outcome of the research. The first was to only include organizations with information publicly available online. This decision meant that if the researchers could not find enough information to make a conclusive decision, the organization was classified as 4 and was not examined further. Furthermore, some of the included organizations may perform roles for which they were not credited.

The second decision was to rely primarily on the GuideStar database for the majority of information. Since the database depends on an organization's self-reported information, it is possible that an organization may not have reported all of its activities, causing it to be inadvertently excluded from categorization. Thus, this decision may have impacted the outcome of the research.

The decision to only include organizations reporting total revenue, total assets, or total expenses greater than \$100,000 means that it is possible that researchers excluded some nonprofit organizations supporting the Texas nonprofit infrastructure.

A fourth decision was to only include organizations that had filed IRS Form 990s from 2006-present, and those organizations that reported more than \$0 in total expenditures. The purpose of these criteria was to limit the number of inactive organizations in the dataset, but again, this decision may have eliminated some nonprofit infrastructure organizations.

It is important to note that the research findings are descriptive in nature. The findings do not indicate strength of the sector or of a particular role or function. The presence of a particular role or function also does not necessarily indicate the quality or geographic coverage of the role or function. In addition, the absence of a particular role or function in a geographical area does not necessarily mean the role or function is not covered in the given geographical area. For instance, it is quite possible that neighboring areas share services. The data does not provide information or analysis about this factor.

Findings from Nonprofit Data

The researchers identified 389 nonprofit infrastructure organizations in Texas. The average revenues were \$2,737,929 with a median of \$294,128 and a range from \$182,037 to \$113,493,457. The average organizational expenses were \$1,959,640 with a median of \$295,904 and a range from \$1,515 to \$89,837,015. An average of 82.6% of total expenses was dedicated to program-related expenses, while 13.6% covered administration expenses, and 9.9% went to fundraising expenses. The average organizational age at the

time of the study was 26.82 years, with a median age of 20 years. The youngest organization was two years old; the oldest was 112 years old. Each infrastructure organization performs an average of 1.78 of the 11 Renz functions. The largest number of roles and functions performed by any one organization is 10. For a full listing of the descriptive statistics, see Appendix C.

Table 1 illustrates the number and percentage of nonprofit infrastructure organizations that perform Renz's 11 functions. The number of organizations is larger than the sample size of 389 and the percentages are more than 100% because organizations were classified according to the roles and functions they perform; a majority of organizations perform more than one of the roles and functions.

As Table 1 illustrates, Renz's Function Three-Financial Intermediaries comprises the largest percentage of infrastructure organizations in Texas at 52.2% (203 organizations). Renz's Function Four-Funding Organizations comprises the second largest percentage at 40.4% (157 organizations). The third largest percentage is Renz's Function Nine-Capacity Development and Technical Assistance Organizations, with 19.8% (77 infrastructure organizations) performing this function in Texas.

The researchers also reviewed the National Taxonomy of Exempt Entities (NTEE) codes within the dataset. The analysis brought to light that one of the predominant NTEE codes in the data was Category T-Philanthropy, Voluntarism and Grantmaking Foundations. In the researchers' analysis of the primary Renz functions, 66.07% (257 organizations) were NTEE Category T organizations. The second predominant NTEE code in the data was Category S-Community Improvement and Capacity Building. When looking at an organization's primary Renz function, 14.65% (57 organizations) were NTEE Category S. The third predominant NTEE code in the data was Category P-Human Services. When looking at an organization's primary Renz function, 5.40% (21 organizations) were NTEE Category P organizations. A full table of NTEE codes appearing in the dataset, as well as the frequency with which they appear, is located in Appendix C.

Table 1. Nonprofit Infrastructure Organizations Performing Renz's 11 Functions

Function		Number of Organizations Performing Function	Percent of Organizations Performing Function
1	Accountability and Self-Regulation	8	2.1%
2	Advocacy, Policy, and Governmental Relations	20	5.1%
3	Financial Intermediaries	203	52.2%
4	Funding Organizations	157	40.4%
5	Donor and Resource Advisers	36	9.3%
6	Networks and Associations	57	14.6%
7	Workforce Development and Deployment	52	13.4%
8	Education and Leadership Development	35	9.0%
9	Capacity Development and Technical Assistance	77	19.8%
10	Research and Knowledge Management	15	3.9%
11	Communication and Information Dissemination	33	8.5%

As the preceding table illustrates, Financial Intermediaries, Renz's Function Three, comprise the largest percentage of infrastructure organizations in Texas at 52.2%, or 203 organizations. Funding Organizations, Renz's function four, comprise the second largest percentage at 40.4%, or 157 organizations. The third largest percentage is Capacity Development and Technical Assistance Organizations, Renz's function nine, with 19.8%, or 77 infrastructure organizations within Texas performing this function.

The researchers also reviewed the National Taxonomy of Exempt Entity (NTEE) codes within the dataset. The analysis brought to light that one of the predominant NTEE codes in the data was category T — Philanthropy, Voluntarism and Grantmaking Foundations. In the researchers' analysis of the primary Renz function, 66.07%, or 257 organizations, were NTEE category T organizations. The second predominant NTEE code in the data was category S — Community Improvement and Capacity Building. When looking at an organization's primary Renz function, 14.65%, or 57 organizations, were NTEE category S. The third predominant NTEE code in the data was category P — Human Services. When looking at an organization's primary Renz function, 5.40%, or 21 organizations, were NTEE category P organizations. A full table of NTEE codes appearing in the dataset, as well as the frequency with which they appear, is located in Appendix C.

Mapping Methodology

To illustrate the functions that each of the nonprofit and funding organizations perform within their service areas, the researchers created Venn diagrams, or maps, modeled after the Renz maps (Renz 2008). The researchers organized nonprofit organizations into a Texas scope map (i.e., those infrastructure organizations that served the entire statewide), three Texas maps (illustrating the largest, midrange, and smallest nonprofit organizations by annual total expenditures), a map of the members of the Texas Nonprofit Management Assistance Network, and 24 individual Council of Governments (COG) maps. These maps provide a dissected visualization of the roles that nonprofit organizations perform in their respective areas.

The researchers created the various maps by separating the organizations into their respective functional categories illustrated with Venn diagrams on paper and then digitizing the hand-drawn maps using Adobe Illustrator. Through this mapping, researchers had the ability to edit the placement of the numerous layers needed to represent Renz's 11 different functions on the map. The organizations were placed on the maps based on the functions they performed, as recorded in the dataset.

Due to space constraints and limitations of the Venn diagramming technique, the researchers, in consultation with Renz, determined that it was not feasible to map every function of every organization on all of the maps. Per Renz's guidance, the researchers decided that when a map could not be created in entirety due to space constraints, they would map the three main roles and functions of the organizations according to the organizations' mission and programs within that particular map. If space constraints persisted, the researchers would limit the number of organizations appearing on the map based on annual total expenditures. Details are provided below about the creation of each type of map. The maps are available in Appendix B.

Texas Statewide Scope Map

To create the Texas Statewide Scope map, the researchers sorted the dataset by organizations with a statewide service area or scope. Constraints forced the researchers to narrow the illustration to the organizations' three main roles and functions. Additional constraints forced the researchers to map the largest 15 funding-specific and 15 non-funding specific nonprofit infrastructure organizations according to annual total expenditures.

Three Texas Maps: Smallest, Midrange, and Largest by Annual Total Expenditures

To create the three Texas maps, the researchers sorted the dataset by annual total expenditures. Constraints forced the researchers to narrow the illustration to organizations' three main roles and functions.

The three Texas maps illustrate the largest 15 funding-specific and 15 non-funding specific nonprofit infrastructure organizations, the midrange 15 funding-specific and 15 non-funding specific nonprofit infrastructure organizations, and the smallest 15 funding-specific and 15 non-funding specific nonprofit infrastructure organizations, based on the organizations' annual total expenditures.

Texas Nonprofit Management Assistance Network Map

To create the map of the organizations in the Texas Nonprofit Management Assistance Network, the researchers first narrowed the membership list to nonprofit and educational organizations only. Each of these organizations was classified by Renz's 11 roles and functions. Constraints forced the researchers to narrow the illustration to organizations' three main roles and functions.

Two members of the Texas Nonprofit Management Assistance Network were not included in the researcher's original dataset because the amount of total expenditures in their most recent financial report was below the \$100,000 threshold. For the map of the Texas Nonprofit Management Assistance Network, the researchers classified these two organizations according to Renz's 11 roles and functions, and they appear on the map. In addition, researchers mapped the higher education institutional members of the network.

Council of Government (COG) Maps

To create the Council of Government (COG) maps, each organization was classified into the individual COG boundary based on the zip code in which the organization was located. Researchers created a map for each COG. Less-populated COG boundaries typically had fewer organizations than areas that were highly populated, allowing researchers to easily complete those maps in their entirety to include information about all 11 Renz roles and functions performed by the organizations.

For the highly populated areas of North Central Texas Council of Governments, Capital Area Council of Governments, Houston-Galveston Area Council, and Alamo Area Council of Governments, the researchers determined it would not be possible to map all of the roles and functions for all of the organizations. These constraints forced the researchers to narrow the illustration to organizations' three main roles and functions. Since the roles and functions performed within a COG vary more widely than the state maps, the researchers were forced to map the largest 15 funding-specific and 15 non-funding, or Renz category organizations, according to annual total expenditures.

Each of the maps provides a visual representation of the major functions and roles performed by nonprofit organizations within the State of Texas, the Texas Nonprofit Management Assistance Network, and the 24 Texas COG boundaries.

Mapping Limitations

The researchers created the COG maps based on the zip code of the organizations' headquarters. Therefore, the maps only capture the physical location of the organizations' headquarters, not necessarily the organization's service area. Although many organizations provide infrastructure may actually provide support outside of their region or COG boundary, the maps do not capture this aspect.

The researchers were forced to limit the number of functions mapped due to page size limitations and to increase visual clarity. Although in many cases the maps only illustrate

three of the organizations' main roles and functions, many of the organizations performed additional roles and functions that were not captured in the mapping process. However, tables illustrating each organization and its corresponding Renz roles and functions, organized by COG, are available in Appendix A.

Additional constraints forced the researchers to limit the number of organizations appearing on the map based on annual total expenditures. Therefore, not all of the infrastructure organizations present in a particular region actually appear on the maps. Again, tables of all infrastructure organizations and their corresponding Renz roles and functions organized by COG are available in Appendix A. Also, the researchers provide a full list of the 389 infrastructure organizations within Texas and their corresponding Renz roles and functions in Appendix A.

Findings from Maps

The four statewide maps and the Texas Nonprofit Management Assistance Network map (located in Appendix B) illustrate the overlap of functions in infrastructure support within Texas as well as within the network itself. Overlap does not necessarily have a positive or negative connotation; it simply provides a way to describe the organizations within a particular locale and their role or function in supporting the Texas nonprofit infrastructure. Further stages of research will seek to determine the interactions among infrastructure organizations and the extent to which these organizations are meeting the needs of Texas' nonprofit organizations.

While the statewide scope map illustrates the prevalence of infrastructure organizations serving the entire state, it does not address the quality with which these organizations perform their roles and functions. It should also be noted that the map is not intended to reveal any gaps or overlap in roles and functions performed; the map was designed solely to illustrate roles and functions performed by organizations with a statewide scope.

Based on the statewide scope map, the least prevalent functions are: Function 5-Donors and Resource Advisers, and Function 2-Accountability and Self-Regulation. The most prevalent function is: Function 6-Networks and Associations.

Examination of the 24 COG maps revealed that the largest concentrations of infrastructure organizations in terms of numbers are near Dallas, Houston, Austin, and San Antonio. Further analysis shows that the North Central Texas Council of Governments, encompassing Dallas, contains 121 infrastructure organizations; therefore, 31% of the organizations identified in this study as infrastructure organizations are

located in COG 4. The Houston-Galveston Area Council, surrounding Houston and Galveston, contains 64 infrastructure organizations; therefore, 17% of infrastructure organizations in this study are located in COG 16. The Capitol Area Planning Council, around Austin, contains 51 infrastructure organizations; thus, 13% of infrastructure organizations in this study are located in COG 12. The Alamo Area Council of Governments, encompassing San Antonio, contains 35 infrastructure organizations. Therefore, COG 18 contains 9% of the infrastructure organizations in this study.

While all COGs contain at least one infrastructure organization, several contain fewer than five. Four organizations, or 1%, are located in the following regions: Ark-Tex Council of Governments (COG 5); Brazos Valley Council of Governments (COG 13); Deep East Texas Council of Governments (COG 14); Golden Crescent Regional Planning Commission (COG 17); and Texoma Council of Governments (COG 22). Two organizations (0.5%) are located in the South Texas Development Council (COG 19). One organization, (0.25%), is located in the Middle Rio Grande Development Council (COG 24). A full table indicating the number of organizations in each of the 24 COGs as well as their breakdown by primary function is located in Appendix C.

Recommendations and Future Research

By stimulating discussion and additional research related to nonprofit support infrastructure, this report will contribute to the continuing improvement of data and information related to the Texas nonprofit sector. The following section offers recommendations for practice, remaining questions, and areas for future research that were developed throughout the course of this descriptive research.

Recommendations for Practice

Throughout this research, several important recommendations for improving the practice of nonprofit organizations became clear. The researchers offer these recommendations as a starting point for future discussions about how to improve the Texas nonprofit sector and its infrastructure.

- Educate nonprofit managers about the importance of updating their organization's publicly available information. If their website or GuideStar reports are not current, researchers and practitioners cannot accurately analyze the organization.
- Organizations with a mission to support the nonprofit sector should clarify their focus based on the definitions of capacity-building and infrastructure developed by Renz (2008). Do the organizations intend to support the entire nonprofit

infrastructure in Texas or only support Function Nine-Capacity Development and Technical Assistance?

- Strengthen associations of nonprofit infrastructure organizations throughout the Texas. This action will benefit nonprofit organizations through improved communication among infrastructure organizations, as well as economies of scale and scope.
- Facilitate the creation of a network of representatives from each COG. This organization can serve as a point of contact for matters about the nonprofit infrastructure of that COG.

Questions to Consider

Though the descriptive research provided within this report is the first step in improving understanding of the nonprofit infrastructure in Texas, myriads of questions remain, including:

- What kind of entity is needed to support or unify the infrastructure organizations in Texas?
- Is there empirical data supporting the assumption that nonprofit support infrastructure organizations increase the effectiveness of the nonprofit sector?
- Is overlap on the maps positive or negative? Is there such a thing as too much infrastructure support?
- Are the organizations identified actually performing the functions for which they have been categorized? Additional research should be conducted to confirm the roles and functions of each organization identified in this research. This action would increase the accuracy of the data regarding Texas' nonprofit infrastructure organizations based on what organizations are really doing and for whom.
- Some maps in this study analyzed nonprofit infrastructure organizations according to the geographical location of their headquarters. Can further research and additional mapping be conducted based on the service area or scope of Texas nonprofits?

- Do Texas nonprofits perceive their needs are being met by organizations performing Renz's 11 functions? Can this perception be examined on a per capita basis? Is there variation with regard to perceptions of quality, quantity, and accessibility to the nonprofit support infrastructure and related entities?
- Function One-Accountability and Self-Regulation and Function Two-Advocacy, Policy, and Governmental Relations are not well-represented in Texas. Are nonprofits' needs being met in these functions? Is there a need for additional organizations to perform these functions? Is there a need to strengthen the current nonprofits that perform these functions? Would expanding the scope to include broader IRS organizational classifications, such as 501(c)(4) or 501(c)6 organizations that serve more explicit advocacy or membership purposes, create a different picture of infrastructure support, particularly with regard to Function Two?
- Would applying Renz's methodology to other databases (such as the Foundation Center) instead of GuideStar provide a different picture of infrastructure organizations in Texas, particularly in relationship to funders and funding priorities and gaps visavis the nonprofit support infrastructure?
- Would it be important to consider the role and functions of private consultants and firms that provide support to the nonprofit sector in a broader conceptualization of nonprofit infrastructure? Similarly, would it be important to consider the role and functions that government agencies, particularly those contracting with nonprofit organizations, might play in a broader conceptualization of the nonprofit infrastructure?
- What is the capability of organizations performing multiple functions? Do nonprofits prefer to work with organizations that offer more functions?
- What would the COG maps look like if they illustrated the organizations' scope of service area? How do they compare to the current COG maps which only show physical location?

Future Research

According to *The Nonprofit Quarterly's* Study on Nonprofit and Philanthropic Infrastructure, "The nonprofit infrastructure lacks the reach to serve the vast majority of the sector which is made up of small to mid-size nonprofits, most of which are very local

and very deeply woven in to the fabric of their own communities” (Brown, et al. 2008, p. 9). To validate that statement on a state or regional level, further analysis must be performed.

The research and findings presented in this report are not sufficient to support conclusions about gaps, overlap, strength, or health of the nonprofit infrastructure in Texas as this research was solely descriptive. It would be misleading to suggest that the needs of nonprofits are not being met simply because there are few organizations performing certain roles or functions. Simply knowing where an infrastructure organization is located does not indicate who they serve or how effective they are in their work to ultimately strengthen the nonprofit sector.

The present research does, however, provide the foundation for the necessary future research. Extension of this study will be conducted by the Bush School of Government and Public Service at Texas A&M University. This study as well as future replications will allow for further insight into how the nonprofit infrastructure in Texas compares to other states.

Additional research plans include a statewide randomized and weighted survey of nonprofit organizations³. This survey will add an important dimension to this study as it will capture the nonprofits’ perception of the adequacy of the Texas nonprofit infrastructure in its current shape and condition. The survey will attempt to pinpoint to whom Texas nonprofit organizations turn for leadership and from whom the organizations receive the most support.

In order to determine the effectiveness of the state and regional infrastructure, the researchers will perform a network analysis of the identified infrastructure organizations in Texas. This analysis will look at the organizations and the ties between them. Gaps in the network, direction of interaction, exchange of resources and information, level of trust, and visibility of the network will be some of the variables in the analysis.

To complete the network analysis, researchers will work with PARTNER (www.partnertool.net), which has pre-developed a valid and reliable survey instrument that incorporates key network variables that can be used and sent to selected organizations. The survey can be edited and tailored to meet the needs of the research team conducting the network analysis. Once a list of organizations has been set, PARTNER distributes the survey and responses are analyzed as they are returned.

³ This second phase of the study was carried out jointly by the OneStar Foundation, Texas A & M University, and the Texas Health and Human Services Commission’s Task Force on Strengthening Nonprofit Capacity during summer and fall, 2010.

The network analysis will also be useful in finding areas of service overlap among the group of organizations comprising Texas' nonprofit infrastructure, as well as strengths, challenges, and collaboration needs. Furthermore, the analysis will provide a visual representation of the relationships among the network of nonprofit management assistance programs. In addition, in-depth interviews will be conducted with a select number of infrastructure organizations to better understand the process of their work and their operational challenges and strengths. Potential research questions include:

- What is the nature and extent of relationships among infrastructure organizations?
- How is the nonprofit infrastructure functioning?
- Is there sufficient investment? What does the investment look like?
- Which infrastructure needs are currently being met?
- What gaps should be addressed?

Conclusion

By creating the dataset and maps, the researchers illustrated the composition of the nonprofit infrastructure in Texas. The dataset allowed researchers to take a snapshot of that aspect of the sector while the maps provided an illustration of the infrastructure of the sector from various vantage points.

Utilizing methodology and taxonomy developed by Renz (2008), the researchers were able to identify Texas nonprofit organizations that were performing specific roles and functions comprising the nonprofit infrastructure. As such, these organizations may aid the sector through providing these various forms of support. The researchers identified 389 nonprofit infrastructure organizations in Texas with an average organizational age of 26.82 years and a median age of 20.

The researchers then classified these organizations based on the 11 roles and functions identified by Renz (2008) and examined the organizations in a variety of manners, including by their geographical locations, size, and primary function. The researchers discovered that each infrastructure organization performed an average of 1.78 of the 11 Renz functions. The largest number of roles and functions performed by any one organization is 10.

This study's effort to determine what comprises the Texas nonprofit infrastructure is only the start of a more detailed look into the state's nonprofit sector's infrastructure. Researchers anticipate that their findings will be used to gain a more complete understanding of the Texas nonprofit sector and ultimately lead to sector improvements.

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Appendix A: Infrastructure Organizations in Research Sample, State, and by Council of Government (COG) Region

This section contains tables which provide information about infrastructure organizations in the research sample, the state, and by Council of Government (COG) region.

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Research Sample - 389 Organizations

Statewide Scope Organizations

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COG 1 – Panhandle Regional Planning Commission.....	3636
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COG 4 – North Central Texas Council of Governments	5454
COG 6 – East Texas Council of Governments	5959
COG 7 – West Central Texas Council of Governments	5959
COG 8 - Rio Grande Council of Governments.....	6060
COG 9 - Permian Basin Regional Planning Commission.....	6060
COG 10- Concho Valley Council of Governments	6060
COG 11 - Heart of Texas Council of Governments.....	6060
COG 12 - Capital Area Planning Council.....	6262
COG 13 - Brazos Valley Council of Governments.....	6464
COG 14 - Deep East Texas Council of Governments.....	6464
COG 15 - South East Texas Regional Planning Commission	6565
COG 17 - Golden Crescent Regional Planning Commission	6666
COG 18 - Alamo Area Council of Governments.....	6969
COG 19 - South Texas Development Council.....	7070
COG 20 - Coastal Bend Council of Governments	7070
COG 21 - Lower Rio Grande Valley Development Council	7171
COG 22 - Texoma Council of Governments	7171
COG 23 - Central Texas Council of Governments	7171
COG 24 - Middle Rio Grande Development Council.....	7272

Research Sample- 389 Organizations

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
A Child Of Grace Foundation	4				√							
Abilene Child Centered Educational Support Services Inc.	4				√							
Active Life Inc.	6		√				√		√			√
Acts Retreat Foundation	4				√							
AISD Charitable Fund Inc.	3			√								
Alamo Hills Bingo Association	3			√								
Alexander Goldstein Sr. And Willie Mae Goldstein Family Foundation Inc.	4				√							
Alliance For Higher Education	9									√		
Alpha Foundation -Dissolved March 31, 2007	4				√							
Amarillo Area Foundation Inc.	4				√					√		
American Airlines-American Eagle Family Fund Inc.	4				√							
American Association Of Community Theatre	6		√				√			√		
American Camping Association	6	√	√				√			√		√
American Giving Charitable Fund Inc.	3			√								
American Leadership Forum	6						√		√			
American Leadership Forum	6						√		√			
Angelina County Community Fund Inc.	3			√								
Another Way Texas Shares	3			√			√					
Arts Of Collin County Foundation, Inc.	4			√	√		√	√				
Association Of Texas Colleges And Universities	6						√					
Aubrey Smith Family Foundation Inc.	4				√							
Augusta Pines Charity	3			√								
Austin Circle Of Theatres, Inc.	9		√				√			√		√
Austin Community Foundation For The Capital Area	4			√	√	√				√		
Austin Free-Net	9									√		
Austin Junior Forum Inc.	3			√	√							
B Joseph And Madelyn H Chafin Foundation	4				√							
Bandera Community Foundation, Inc.	3			√		√			√	√		

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Baptist Church Loan Corporation	4				√							
Barbara Bush Texas Fund For Family Literacy	4				√							
Beam Foundation	7			√				√				
Bell County Fire Chiefs Association Inc.	3			√								
Bellville Lions-Concordia Inc.	4				√							
Betenbough Charitable Foundation Inc.	4				√							
Bexar County Arts And Cultural Fund	3			√								
BHTI Employees Humanity Fund Inc.	3			√								
Bingo Association Of North Dallas Inc.	4				√							
Black United Fund Of Texas Inc.	3			√								
Bluebonnet Society Of Bellville	4				√							
Boerne Area Community Foundation	4			√	√	√						
Boys Haven Of America Foundation	4				√							
Brazos Community Foundation	5				√	√						
Brazos Foundation Inc.	4				√							
Brown County United Way	3			√								
Brownsville Community Foundation, Inc.	3			√		√						
Campus Of The San Antonio Jewish Community	4				√							
Careity Foundation	3			√			√	√		√	√	
Celebrity Games For Charity	3			√								
Center For Maximum Potential Building Systems Inc.	9								√	√		
Center For Nonprofit Management	9				√	√	√	√	√			
Champions Charities	3			√								
Charity Ball Association Of San Antonio Tex	3			√								
Chest Of Joash Inc.	4				√							
Chiapas Project	3			√								
Children's Fund Inc.	3			√	√							
Chilifest Inc.	3			√								
Choristers Guild	6						√	√				√
Christian Discipleship Ministries	1				√							
Christian Fidelity Foundation	4				√							
Christmas In Action Wichita Tx Inc.	4				√							
Clubcorp Charities Inc.	3			√								

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Coalition Of Prison Evangelists Inc.	6						√					√
Coastal Bend Community Foundation	3			√		√						
Colleyville Woman’s Club	3			√	√							
Collin County United Way Inc.	3			√								
Combined Jewish Appeal Of Corpus Christi	3			√								
Communities Foundation Of Texas, Inc.	4				√	√	√					
Community Foundation Of Abilene	4				√	√						
Community Foundation Of Brazoria County Texas	3			√		√						
Community Foundation Of North Texas	3			√		√						
Conference Of Southwest Foundations Inc.	6						√		√	√		√
Cooke County United Way, Inc.	3			√								
Cordillera Ranch Shindig	3			√								
Cornerstone Assistance Network Inc.	6						√					
Cornerstones For Kids	10		√				√				√	√
Coserv Charitable Foundation	4				√							
Crew Classic Inc.	3			√								
Crowley Carter Foundation	4				√							
Crowley-Shanahan Foundation	4				√							
Crystal Charity Ball	3			√								
Cullen Trust For The Performing Arts	4				√							
Cut-N-Shoot Charities Inc.	4				√							
Dallas Arts District Foundation	4				√							
Dallas Father Of The Year Awards Luncheon Inc.	3			√								
Dallas Foundation A Tx Nonprofit Corporation	4				√	√						
Dallas Home For The Jewish Aged Endowment Foundation	3			√	√							
Dallas Leadership Foundation	9						√	√	√	√		
Dallas Women’s Foundation	4				√					√		
David M Crowley Foundation	4				√							
Deacons Of Deadwood	3			√								
Del Rio And Val Verde County United Fund Incorporated	4			√	√							
Denison Community Foundation	4				√							
Denton Benefit League	3			√				√				

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Denton Festival Foundation Inc.	4			√	√							
Detar Volunteer Services Inc.	7							√				
Diamondback Charity Classic Inc.	3			√								
Don & Sybil Harrington Foundation	4				√					√		
Don And Linda Carter Foundation	4				√							
Don And Nancy Powell Foundation	4				√							
Dr. Phil Foundation	4			√	√							
East Texas Access Network	6						√					
East Texas Communities Foundation, Inc.	3			√		√						
Ed T Malloy Foundation	4				√							
Emma Freeman Foundation Uwo H M Freeman	4				√							
Endowment Fund For World Peace And Global Healing	4				√							
Entrepreneurs Foundation Of Central Texas	3			√				√				
Episcopal Health Charities	6						√			√		
Erath County United Way	3			√								
eWomenNetwork Foundation Inc.	3			√			√					
Executive Service Corps Of Houston, Inc.	9	√							√	√		
E-Z Mart Jim Yates Foundation	4			√	√							
Farmers Electric Charitable Foundation	3			√	√							
Flow Health Care Foundation Inc.	4				√							
For Goodness Sake Inc. - Closed 2007	3			√								
For The Love Of Kids And Harleys Inc.	3			√								
Fort Bend Cares Foundation	4				√							
Fort Hood Area United Way	3			√								
Foundation For Southeast Texas, Inc.	4				√	√			√			
Freeman Educational Foundation 2113	4				√							
Fulbright & Jaworski Foundation	4				√							
Funding Information Center Of Fort Worth	9	√				√				√	√	√
Galleria Area Rotary Club Charitable Foundation Inc.	3			√								
Gateway To Care	6					√	√					√
Gay And Lesbian Fund For Dallas	4				√							
Gladys C Clayton Foundation Incorporated	4				√							
Golden Tee Golf Club Inc.	3			√								

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Graham Area United Way Inc.	3			√								
Grande Community Chest	3			√								
Greater Austin Youth Foundation	3			√								
Greater Ennis United Way Inc.	3			√								
Greater Houston Community Foundation	5				√	√						√
Greater Lewisville United Way Inc.	3			√				√				
Greater Longview United Way, Inc.	3			√								
Greater Round Rock Community Foundation Inc.	4			√	√	√						
Greater Terrell United Way Inc.	3			√								
Greenlights For Nonprofit Success	9					√	√	√	√	√		
Gregory A And Laura E Bird Foundation	4				√							
Guadalupe County United Way Inc.	3			√								
Gulf Coast Institute, Houston Tomorrow	10										√	√
Half Price Books Community Services Corporation	4				√							
Hammond Family Foundation	4				√							
Harris Methodist Health Foundation	4				√						√	
Henderson County United Way	3			√								
Hill Country Community Foundation	4				√							
Homebuilding Community Foundation	3			√	√	√						
Hopkins County United Fund	3			√								
Horner-Premier Foundation	4				√							
Houston Aeros Charities	3			√								
Houston Jewish Community Foundation	4				√	√						
Houston Junior Woman's Club Charitable Fund	4				√							
Hunt Petroleum Charity Tournament	3			√								
Hutchinson County United Way Inc.	3			√								
Iii To I Foundation	5					√						
Impact Austin Foundation	3			√								
Interagency Support Council Of East Williamson County Inc.	6						√					
Islamic Community Center Of North Texas	4				√							
JBA Houston Foundation Inc.	4				√							
Jcec Member Assistance Program	3			√	√							
Jeremiah 29 11 Inc.	8				√				√			

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Jesuit Volunteer Corps South	7							√				
Jewish Federation Jewish Social Service	3			√								
Jewish Federation Of El Paso	3			√								
Jewish Federation Of Greater Dallas	3			√								
Jewish Federation Of Greater Houston	3		√	√		√						√
Jewish Federation Of San Antonio	3		√	√								√
Jewish Federation Of Waco	3		√	√								
Joe H And Sue Reynolds Foundation Inc.	4				√							
Joella And Stewart Morris Foundation	4				√							
John And Barbara Files Foundation	4				√							
Junior League Of Abilene Inc.	7			√				√		√		
Junior League Of Amarillo	7			√				√		√		
Junior League Of Arlington Texas Inc.	7			√	√			√				
Junior League Of Austin	7			√				√		√		
Junior League Of Beaumont Texas	7			√				√		√		
Junior League Of Bryan College Station Incorporated	7			√				√		√		
Junior League Of Corpus Christi Inc.	7			√				√		√		
Junior League Of Dallas Inc.	7			√				√		√		
Junior League Of El Paso Inc.	7			√				√		√		
Junior League Of Fort Worth Inc.	7			√				√		√		
Junior League Of Galveston County Inc.	7			√				√		√		
Junior League Of Houston Inc.	7			√				√		√		
Junior League Of Longview	7			√				√		√		
Junior League Of Lubbock Tex Inc.	7			√				√		√		
Junior League Of Lufkin Inc.	7			√				√		√		
Junior League Of McAllen Inc.	7			√				√		√		
Junior League Of Midland Inc.	7			√				√		√		
Junior League Of Odessa Inc.	7			√				√		√		
Junior League Of Plano Inc.	7			√				√		√		
Junior League Of San Angelo Inc.	7			√				√		√		
Junior League Of San Antonio Inc.	7			√				√		√		
Junior League Of Tyler Inc.	7			√				√		√		
Junior League Of Victoria	7			√				√		√		
Junior League Of Waco Texas Inc.	7			√				√		√		

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Junior League Of Wichita Falls Inc.	7			√				√		√		
Junior Service League Of Brazosport	3			√	√							
Junior Service League Of Killeen	7			√				√		√		
Junior Service League Of Richardson	7			√				√		√		
Kaye Bassman Foundation	3			√								
KBR Charitable Foundation Inc.	3			√	√							
Kenny Can Foundation	3			√	√							
Kerr County United Way	3			√								
Knigge Family Foundation Inc.	4				√							
Latin Arts Association Of Fort Worth	6				√		√					
Leadership Fort Worth	8						√		√	√		√
Leadership Houston Inc.	6						√					
Leadership Tyler Inc.	8								√			
Learn Lonestar Education & Research Network	10						√				√	√
Lewis Family Charitable Foundation	4				√							
Llano Crawfish Open Inc.	3			√								
Local Independent Charities Of Texas	6			√			√			√		
Lone Star Park Charitable Foundation For Grand Prairie	3			√								
Love Inc. Of Nacogdoches Texas	6						√	√				
Lower Colorado River Authority Employees United Charities	4				√							
Lubbock Area United Way Inc.	3			√								
LYC Concours Corporation	3			√								
Macedonian Call Foundation Inc.	4				√							
Madison Alexander Cooper And Martha Roane Cooper Foundation	4				√							
Mainland Communities United Way Inc.	3			√								
Marion K Chauncey Charitable Foundation	4				√							
Martha Ann Woman's Club	4				√							
Mascarenas Foundation	3			√								
Matagorda County Community Foundation Incorporated	4				√							
McNarosa Foundation	4				√							
Mental Health Connection Of Tarrant County	6						√			√		
Milam County Community Foundation	4		√		√							

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Minyard Founders Foundation	4				√							
Montgomery County United Way Inc.	3			√								
Myfriend A Neuenschwanger Foundation For Children In Crisis	4				√							
Nacogdoches County United Way	3			√								
Nancy Ann And Ray L Hunt Foundation	4				√							
Nancy Owens Memorial Foundation	4				√							
National Association For Latino Community Asset Builders	9		√	√			√		√	√		
National Association Of Church Business Administrators	8								√			
National Society Of Fund Raising Executives	6		√				√			√		
Native American Chamber Of Commerce	6						√					
Navarro County United Fund	4				√							
Nonprofit Enterprise Center	9	√	√				√		√	√		√
Nonprofit Management Center Of Wichita Falls	9	√			√			√	√	√		√
Nonprofit Resource Center Of Texas	9								√	√		√
North American Communities Foundation Inc.	4				√							
North Austin Rotary Foundation	3			√								
North Texas Area United Way Inc.	3			√								
Northwood Woman's Club Charitable Fund	3			√								
Ochiltree United Way	3			√								
Odyssey Vistacare Hospice Foundation	3			√								
Pampa United Way, Inc.	3			√								
Parker County Health Foundation	4				√							
PEC United Charities Inc.	4				√					√		
Percy & Zina Lamar Foundation	4				√							
Permian Basin Area Foundation	4				√							
Philanthropic Foundation	4				√							
Plainview Area United Way Inc.	3			√								
Public Policy Information Fund	9									√		
Quality Of Life Foundation Of Austin Inc.	4				√							
Quinn Campus	4				√							
Radius	6				√		√					√

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Radler Family Foundation	4				√							
Reardon Foundation	4				√							
Reed Foundation	4				√							
Rio Grande Cancer Foundation	4				√							
Robert And Nancy Dedman Foundation	4				√							
Rockwall Women’s League Inc.	3			√	√							
Roger Clemens Foundation	4				√							
Round Up Golf Charity	3			√								
Roundup Cowboys Association	3			√								
San Angelo Area Foundation	4				√	√						
San Antonio Area Foundation	3			√		√				√		
San Antonio Area Foundation	3			√		√				√		
San Antonio Junior Forum	7			√				√				
San Antonio Spurs Foundation	4				√							
Schweitzer Family Foundation	4				√							
Sertoma Inc.	3			√								
Setex Community Foundation	4				√							
Slipper Club Inc.	3			√								
Social Responsibility Corporation	9					√	√		√	√		√
South Texas Charity Quails Hunts Inc.	3			√								
Southlake Women’s Club Foundation	3			√	√							
Southwest Network Of Youth Services Inc.	9		√				√	√	√	√	√	√
Spindletop Charities Incorporated	3			√								
Spring Branch Center Building Foundation	4				√							
Star Children’s Charity Inc.	3			√								
Summers Foundation	4				√							
T G R A Inc.	3			√								
TACA Inc.	4			√	√							
Tarbutton Family Foundation	4				√							
Technology For All - Houston, Inc.	6						√					
Texans Care For Children, Inc.	6						√					√
Texas Access To Justice Foundation	4				√							
Texas Association For Alternative Education	6						√					√
Texas Association Of Community Development Corporations	9		√		√		√			√	√	√

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Texas Association Of Community Health Centers Inc.	9		√				√		√	√		
Texas Association Of Museums	6	√					√					√
Texas Association Of Nonprofit Organizations	9		√			√	√	√	√	√	√	√
Texas Bar Foundation	4				√							
Texas Boys & Girls Clubs Foundation	4				√							
Texas Campus Compact	8								√			
Texas Center For Educational Research	10						√				√	√
Texas Federation Of Women's Clubs	6						√					
Texas Forestry Association Educational Fund	4				√							
Texas Network Of Youth Services Incorporated	9		√				√	√	√	√	√	√
Texas Nonprofit Management Assistance Network, Inc.	6						√		√	√		√
Texas Valley Communities Foundation	4			√	√							
The Agnes Cluthe Oliver Foundation	4				√							
The Community Foundation Of The Texas Hill Country Inc.	3			√		√						
The Georgetown Area Community Foundation	3			√		√	√			√		
The Invitational	3			√								
The Junior League Of North Harris County Inc.	3			√					√			
The Laredo Area Community Foundation	4				√	√						
The LC Foundation Inc.	4				√							
The Nathaniel Foundation Inc.	4				√							
The National Policy Board For Educational Administration Inc.	1	√	√				√					
The Onestar Foundation	9	√	√	√		√	√	√	√	√	√	√
The Onestar Foundation	6		√	√			√		√	√	√	√
The Process Of Collaboration A Circle Of Ten	6			√		√	√		√	√		
The Resource Clearinghouse	4				√							
The Sammons Dallas Foundation	4				√							
The South Texas Community Fund	3			√		√						
The Thomas Foundation	4				√							
The United Way Inc.	3			√								
The United Way Of Williamson County	3			√	√							

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
The Woman S Club Of San Antonio	4				√							
Theta Charity Antiques Show	3			√								
Thomas M & Helen McKee & John P Ryan Foundation Inc.	4				√							
Thompson & Knight Foundation	4				√							
Tracy Jo Wilson Ovarian Cancer Foundation	4				√							
Tulia United Community Fund Inc.	3			√								
United Appeals Of Hardin County	4				√							
United Fund Of Andrews County	3			√								
United Fund Of Jacksonville Texas Inc.	4				√							
United Heritage Charity Foundation Inc.	4				√							
United Way Capital Area	3			√				√				
United Way Foundation Of Metropolitan Dallas	3			√	√			√				
United Way Of Abilene	3			√								
United Way Of Baytown	3			√						√		
United Way Of Beaumont & North Jefferson County	3			√				√		√		
United Way Of Brazoria County	3			√				√				
United Way Of Calhoun County	3			√								
United Way Of Central Texas	3			√						√		
United Way Of Comal County	3			√								
United Way Of Deaf Smith County Inc.	3			√								
United Way Of Denton County Inc.	3			√						√		
United Way Of El Paso County	3			√						√		
United Way Of Galveston Inc.	3			√								
United Way Of Grayson County Inc.	3			√								
United Way Of Greater Houston	9			√	√		√	√	√	√		√
United Way Of Greater Texarkana	3			√								
United Way Of Harrison County Texas, Inc.	3			√								
United Way Of Hays County	3			√				√				
United Way Of Hunt County Incorporated	3			√								
United Way Of Johnson County Inc.	3			√								
United Way Of Kendall County	3			√								
United Way Of Lamar County	3			√								

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
United Way Of Metropolitan Tarrant County	3			√					√			
United Way Of Mid & South Jefferson County	3			√		√						
United Way Of Midland, Inc.	3			√								
United Way Of Moore County Inc.	3			√								
United Way Of Northern Cameron Co	3			√								
United Way Of Odessa Inc.	3			√								
United Way Of Orange County Inc.	3			√								
United Way Of Palo Pinto County Inc.	3			√								
United Way Of Parker County	3			√								
United Way Of Rusk County Inc.	3			√								
United Way Of San Antonio & Bexar County	3			√								
United Way Of South Texas	3			√								
United Way Of Southern Cameron County	3			√			√					
United Way Of The Brazos Valley Inc.	3			√								
United Way Of The Coastal Bend Inc.	3			√							√	
United Way Of The Concho Valley Inc.	3			√								
United Way Of Tyler-Smith County	3			√					√	√		
United Way Of Waco-McClellan County	3			√								
United Way Of Walker County	3			√								
United Way Of West Ellis County Inc.	3			√								
United Way Of Wise County	3			√								
Variety Club Sunshine Coach Program	4				√							
Victoria County United Way Inc.	3			√								
Vital Seed Ministries International Inc.	9				√				√	√		
Volunteer Center Of Lubbock, Inc.	7							√		√		
Volunteer Center Of North Texas	7				√			√				
Volunteer Center Of The Coastal Bend	7							√				
Volunteer Houston	7							√				
Waco Foundation	3			√						√		
Waxahachie Foundation Inc.	4				√							
West Houston Community Center, Inc.	4				√							
Who Women Helping Others Inc.	4				√							
Wichita Falls Area Community Foundation	5				√	√						

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Wilbarger County United Fund	3			√								
William A Badger Foundation	4				√							
Women's City Club Of Laredo	4			√	√							
Youth Benefit Inc.	3			√								

Statewide Scope Organizations (46 of 389)

Organization Name	Major Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
A Child Of Grace Foundation	4				√							
Active Life Inc.	6		√				√		√			√
Alliance For Higher Education	9									√		
Another Way Texas Shares	3			√			√					
Association Of Texas Colleges And Universities	6						√					
Baptist Church Loan Corporation	4				√							
Barbara Bush Texas Fund For Family Literacy	4				√							
Black United Fund Of Texas Inc.	3			√								
Communities Foundation Of Texas, Inc.	4				√	√	√					
Cornerstone Assistance Network Inc.	6						√					
Cullen Trust For The Performing Arts	4				√							
Emma Freeman Foundation Uwo H M Freeman	4				√							
Episcopal Health Charities	6						√			√		
Harris Methodist Health Foundation	4				√						√	
Jewish Federation Jewish Social Service	3			√								
Learn Lonestar Education And Research Network	10						√				√	√
Local Independent Charities Of Texas	6			√			√			√		
LYC Concours Corporation	3			√								
Myfriend A Neuenschwanger Foundation For Children In Crisis	4				√							
National Society Of Fund Raising Executives	6		√				√			√		
Native American Chamber Of Commerce	6						√					
Nonprofit Resource Center Of Texas	9								√	√		√
Public Policy Information Fund	9									√		
Quinn Campus	4				√							
Reardon Foundation	4				√							
Social Responsibility Corporation	9					√	√		√	√		√
TACA Inc.	4			√	√							
Texans Care For Children, Inc.	6						√					√

Organization Name	Major Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Texas Access To Justice Foundation	4				√							
Texas Association For Alternative Education	6						√					√
Texas Association Of Community Development Corporations	9		√		√		√			√	√	√
Texas Association Of Community Health Centers Inc.	9		√				√		√	√		
Texas Association Of Museums	6	√					√					√
Texas Association Of Nonprofit Organizations	9		√			√	√	√	√	√	√	√
Texas Bar Foundation	4				√							
Texas Boys & Girls Clubs Foundation	4				√							
Texas Campus Compact	8								√			
Texas Center For Educational Research	10						√				√	√
Texas Federation Of Womens Clubs	6						√					
Texas Forestry Association Educational Fund	4				√							
Texas Network Of Youth Services Incorporated	9		√				√	√	√	√	√	√
Texas Nonprofit Management Assistance Network, Inc.	6						√		√	√		√
The Onestar Foundation	9	√	√	√		√	√	√	√	√	√	√
The Onestar Foundation	6		√	√			√		√	√	√	√
The United Way Inc.	3			√								
Vital Seed Ministries International Inc.	9				√				√	√		
Who Women Helping Others Inc.	4				√							

Texas Nonprofit Management Assistance Network- Nonprofit Organization Members (13 of 389)

Organization Name	Major Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Amarillo Area Foundation Inc.	4				√					√		
Center For Nonprofit Management	9				√	√	√		√	√		
Executive Service Corps Of Houston, Inc.	9	√							√	√		
Funding Information Center Of Fort Worth	9	√				√				√	√	√
Greenlights For Nonprofit Success	9					√	√	√	√	√		
Nonprofit Enterprise Center	9	√	√				√		√	√		√
Nonprofit Management Center Of Wichita Falls	9	√			√			√	√	√		√
Nonprofit Resource Center Of Texas	9								√	√		√
Texas Association Of Nonprofit Organizations	9		√			√	√	√	√	√	√	√
The Onestar Foundation	9	√	√	√		√	√	√	√	√	√	√
The Onestar Foundation	6		√	√			√		√	√	√	√
Volunteer Center Of Lubbock, Inc.	7							√		√		
Waco Foundation	3			√						√		

COG 1 – Panhandle Regional Planning Commission (10 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Amarillo Area Foundation Inc.	4				√					√		
Don & Sybil Harrington Foundation	4				√					√		
Hutchinson County United Way Inc.	3			√								
Junior League Of Amarillo	7			√				√		√		
Ochiltree United Way	3			√								
Pampa United Way, Inc.	3			√								
The United Way Inc.	3			√								
Tulia United Community Fund Inc.	3			√								
United Way Of Deaf Smith County Inc.	3			√								
United Way Of Moore County Inc.	3			√								

COG 2 – South Plains Association of Governments (6 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Betenbough Charitable Foundation Inc.	4				√							
Junior League of Lubbock Tex Inc.	7			√				√		√		
Learn Lonestar Education And Research Network	10						√				√	√
Lubbock Area United Way Inc.	3			√								
Plainview Area United Way Inc.	3			√								
Volunteer Center Of Lubbock, Inc.	7							√		√		

COG 3 – Nortex Regional Planning Commission (9 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Christmas In Action Wichita TX Inc.	4				√							
Dr. Phil Foundation	4			√	√							
Graham Area United Way Inc.	3			√								
Junior League Of Wichita Falls Inc.	7			√				√		√		
Nonprofit Management Center Of Wichita Falls	9	√			√			√	√	√		√
North Texas Area United Way Inc.	3			√								
Roundup Cowboys Association	3			√								
Wichita Falls Area Community Foundation	5				√	√						
Wilbarger County United Fund	3			√								

COG 4 – North Central Texas Council of Governments (118 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
A Child Of Grace Foundation	4				√							
Alliance For Higher Education	9									√		
Alpha Foundation -Dissolved March 31, 2007	4				√							
American Airlines-American Eagle Family Fund Inc.	4				√							
American Association Of Community Theatre	6		√				√			√		
American Camping Association	6	√	√				√			√		√
American Giving Charitable Fund Inc.	3			√								
Arts Of Collin County Foundation, Inc.	4			√	√		√	√				
B Joseph And Madelyn H Chafin Foundation	4				√							
Baptist Church Loan Corporation	4				√							
Beam Foundation	7			√				√				
BHTI Employees Humanity Fund Inc.	3			√								
Bingo Association Of North Dallas Inc.	4				√							
Brazos Foundation Inc.	4				√							
Careity Foundation	3			√			√		√		√	√
Celebrity Games For Charity	3			√								
Center For Nonprofit Management	9				√	√	√		√	√		
Chiapas Project	3			√								
Choristers Guild	6						√		√			√
Christian Fidelity Foundation	4				√							
Clubcorp Charities Inc.	3			√								
Coalition Of Prison Evangelists Inc.	6						√					√
Colleyville Woman's Club	3			√	√							
Collin County United Way Inc.	3			√								
Communities Foundation Of Texas, Inc.	4				√	√	√					
Community Foundation Of North Texas	3			√		√						
Conference Of Southwest Foundations Inc.	6						√		√	√		√
Cornerstone Assistance Network Inc.	6						√					
Coserv Charitable Foundation	4				√							
Crew Classic Inc.	3			√								
Crowley Carter Foundation	4				√							

COG 4 – North Central Texas Council of Governments, cont.

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Crowley-Shanahan Foundation	4				√							
Crystal Charity Ball	3			√								
Dallas Arts District Foundation	4				√							
Dallas Father Of The Year Awards Luncheon Inc.	3			√								
Dallas Foundation A Tx Nonprofit Corporation	4				√	√						
Dallas Home For The Jewish Aged Endowment Foundation	3			√	√							
Dallas Leadership Foundation	9						√	√	√	√		
Dallas Womens Foundation	4				√					√		
David M Crowley Foundation	4				√							
Denton Benefit League	3			√				√				
Denton Festival Foundation Inc.	4			√	√							
Don And Linda Carter Foundation	4				√							
Endowment Fund For World Peace And Global Healing	4				√							
Erath County United Way	3			√								
eWomenNetwork Foundation Inc.	3			√			√					
Farmers Electric Charitablefoundation	3			√	√							
Flow Health Care Foundation Inc.	4				√							
For Goodness Sake Inc. - Closed 2007	3			√								
Funding Information Center Of Fort Worth	9	√				√				√	√	√
Gay And Lesbian Fund For Dallas	4				√							
Gladys C Clayton Foundation Incorporated	4				√							
Golden Tee Golf Club Inc.	3			√								
Greater Ennis United Way Inc.	3			√								
Greater Lewisville United Way Inc.	3			√				√				
Greater Terrell United Way Inc.	3			√								
Gregory A And Laura E Bird Foundation	4				√							
Half Price Books Community Services Corporation	4				√							
Harris Methodist Health Foundation	4				√						√	
Horner-Premier Foundation	4				√							

COG 4 – North Central Texas Council of Governments, cont.

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Hunt Petroleum Charity Tournament	3			√								
Iii To I Foundation	5					√						
Islamic Community Center Of North Texas	4				√							
JCEC Member Assistance Program	3			√	√							
Jewish Federation Jewish Social Service	3			√								
Jewish Federation Of Greater Dallas	3			√								
Junior League Of Arlington Texas Inc.	7			√	√			√				
Junior League Of Dallas Inc.	7			√				√		√		
Junior League Of Fort Worth Inc.	7			√				√		√		
Junior League Of Lufkin Inc.	7			√				√		√		
Junior League Of Plano Inc.	7			√				√		√		
Junior Service League Of Richardson	7			√				√		√		
Kaye Bassman Foundation	3			√								
Kenny Can Foundation	3			√	√							
Latin Arts Association Of Fort Worth	6				√		√					
Leadership Fort Worth	8						√		√	√		√
Lone Star Park Charitable Foundation For Grand Prairie	3			√								
Mainland Communities United Way Inc.	3			√								
McNarosa Foundation	4				√							
Mental Health Connection Of Tarrant County	6						√			√		
Nancy Ann And Ray L Hunt Foundation	4				√							
National Association Of Church Business Administrators	8								√			
Navarro County United Fund	4				√							
Northwood Woman’s Club Charitable Fund	3			√								
Odyssey Vistacare Hospice Foundation	3			√								
Parker County Health Foundation	4				√							
Philanthropic Foundation	4				√							
Radler Family Foundation	4				√							
Robert And Nancy Dedman Foundation	4				√							
Rockwall Women’s League Inc.	3			√	√							

COG 4 – North Central Texas Council of Governments, cont.

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Slipper Club Inc.	3			√								
Southlake Women’s Club Foundation	3			√	√							
Star Children’s Charity Inc.	3			√								
TACA Inc.	4			√	√							
Texas Association Of Museums	6	√					√					√
Texas Forestry Association Educational Fund	4				√							
The Agnes Cluthe Oliver Foundation	4				√							
The Invitational	3			√								
The Resource Clearinghouse	4				√							
The Sammons Dallas Foundation	4				√							
The Thomas Foundation	4				√							
Thomas M & Helen McKee & John P Ryan Foundation Inc.	4				√							
Thompson & Knight Foundation	4				√							
Tracy Jo Wilson Ovarian Cancer Foundation	4				√							
United Way Foundation Of Metropolitan Dallas	3			√	√			√				
United Way Of Baytown	3			√						√		
United Way Of Brazoria County	3			√			√					
United Way Of Denton County Inc.	3			√						√		
United Way Of Galveston Inc.	3			√								
United Way Of Harrison County Texas, Inc.	3			√								
United Way Of Hunt County Incorporated	3			√								
United Way Of Johnson County Inc.	3			√								
United Way Of Metropolitan Tarrant County	3			√					√			
United Way Of Palo Pinto County Inc.	3			√								
United Way Of Parker County	3			√								
United Way Of West Ellis County Inc.	3			√								

COG 4 – North Central Texas Council of Governments, cont.

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
United Way Of Wise County	3			√								
Variety Club Sunshine Coach Program	4				√							
Volunteer Center Of North Texas	7				√			√				
Waxahachie Foundation Inc.	4				√							
Who Women Helping Others Inc.	4				√							

COG 5 – Ark-Tex Council of Governments (4 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
E-Z Mart Jim Yates Foundation	4			√	√							
Hopkins County United Fund	3			√								
United Way Of Greater Texarkana	3			√								
United Way Of Lamar County	3			√								

COG 6 – East Texas Council of Governments (12 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
East Texas Communities Foundation, Inc.	3			√		√						
Greater Longview United Way, Inc.	3			√								
Henderson County United Way	3			√								
Junior League Of Longview	7			√				√		√		
Junior League Of Tyler Inc.	7			√				√		√		
Leadership Tyler Inc.	8								√			
Marion K Chauncey Charitable Foundation	4				√							
Summers Foundation	4				√							
The Process Of Collaboration A Circle Of Ten	6			√		√	√		√	√		
United Fund Of Jacksonville Texas Inc.	4				√							
United Way Of Rusk County Inc.	3			√								
United Way Of Tyler-Smith County	3			√					√	√		

COG 7 – West Central Texas Council of Governments (7 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Abilene Child Centered Educational Support Services Inc.	4				√							
Brown County United Way	3			√								
Community Foundation Of Abilene	4				√	√						
Diamondback Charity Classic Inc.	3			√								
Junior League Of Abilene Inc.	7			√				√		√		
Martha Ann Women’s Club	4				√							
United Way Of Abilene	3			√								

COG 8 - Rio Grande Council of Governments (7 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Jewish Federation Of El Paso	3			√								
Junior League Of El Paso Inc.	7			√				√		√		
Mascarenas Foundation	3			√								
Nonprofit Enterprise Center	9	√	√				√		√	√		√
Public Policy Information Fund	9									√		
Rio Grande Cancer Foundation	4				√							
United Way Of El Paso County	3			√						√		

COG 9 - Permian Basin Regional Planning Commission (6 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Junior League Of Midland Inc.	7			√				√		√		
Junior League Of Odessa Inc.	7			√				√		√		
Permian Basin Area Foundation	4				√							
United Fund Of Andrews County	3			√								
United Way Of Midland, Inc.	3			√								
United Way Of Odessa Inc.	3			√								

COG 10- Concho Valley Council of Governments (2 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
San Angelo Area Foundation	4				√	√						
United Way Of The Concho Valley Inc.	3			√								

COG 11 - Heart of Texas Council of Governments (7 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Jewish Federation Of Waco	3		√	√								
Junior League Of Waco Texas Inc.	7			√				√		√		
Madison Alexander Cooper And Martha Roane Cooper Foundation	4				√							
Quinn Campus	4				√							
United Way Of Waco-McLennan County	3			√								
Waco Foundation	3			√						√		
William A Badger Foundation	4				√							

COG 12 - Capital Area Planning Council (52 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Active Life Inc.	6		√				√		√			√
AISD Charitable Fund Inc.	3			√								
Another Way Texas Shares	3			√			√					
Association Of Texas Colleges And Universities	6						√					
Aubrey Smith Family Foundation Inc.	4				√							
Austin Circle Of Theatres, Inc.	9		√				√			√		√
Austin Community Foundation For The Capital Area	4			√	√	√				√		
Austin Free-Net	9									√		
Austin Junior Forum Inc.	3			√	√							
Center For Maximum Potential Building Systems Inc.	9									√	√	
Entrepreneurs Foundation Of Central Texas	3			√				√				
Grande Community Chest	3			√								
Greater Austin Youth Foundation	3			√								
Greater Round Rock Community Foundation Inc.	4			√	√	√						
Greenlights For Nonprofit Success	9					√	√	√	√	√		
Hill Country Community Foundation	4				√							
Impact Austin Foundation	3			√								
Interagency Support Council Of East Williamson County Inc.	6						√					
Jeremiah 29 11 Inc.	8				√				√			
Junior League Of Austin	7			√				√		√		
Llano Crawfish Open Inc.	3			√								
Local Independent Charities Of Texas	6			√			√			√		
Lower Colorado River Authority Employees United Charities	4				√							
North Austin Rotary Foundation	3			√								
PEC United Charities Inc.	4				√					√		
Percy & Zina Lamar Foundation	4				√							
Quality Of Life Foundation Of Austin Inc.	4				√							
Reardon Foundation	4				√							

COG 12 - Capital Area Planning Council, cont.

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Schweitzer Family Foundation	4				√							
Sertoma Inc.	3			√								
Southwest Network Of Youth Services Inc.	9		√				√	√	√	√	√	√
Texans Care For Children, Inc.	6						√					√
Texas Access To Justice Foundation	4				√							
Texas Association For Alternative Education	6						√					√
Texas Association Of Community Development Corporations	9		√		√		√			√	√	√
Texas Association Of Community Health Centers Inc.	9		√				√		√	√		
Texas Association Of Nonprofit Organizations	9		√			√	√	√	√	√	√	√
Texas Bar Foundation	4				√							
Texas Boys & Girls Clubs Foundation	4				√							
Texas Campus Compact	8								√			
Texas Center For Educational Research	10						√				√	√
Texas Federation Of Women's Clubs	6						√					
Texas Network Of Youth Services Incorporated	9		√				√	√	√	√	√	√
The Georgetown Area Community Foundation	3			√		√	√			√		
The National Policy Board For Educational Administration Inc.	1	√	√				√					
The OneStar Foundation	6		√	√			√		√	√	√	√
The OneStar Foundation	9	√	√	√		√	√	√	√	√	√	√
The United Way Of Williamson County	3			√	√							
United Heritage Charity Foundation Inc.	4				√							
United Way Capital Area	3			√				√				
United Way Of Hays County	3			√				√				

COG 13 - Brazos Valley Council of Governments (4 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Brazos Community Foundation	5				√	√						
Chilifest Inc.	3			√								
Junior League Of Bryan College Station Incorporated	7			√				√		√		
United Way Of The Brazos Valley Inc.	3			√								

COG 14 - Deep East Texas Council of Governments (4 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Angelina County Community Fund Inc.	3			√								
East Texas Access Network	6						√					
Love Inc. Of Nacogdoches Texas	6						√	√				
Nacogdoches County United Way	3			√								

COG 15 - South East Texas Regional Planning Commission (9 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Boys Haven Of America Foundation	4				√							
Ed T Malloy Foundation	4				√							
Foundation For Southeast Texas, Inc.	4				√	√			√			
Junior League Of Beaumont Texas	7			√				√		√		
Setex Community Foundation	4				√							
United Appeals Of Hardin County	4				√							
United Way Of Beaumont & North Jefferson County	3			√				√		√		
United Way Of Mid & South Jefferson County	3			√		√						
United Way Of Orange County Inc.	3			√								

COG 16 - Houston-Galveston Area Council (64 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Alexander Goldstein Sr And Willie Mae Goldstein Family Foundation Inc.	4				√							
American Leadership Forum	6						√		√			
American Leadership Forum	6						√		√			
Augusta Pines Charity	3			√								
Barbara Bush Texas Fund For Family Literacy	4				√							
Bellville Lions-Concordia Inc.	4				√							
Black United Fund Of Texas Inc.	3			√								
Bluebonnet Society Of Bellville	4				√							
Chest Of Joash Inc.	4				√							
Children’s Fund Inc.	3			√	√							
Community Foundation Of Brazoria County Texas	3			√		√						
Cornerstones For Kids	10		√				√				√	√
Cullen Trust For The Performing Arts	4				√							
Cut-N-Shoot Charities Inc.	4				√							
Deacons Of Deadwood	3			√								
Don And Nancy Powell Foundation	4				√							
Episcopal Health Charities	6						√			√		
Executive Service Corps Of Houston, Inc.	9	√							√	√		
Fort Bend Cares Foundation	4				√							
Fulbright & Jaworski Foundation	4				√							
Galleria Area Rotary Club Charitable Foundation Inc.	3			√								
Gateway To Care	6					√	√					√
Greater Houston Community Foundation	5				√	√						√
Gulf Coast Institute - Houston Tomorrow	10										√	√
Hammond Family Foundation	4				√							
Homebuilding Community Foundation	3			√	√	√						
Houston Aeros Charities	3			√								
Houston Jewish Community Foundation	4				√	√						
Houston Junior Woman’s Club Charitable Fund	4				√							
JBA Houston Foundation Inc.	4				√							
Jesuit Volunteer Corps South	7							√				

COG 16 - Houston-Galveston Area Council, cont.

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Jewish Federation Of Greater Houston	3		√	√		√						√
Joe H And Sue Reynolds Foundation Inc.	4				√							
Joella And Stewart Morris Foundation	4				√							
John And Barbara Files Foundation	4				√							
Junior League Of Galveston County Inc.	7			√				√		√		
Junior League Of Houston Inc.	7			√				√		√		
Junior Service League Of Brazosport	3			√	√							
KBR Charitable Foundation Inc.	3			√	√							
Knigge Family Foundation Inc.	4				√							
Leadership Houston Inc.	6							√				
Lewis Family Charitable Foundation	4				√							
Lyc Concours Corporation	3			√								
Macedonian Call Foundation Inc.	4				√							
Matagorda County Community Foundation Incorporated	4				√							
Montgomery County United Way Inc.	3			√								
Myfriend A Neuenschwanger Foundation For Children In Crisis	4				√							
Nancy Owens Memorial Foundation	4				√							
Native American Chamber Of Commerce	6							√				
North American Communities Foundation Inc.	4				√							
Reed Foundation	4				√							
Roger Clemens Foundation	4				√							
Round Up Golf Charity	3			√								
Spindletop Charities Incorporated	3			√								
Spring Branch Center Building Foundation	4				√							
Tarbutton Family Foundation	4				√							
Technology For All - Houston, Inc.	6							√				
The Junior League Of North Harris County Inc.	3			√						√		
The Nathaniel Foundation Inc.	4				√							
Theta Charity Antiques Show	3			√								
United Way Of Greater Houston	9			√	√		√	√	√	√		√
United Way Of Walker County	3			√								
Volunteer Houston	7							√				

COG 17 - Golden Crescent Regional Planning Commission (4 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Detar Volunteer Services Inc.	7							√				
Junior League Of Victoria	7			√				√		√		
United Way Of Calhoun County	3			√								
Victoria County United Way Inc.	3			√								

COG 18 - Alamo Area Council of Governments (34 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Acts Retreat Foundation	4				√							
Alamo Hills Bingo Association	3			√								
Bandera Community Foundation, Inc.	3			√		√			√	√		
Bexar County Arts And Cultural Fund	3			√								
Boerne Area Community Foundation	4			√	√	√						
Campus Of The San Antonio Jewish Community	4				√							
Champions Charities	3			√								
Charity Ball Association Of San Antonio Tex	3			√								
Cordillera Ranch Shindig	3			√								
Emma Freeman Foundation Uwo H M Freeman	4				√							
For The Love Of Kids And Harleys Inc.	3			√								
Freeman Educational Foundation 2113	4				√							
Guadalupe County United Way Inc.	3			√								
Jewish Federation Of San Antonio	3		√	√								√
Junior League Of San Angelo Inc.	7			√				√		√		
Junior League Of San Antonio Inc.	7			√				√		√		
Kerr County United Way	3			√								
National Association For Latino Community Asset Builders	9		√	√			√		√	√		
National Society Of Fund Raising Executives	6		√				√			√		
Nonprofit Resource Center Of Texas	9								√	√		√
Radius	6				√		√					√
San Antonio Area Foundation	3			√		√				√		
San Antonio Area Foundation	3			√		√				√		
San Antonio Junior Forum	7			√				√				
San Antonio Spurs Foundation	4				√							
Social Responsibility Corporation	9					√	√		√	√		√
T G R A Inc.	3			√								
Texas Nonprofit Management Assistance Network, Inc.	6						√		√	√		√

COG 18 - Alamo Area Council of Governments, cont.

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
The Community Foundation Of The Texas Hill Country Inc.	3			√		√						
The South Texas Community Fund	3			√		√						
The Woman’s Club Of San Antonio	4				√							
United Way Of Comal County	3			√								
United Way Of Kendall County	3			√								
United Way Of San Antonio & Bexar County	3			√								
Vital Seed Ministries International Inc.	9				√				√	√		

COG 19 - South Texas Development Council (2 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
The Laredo Area Community Foundation	4				√	√						
Women’s City Club Of Laredo	4			√	√							

COG 20 - Coastal Bend Council of Governments (7 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Coastal Bend Community Foundation	3			√		√						
Combined Jewish Appeal Of Corpus Christi	3			√								
Junior League Of Corpus Christi Inc.	7			√				√		√		
South Texas Charity Quails Hunts Inc.	3			√								
The LC Foundation Inc.	4				√							
United Way Of The Coastal Bend Inc.	3			√							√	
Volunteer Center Of The Coastal Bend	7							√				

COG 21 - Lower Rio Grande Valley Development Council (6 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Brownsville Community Foundation, Inc.	3			√		√						
Junior League Of McAllen Inc.	7			√				√		√		
Texas Valley Communities Foundation	4			√	√							
United Way Of Northern Cameron Co	3			√								
United Way Of South Texas	3			√								
United Way Of Southern Cameron County	3			√			√					

COG 22 - Texoma Council of Governments (4 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Cooke County United Way, Inc.	3			√								
Denison Community Foundation	4				√							
Minyard Founders Foundation	4				√							
United Way Of Grayson County Inc.	3			√								

COG 23 - Central Texas Council of Governments (7 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Bell County Fire Chiefs Association Inc.	3			√								
Christian Discipleship Ministries	1				√							
Fort Hood Area United Way	3			√								
Junior Service League Of Killeen	7			√				√		√		
Milam County Community Foundation	4		√		√							
United Way Of Central Texas	3			√						√		
Youth Benefit Inc.	3			√								

COG 24 - Middle Rio Grande Development Council (1 of 389)

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Del Rio And Val Verde County United Fund Incorporated	4			√	√							

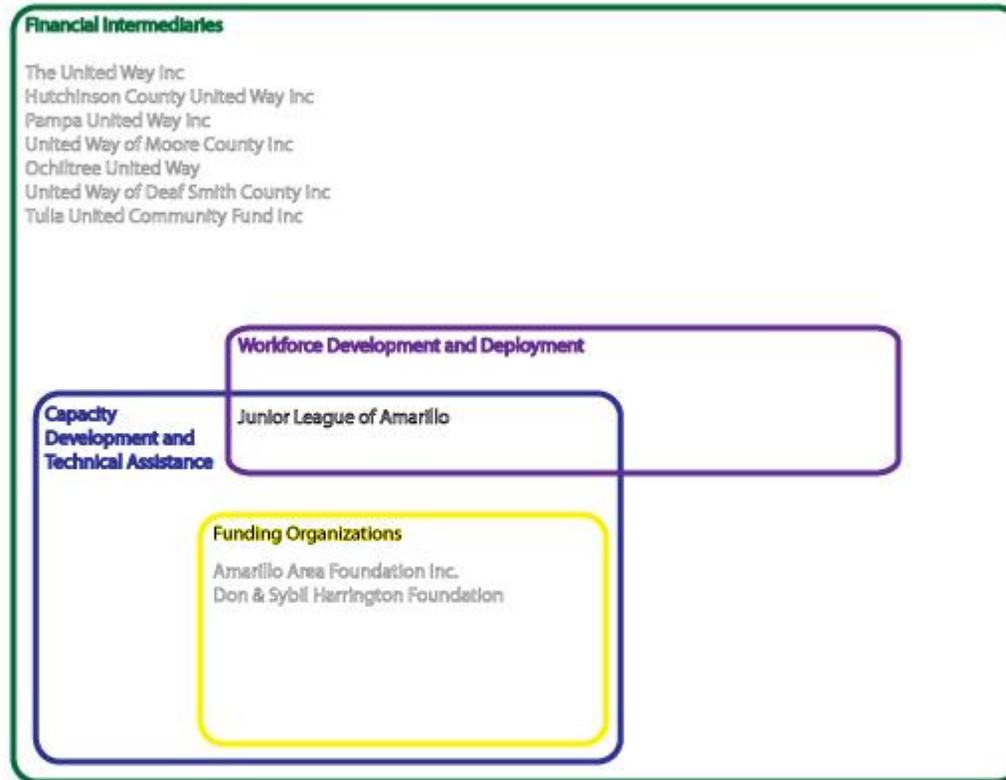
Appendix B: The Maps

This section contains Venn diagrams, or maps, of infrastructure organizations from various vantage points.

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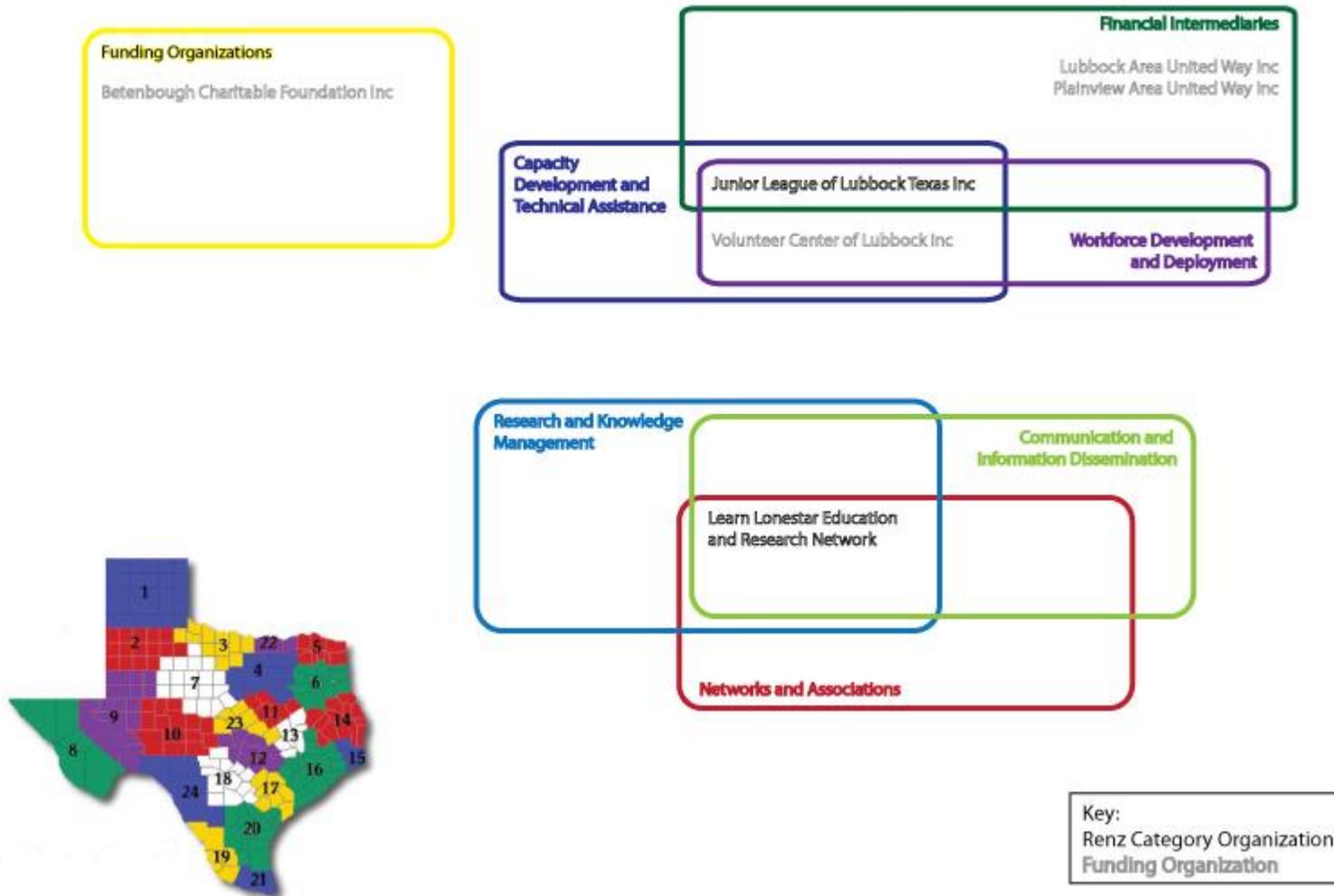
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1 - Panhandle Regional Planning Commission

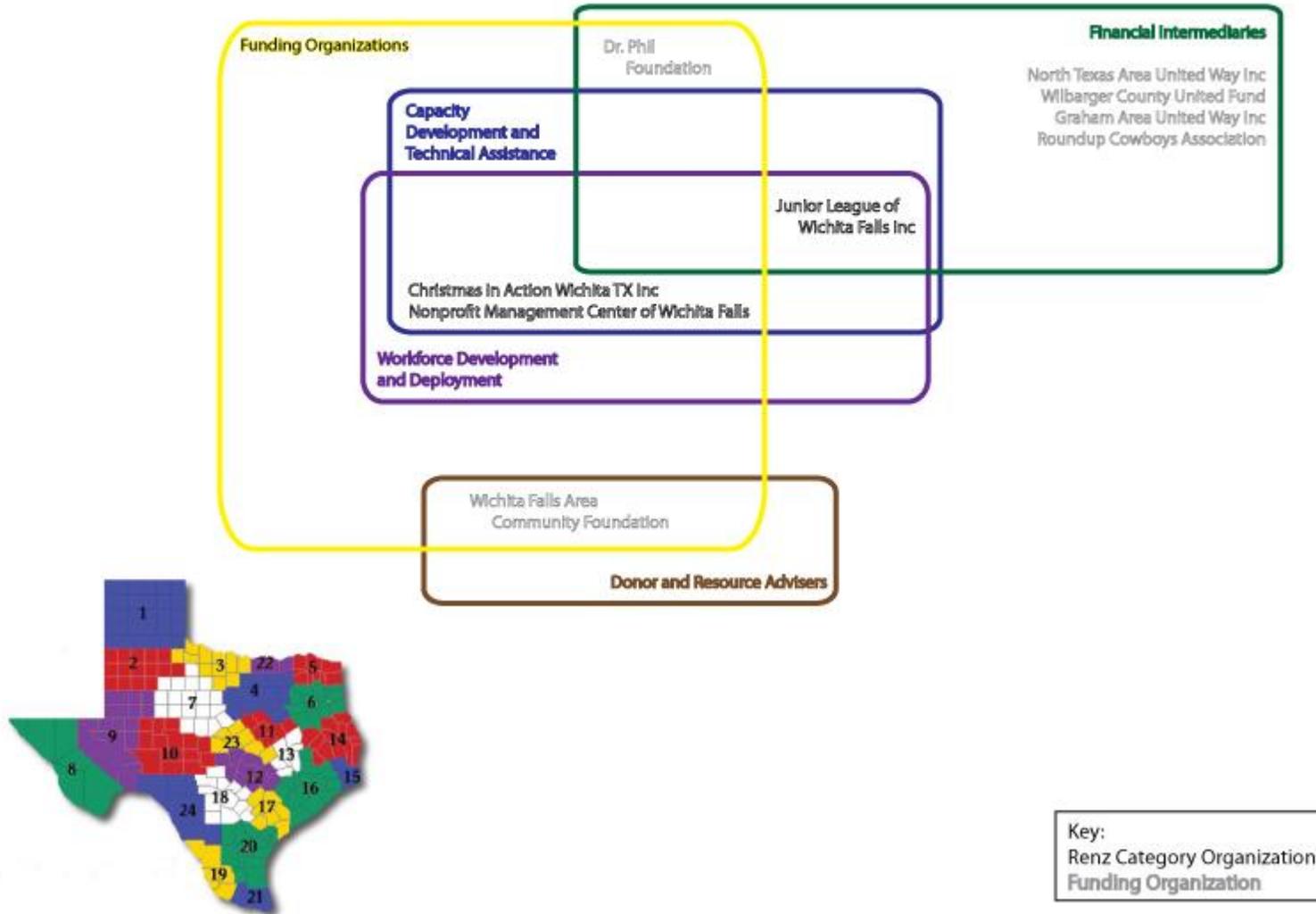


Key:
Renz Category Organization
Funding Organization

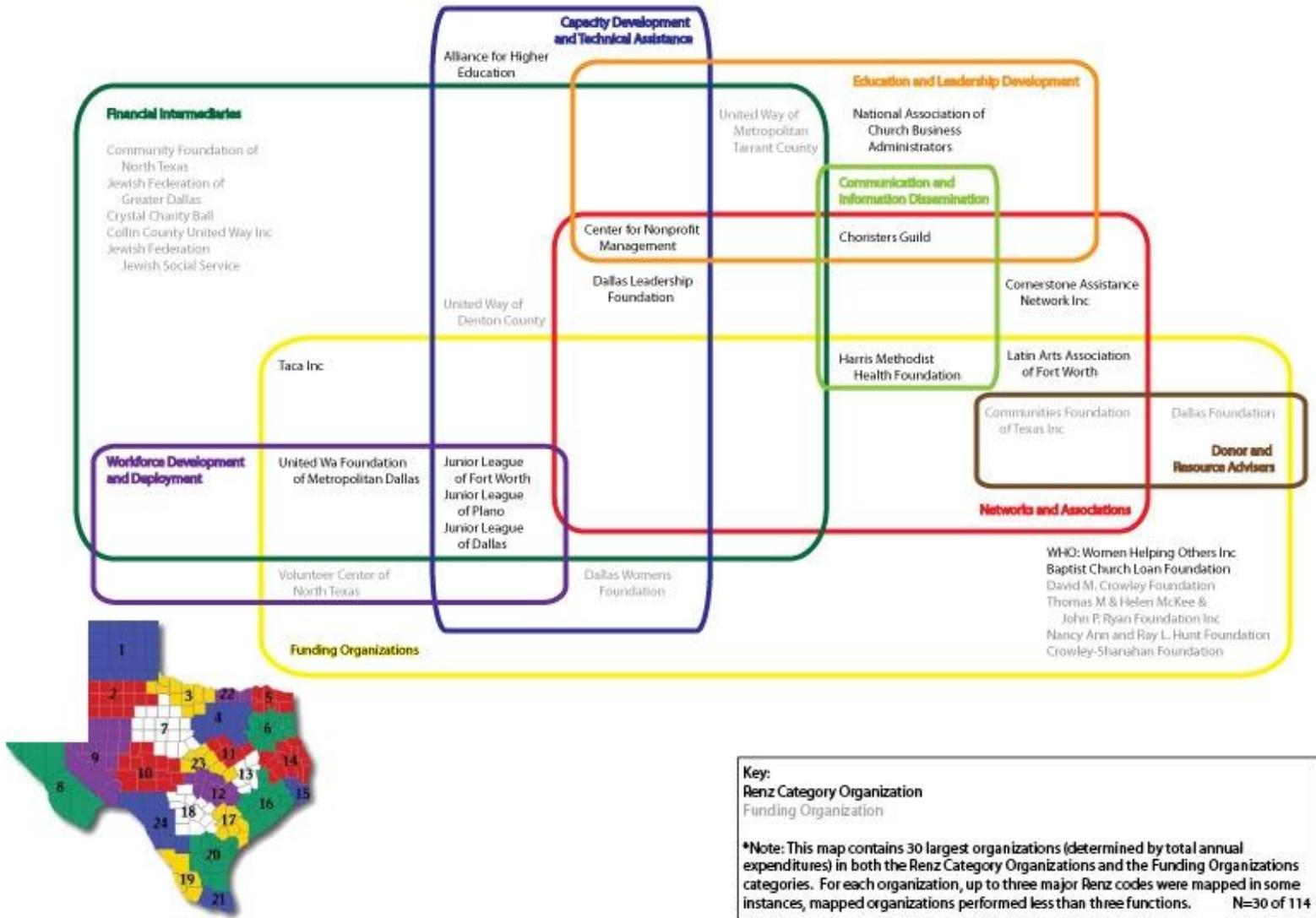
2 - South Plains Association of Governments



3 - Nortex Regional Planning Commission



4 - North Central Texas Council of Governments



5 - Ark-Tex Council of Governments

Financial Intermediaries

Hopkins County United Fund
United Way of Greater Texarkana
United Way of Lamar County

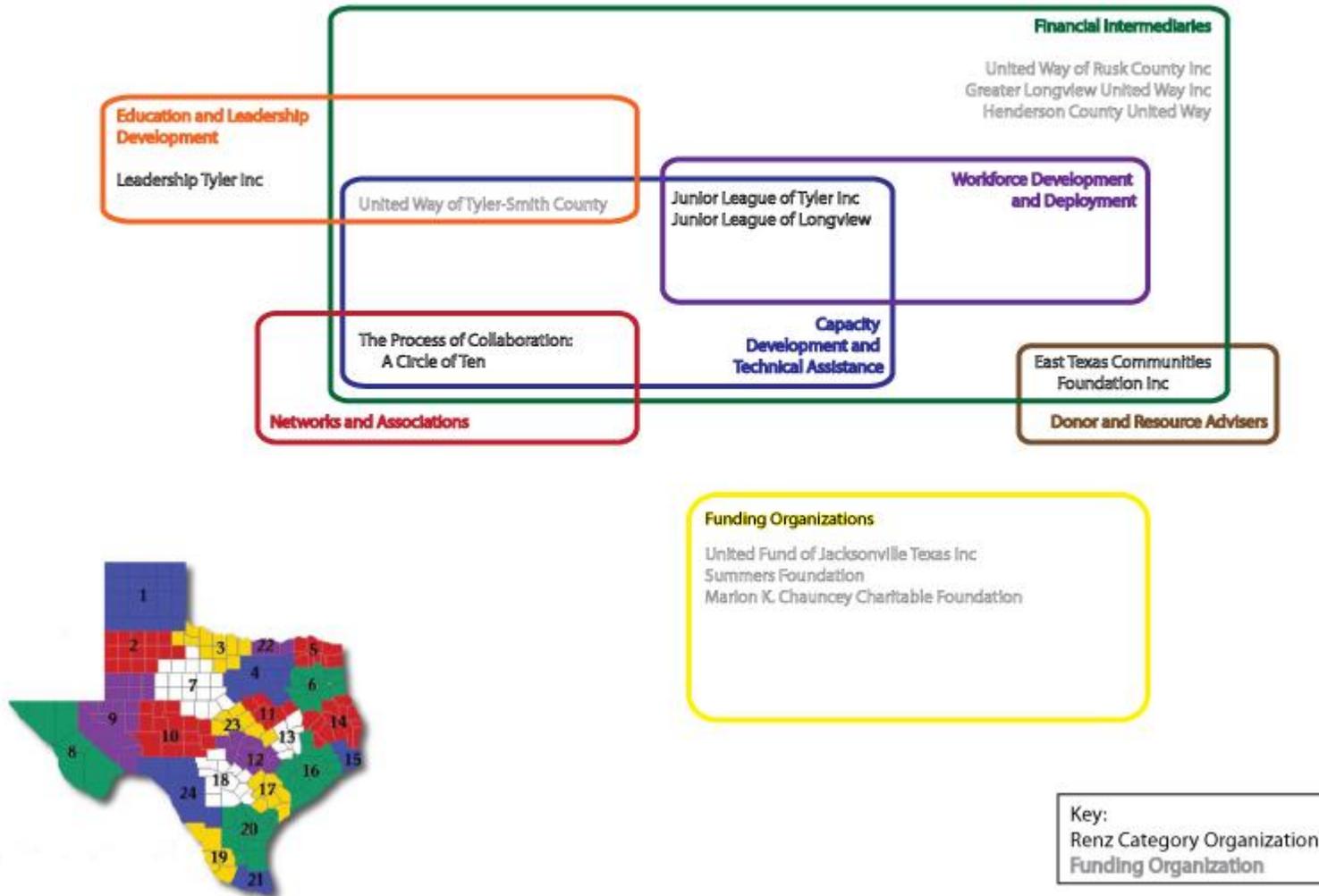
Funding Organizations

E-Z Mart Jim Yates Foundation
Jan-Kay Ranch Inc

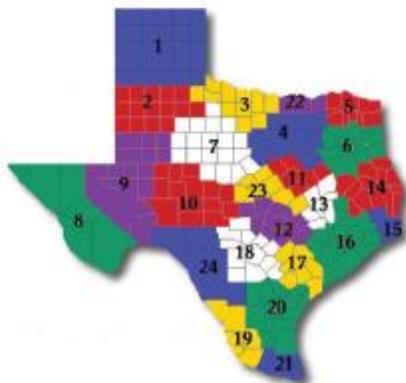


Key:
Renz Category Organization
Funding Organization

6 - East Texas Council of Governments



7 - West Central Texas Council of Governments



Key:
Renz Category Organization
Funding Organization

8 - Rio Grande Council of Governments



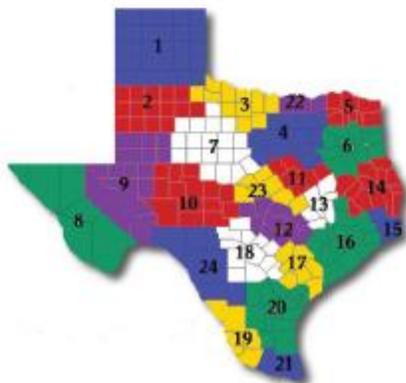
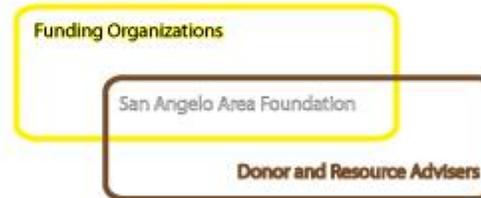
Key:
 Renz Category Organization
 Funding Organization

9 - Permian Basin Regional Planning Commission



Key:
Renz Category Organization
Funding Organization

10 - Concho Valley Council of Governments



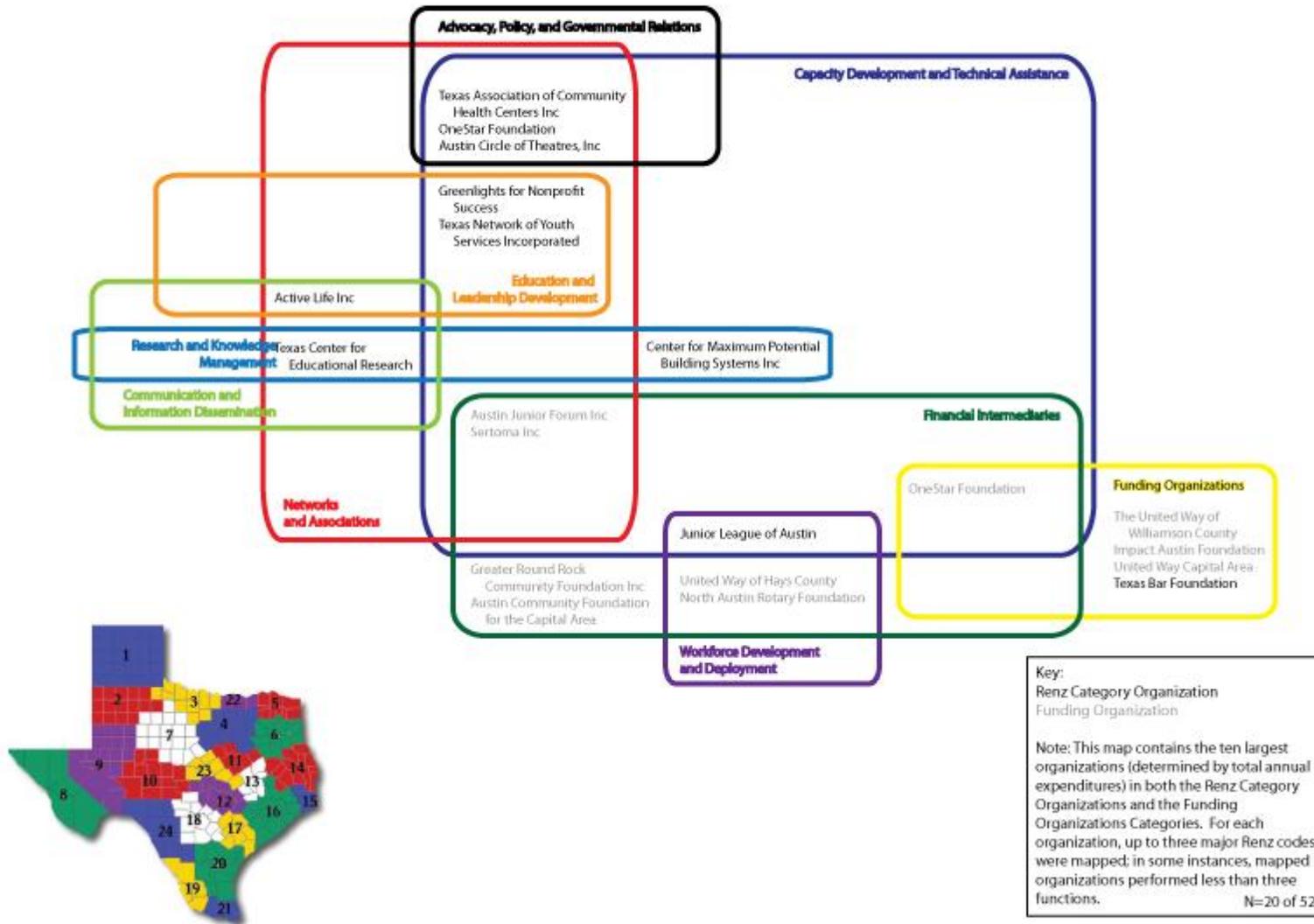
Key:
Renz Category Organization
Funding Organization

11 - Heart of Texas Council of Governments

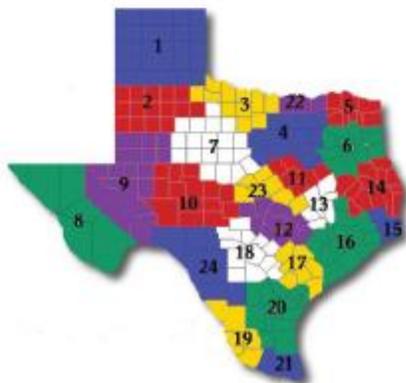
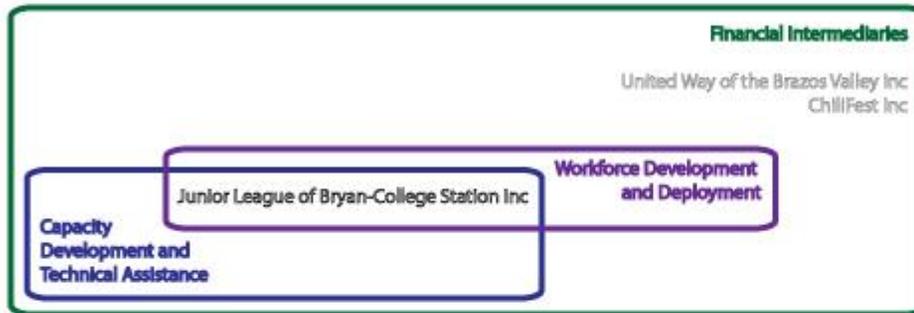


Key:
Renz Category Organization
Funding Organization

12 - Capital Area Council of Governments

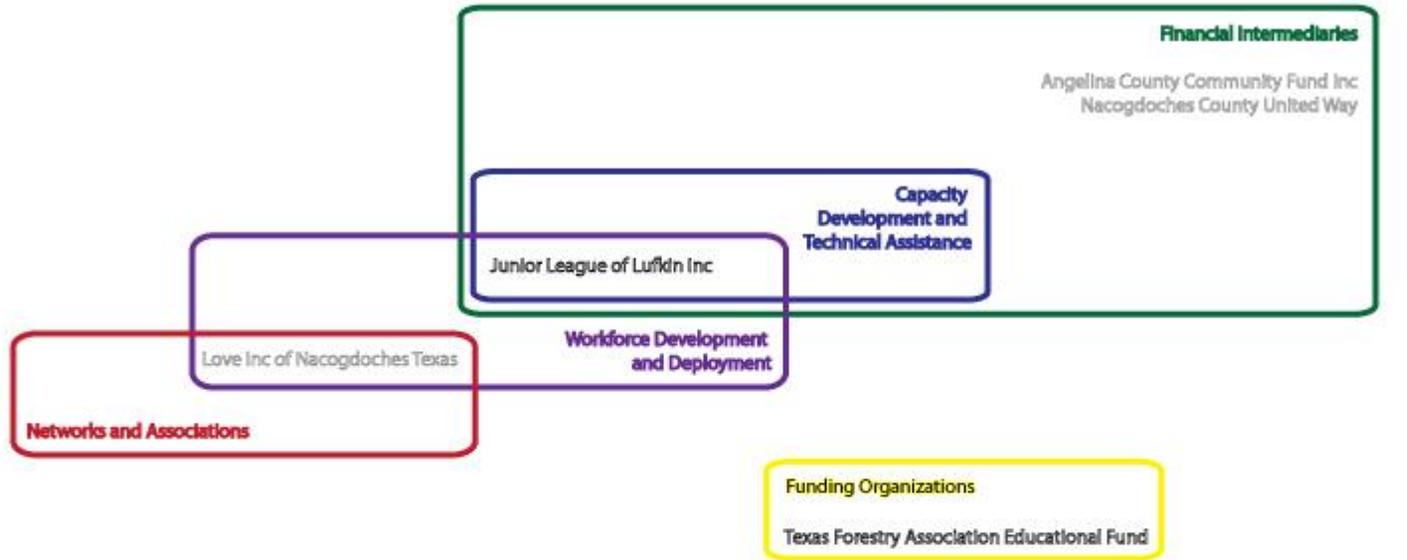


13 - Brazos Valley Council of Governments



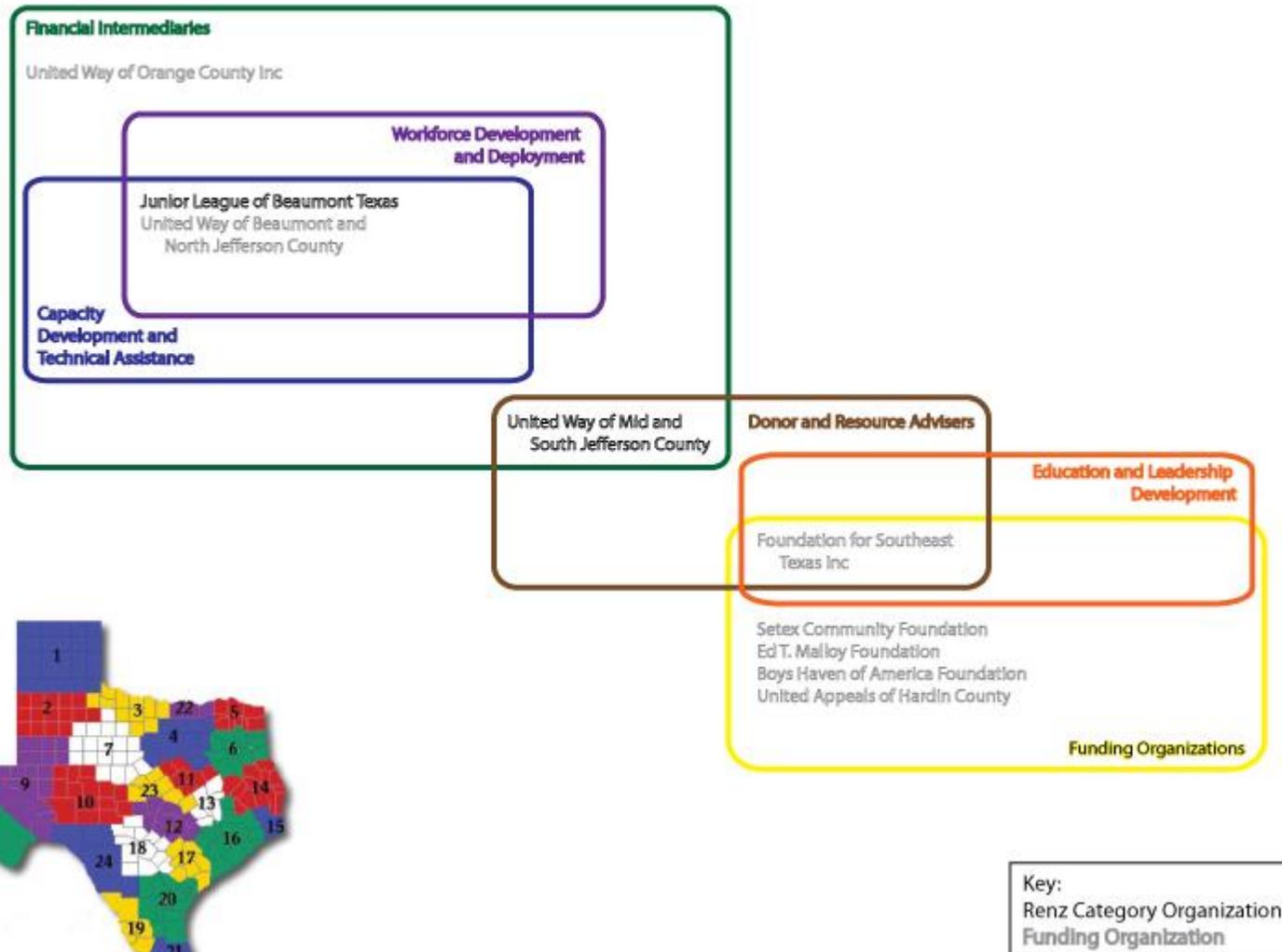
Key:
Renz Category Organization
Funding Organization

14 - Deep East Texas Council of Governments

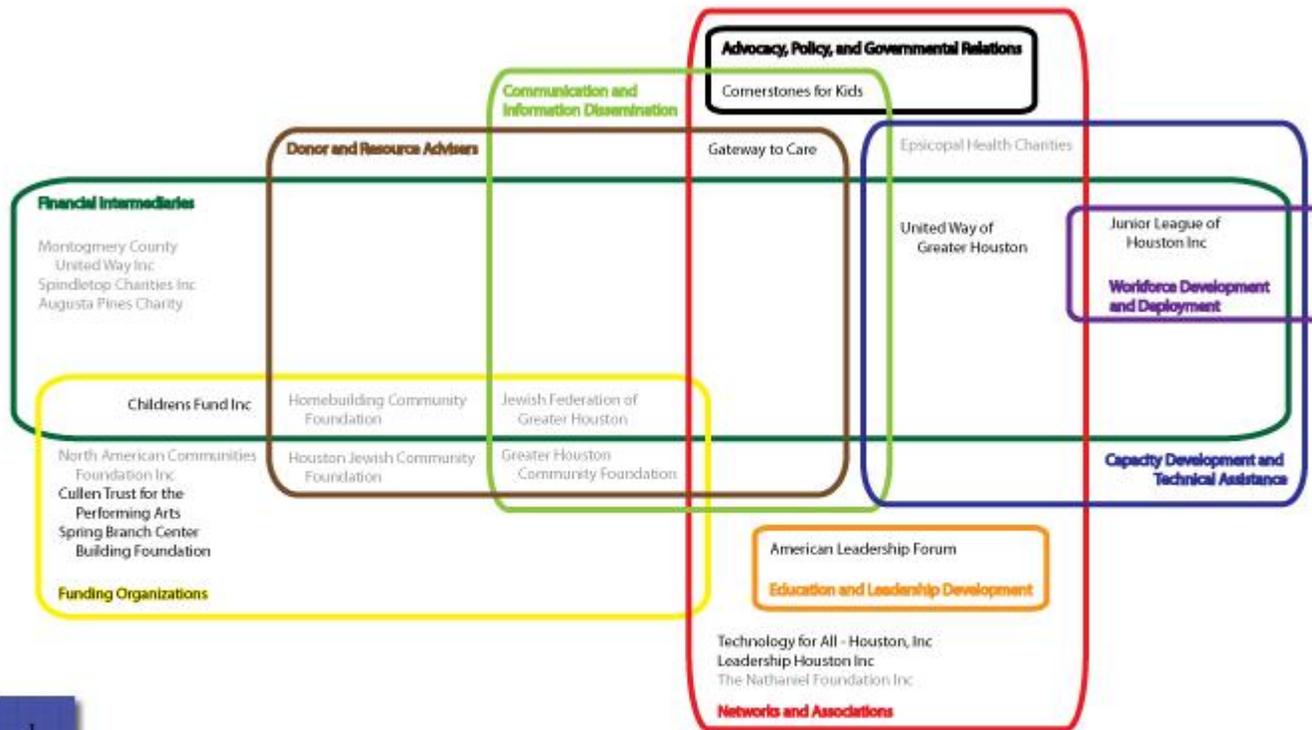


Key:
Renz Category Organization
Funding Organization

15 - South East Texas Regional Planning Commission



16 - Houston-Galveston Area Council

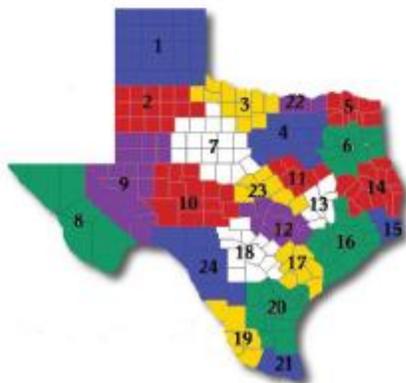
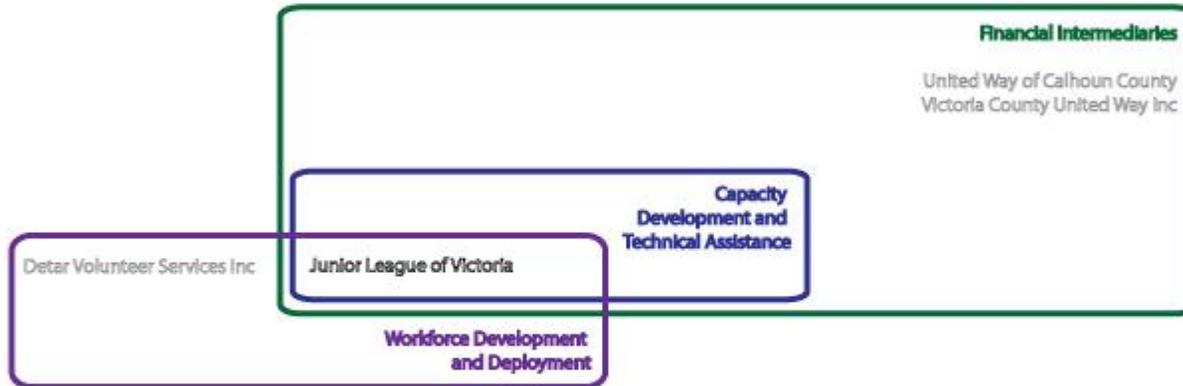


Key:
 Renz Category Organization
 Funding Organization

Note: This map contains the ten largest organizations (determined by total annual expenditures) in both the Renz Category Organizations and the Funding Organizations Categories. For each organization, up to three major Renz codes were mapped; in some instances, mapped organizations performed less than three functions.

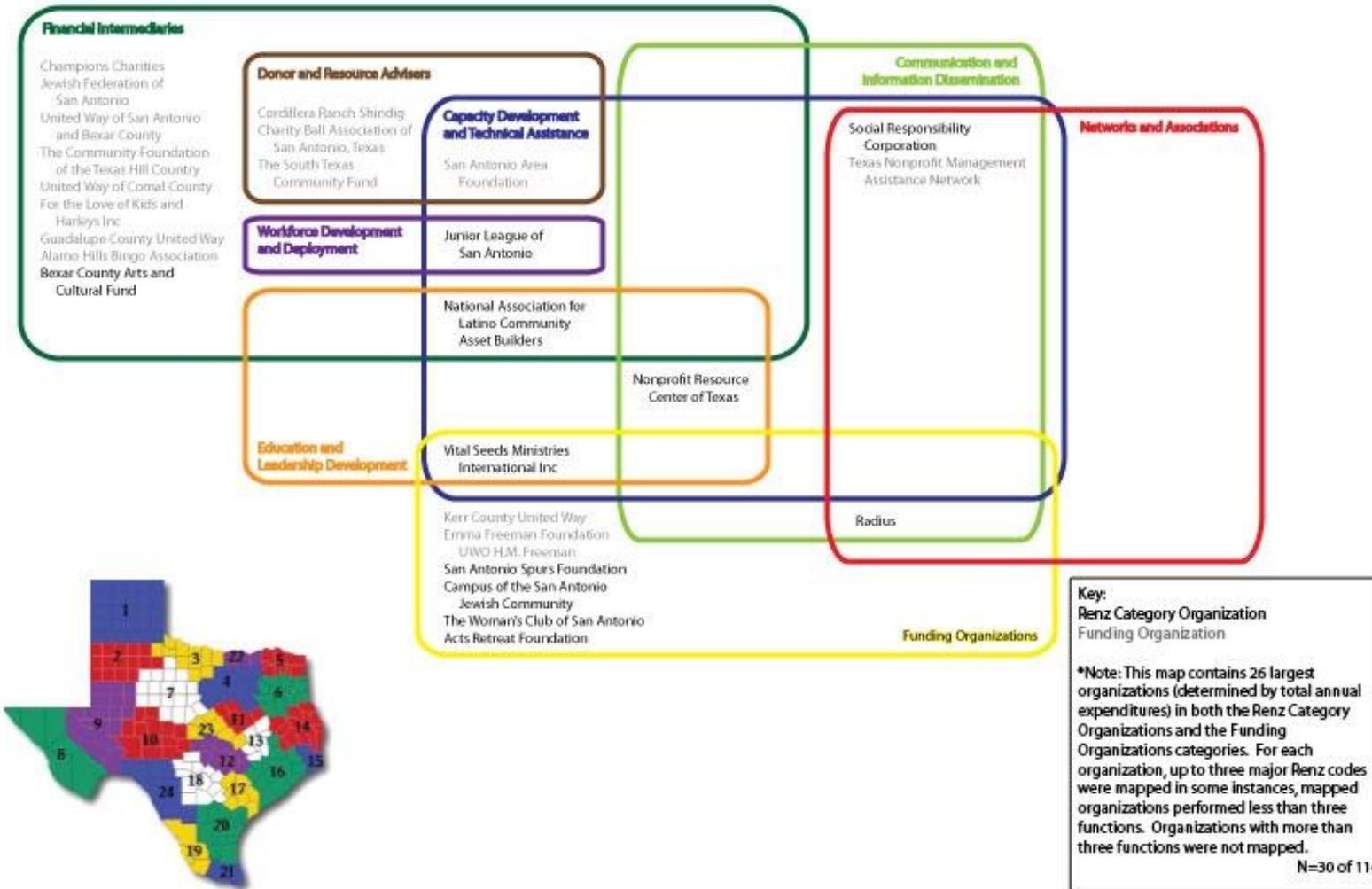
N=20 of 100

17 - Golden Crescent Regional Planning Commission



Key:
Renz Category Organization
Funding Organization

18 - Alamo Area Council of Governments

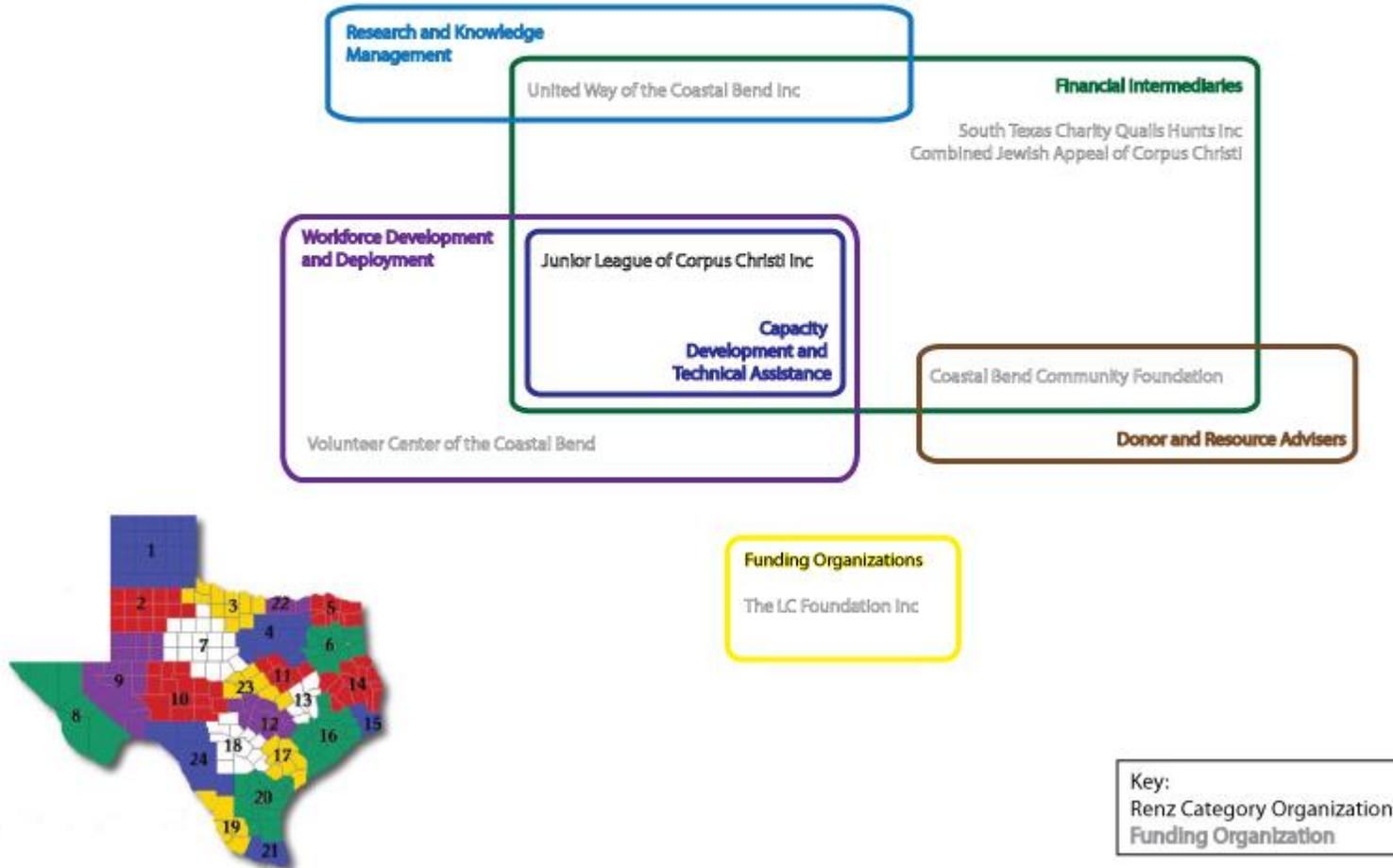


19 - South Texas Development Council

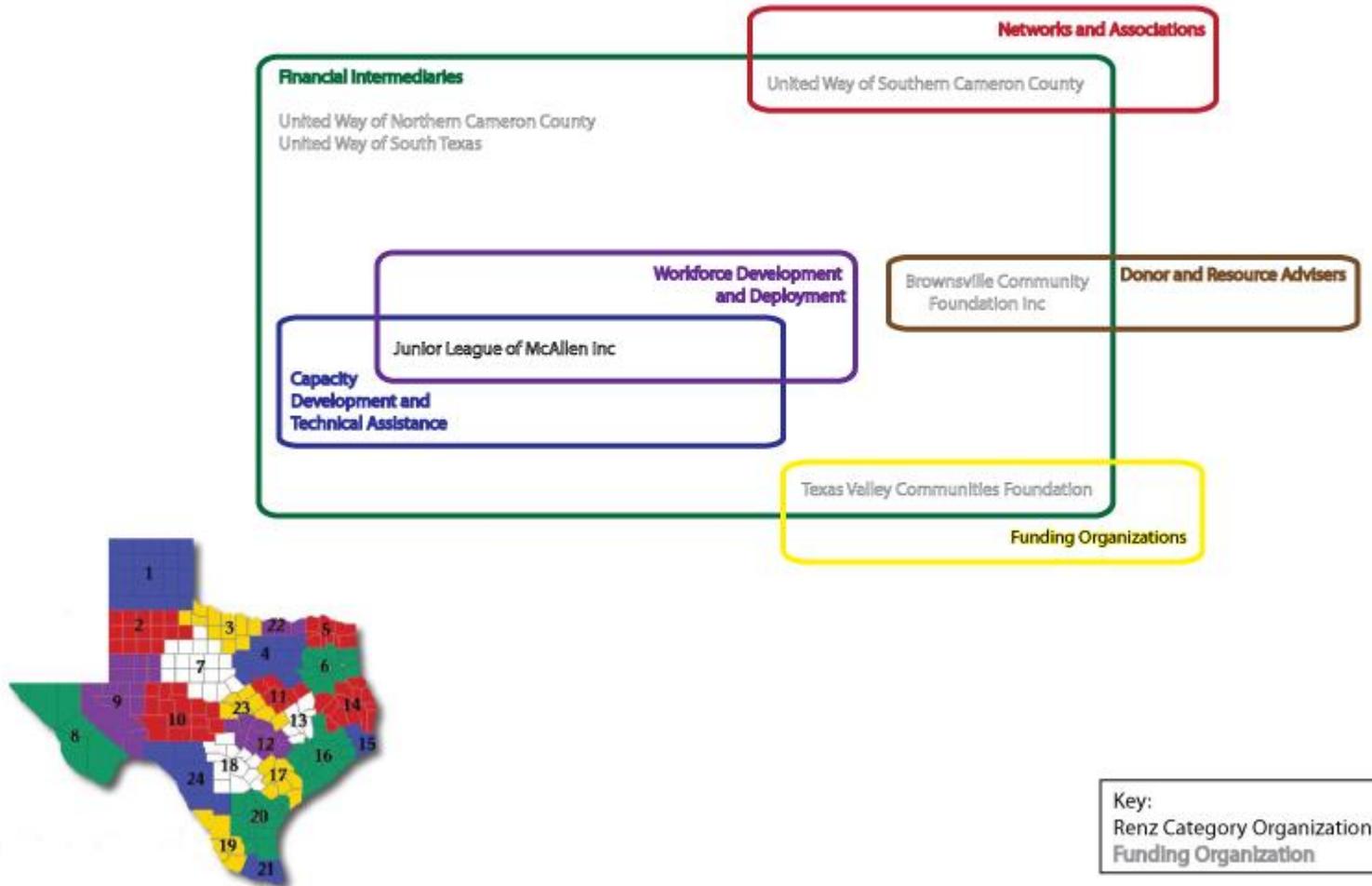


Key:
Renz Category Organization
Funding Organization

20 - Coastal Bend Council of Governments



21 - Lower Rio Grande Valley Development Council



22 - Texoma Council of Governments

Financial Intermediaries

United Way of Grayson County Inc
Cooke County United Way Inc

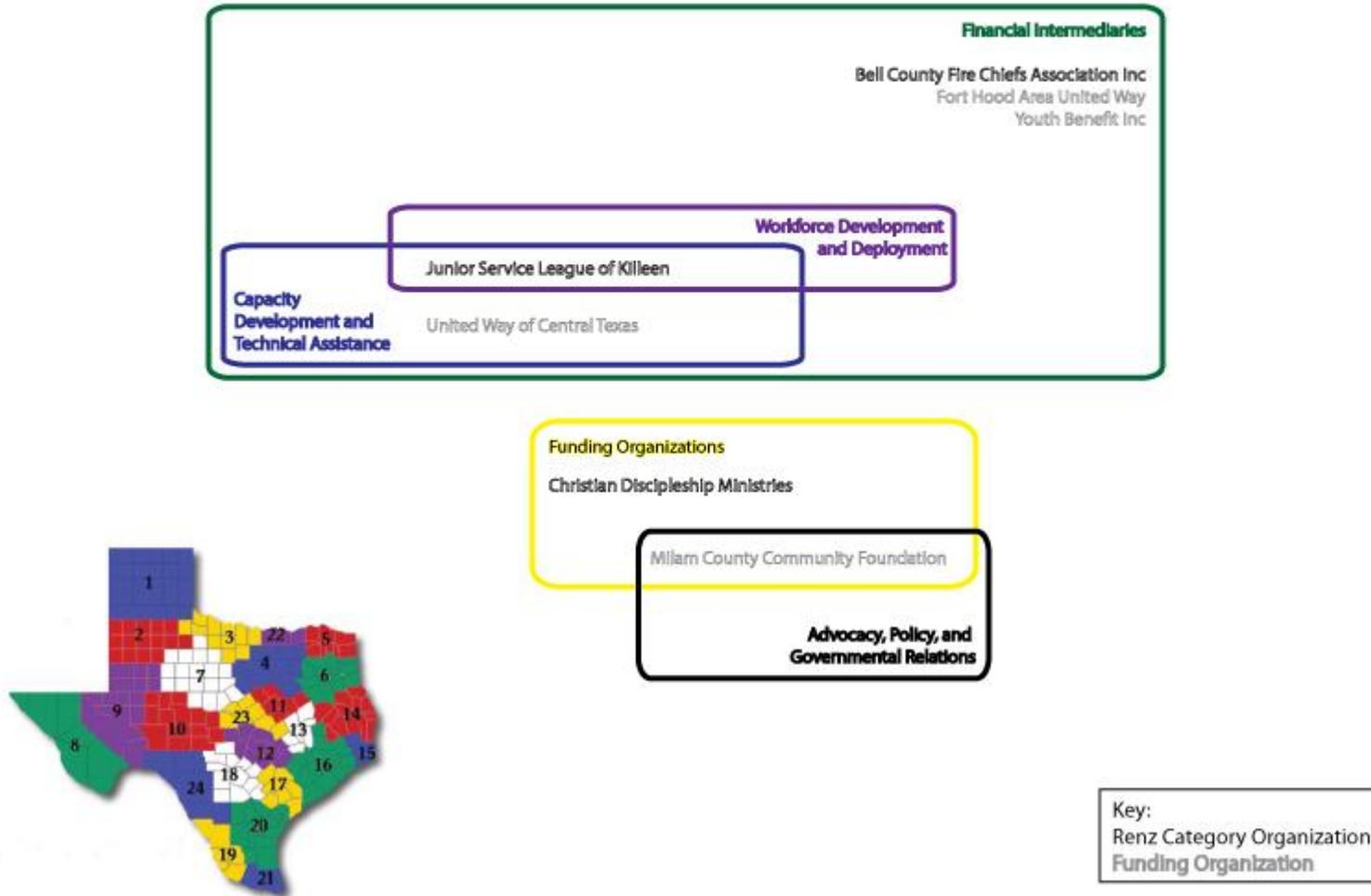
Funding Organizations

Denison Community Foundation
Milnyard Founders Foundation



Key:
Renz Category Organization
Funding Organization

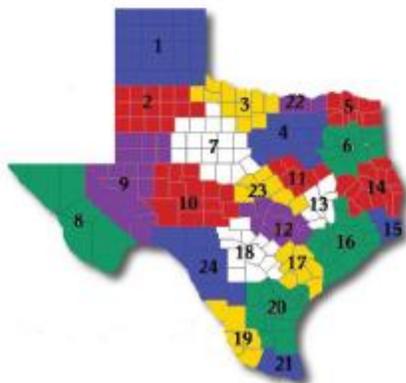
23 - Central Texas Council of Governments



24- Middle Rio Grande Development Council

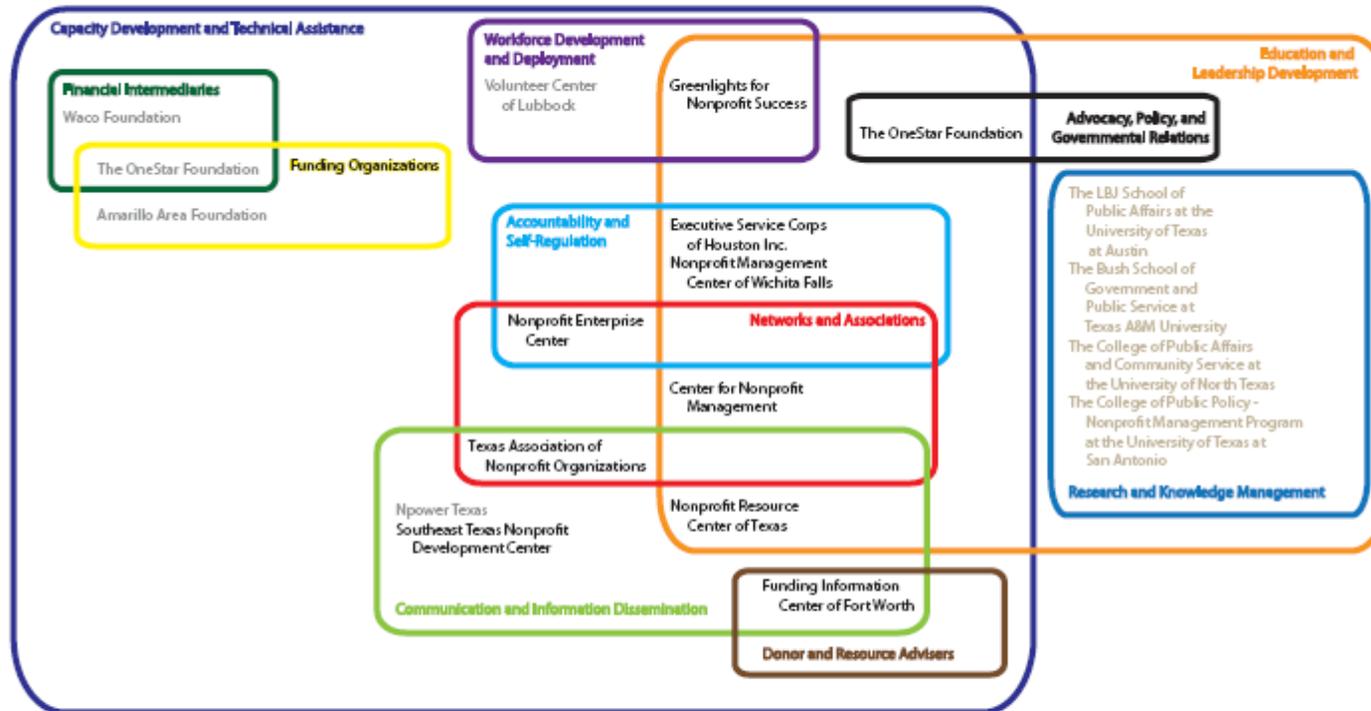
Funding Organizations

Del Rio and Val Verde County United Way Fund Incorporated



Key:
Renz Category Organization
Funding Organization

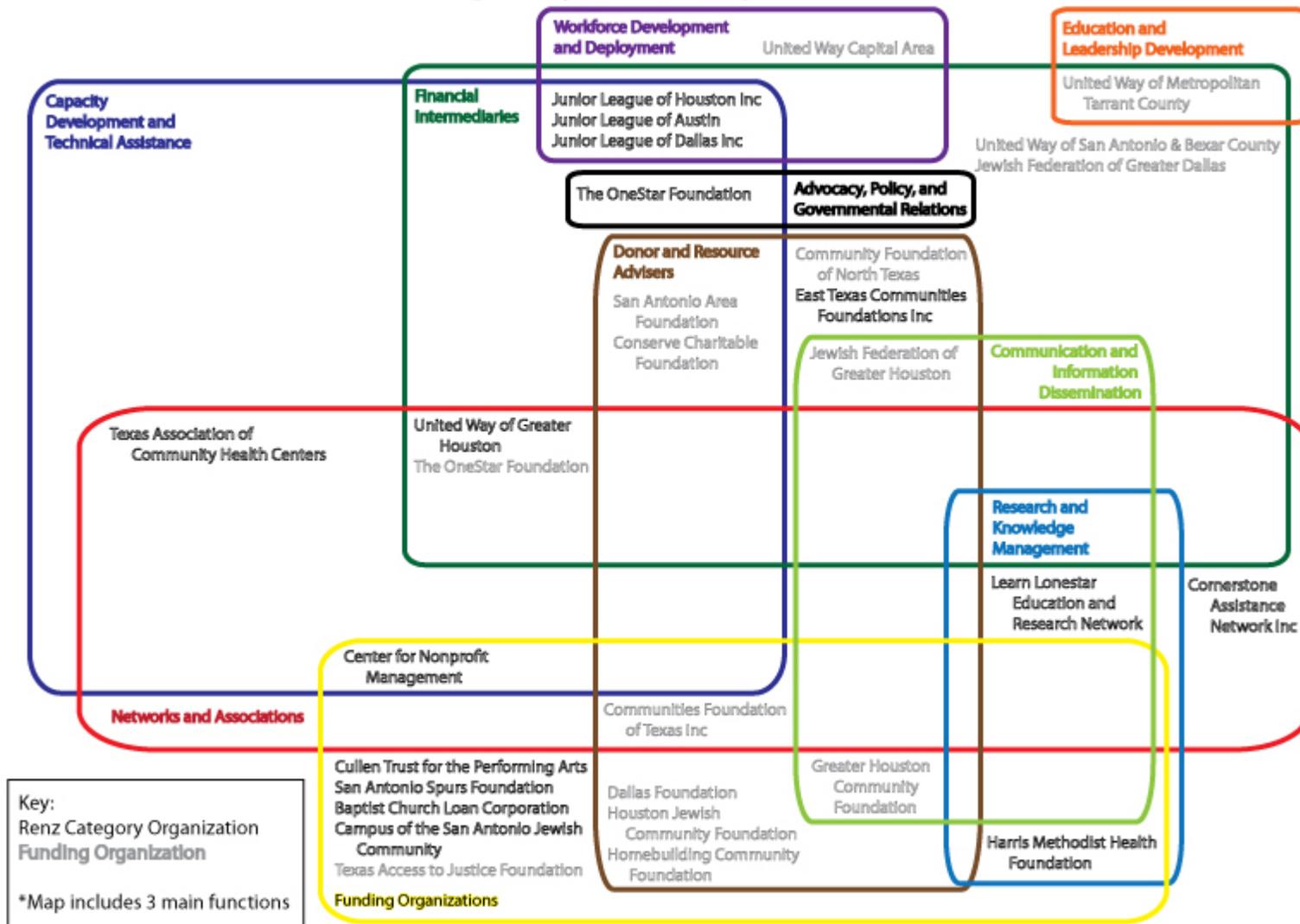
Texas Nonprofit Management Assistance Network



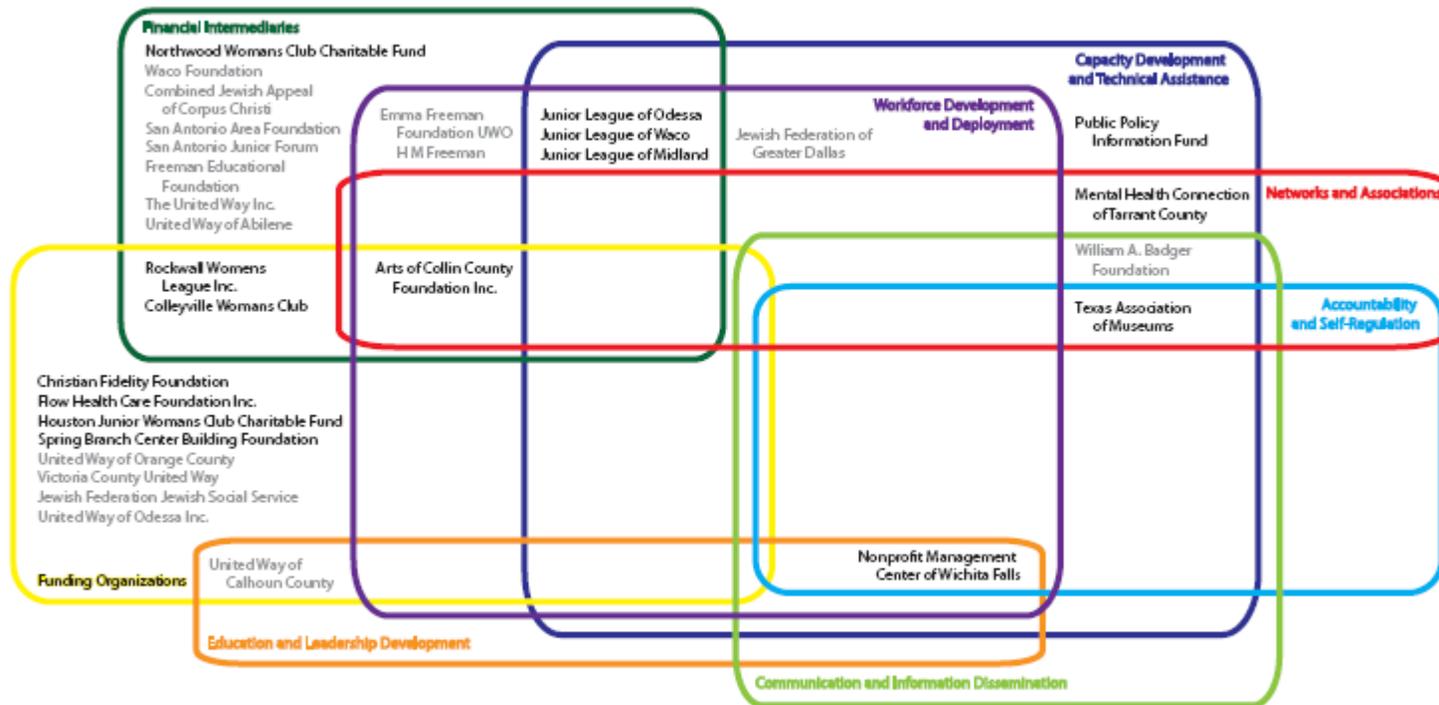
There are 36 organizations that are part of the Texas Nonprofit Management Assistance Network, but all for-profit organizations were excluded due to the nature of the study; measuring nonprofit infrastructure organizations. The four universities were included in this map to illustrate the assistance and roles performed within the network.

Key:
 Renz Category Organization
 Funding Organization
 College or University
 *Map includes 3 main functions

Texas Nonprofit Infrastructure Organizations: Largest by Annual Expenditures

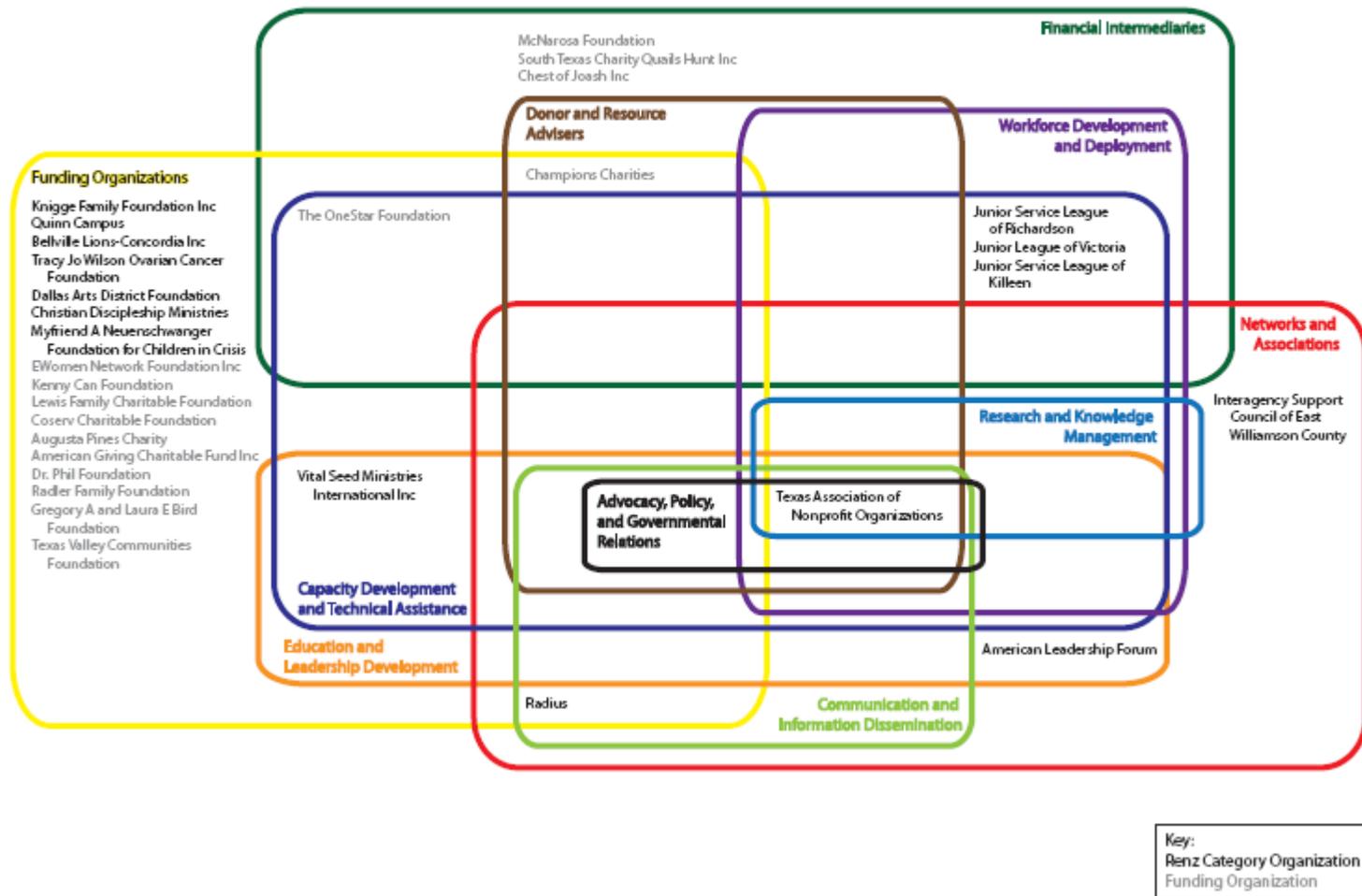


Texas Nonprofit Infrastructure Organizations: Midrange by Annual Total Expenditures

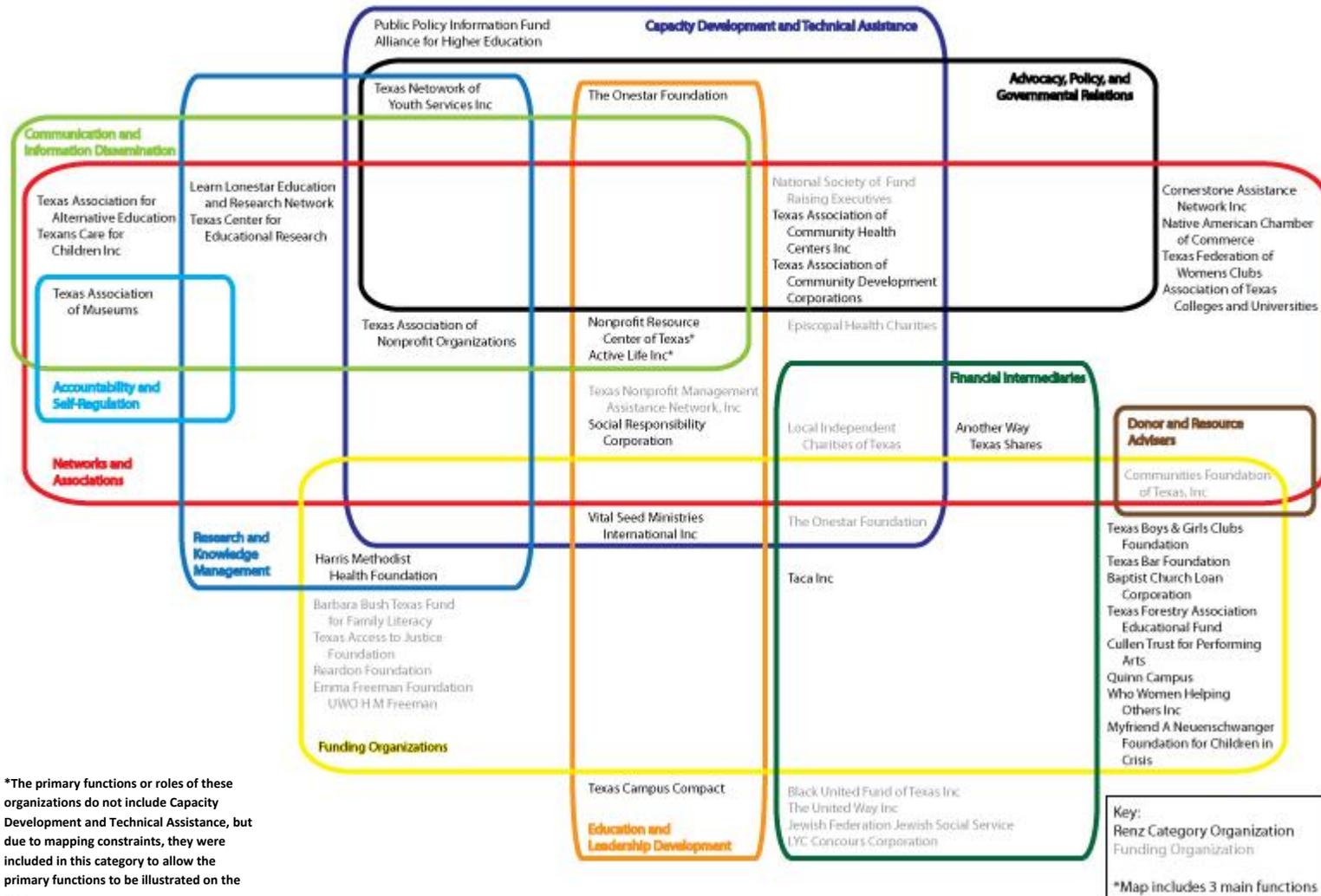


Key:
 Renz Category Organization
 Funding Organization

Texas Nonprofit Infrastructure Organizations: Smallest by Annual Total Expenditures



Texas Nonprofit Infrastructure Organizations: Statewide Scope



*The primary functions or roles of these organizations do not include Capacity Development and Technical Assistance, but due to mapping constraints, they were included in this category to allow the primary functions to be illustrated on the map.

Appendix C: Descriptive Statistics

This section contains tables which provide a description of infrastructure organizations from various vantage points.

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Descriptive Statistics: By Renz Function

Renz Function	N (Sample)	Mean	Percent of Organizations Performing Function (rounded)	Standard Deviation
1. Accountability and Self-Regulation	389	0.02057	2.1%	14.21074%
2. Advocacy, Policy, and Governmental Relations	389	0.05141	5.1%	22.11248%
3. Financial Intermediaries	389	0.52185	52.2%	50.01656%
4. Funding Organizations	389	0.4036	40.4%	49.12507%
5. Donor and Resource Advisers	389	0.09255	9.3%	29.01669%
6. Networks and Associations	389	0.14653	14.6%	35.40917%
7. Workforce Development and Deployment	389	0.13368	13.4%	34.07422%
8. Education and Leadership Development	389	0.08997	9.0%	28.65134%
9. Capacity Development and Technical Assistance	389	0.19794	19.8%	39.89624%
10. Research and Knowledge Management	389	0.03856	3.9%	19.27928%
11. Communication and Information Dissemination	389	0.08483	8.5%	27.89917%

Descriptive Statistics: Organizational Characteristics

Note: Sample size differs due to different reporting practices of nonprofit organizations.

	N (Sample)	Mean	Standard Deviation
Revenue	389	\$2,737,929	\$10,100,000
Program Expenses	389	\$1,727,705	\$6,859,448
Administrative Expenses	350	\$149,486.8	\$413,606.3
Funding Expenses (Fundraising)	189	\$188,370.4	\$583,951.3
Total Expenses	389	\$1,959,640	\$7,477,097
Assets	381	\$9,085,801	\$35,200,000
Liabilities	256	\$1,526,970	\$5,316,676
Program Expenses as Percent of Total Expenditures	389	82.62%	17.30%
Administrative Expenses as Percent of Total Expenditures	350	13.62%	13.98%
Fundraising Expenses as Percent of Total Expenditures	189	9.9%	13.58%
Age of Organization	387	26.82946 years	20.98511 years
Functions	389	1.781491	1.282743

Descriptive Statistics: Primary Renz Function by NTEE Code

NTEE	Primary Renz Function									Total Number of Organizations	Percent of Total Sample
	1	3	4	5	6	7	8	9	10		
A	0	2	4	0	1	0	1	3	0	11	2.83%
B	0	2	2	0	2	0	0	0	2	8	2.06%
C	0	0	1	0	0	0	0	1	0	2	0.51%
E	0	0	1	0	2	1	1	1	0	6	1.54%
F	1	0	0	0	1	0	0	0	0	2	0.51%
G	0	0	0	0	1	0	0	0	0	1	0.26%
H	0	0	0	0	0	0	0	1	0	1	0.26%
I	0	0	0	0	0	2	0	0	0	2	0.51%
L	0	1	0	0	0	0	0	0	0	1	0.26%
M	0	0	0	0	0	1	0	0	0	1	0.26%
N	0	0	0	0	0	1	0	0	0	1	0.26%
O	0	0	0	0	1	0	0	0	0	1	0.26%
P	1	3	4	0	3	3	0	6	1	21	5.39%
Q	0	0	1	0	0	0	0	0	0	1	0.26%
R	0	0	0	0	0	0	0	1	0	1	0.26%
S	0	7	14	0	6	19	2	9	0	57	14.65%
T	0	142	95	4	7	8	1	0	0	257	66.06%
U	0	0	0	0	0	0	0	1	0	1	0.26%
W	0	0	3	0	3	0	0	0	1	7	1.80%
X	0	0	4	0	3	0	0	0	0	7	1.80%
Total	2	157	129	4	30	35	5	23	4	389	

Descriptive Statistics: Primary Renz Function by COG

COG	Primary Renz Function									Total Number of Organizations	Percent of Total Sample
	1	3	4	5	6	7	8	9	10		
1	0	7	2	0	0	1	0	0	0	10	2.57%
2	0	2	1	0	0	2	0	0	1	6	1.54%
3	0	4	2	1	0	1	0	1	0	9	2.31%
4	0	50	46	1	8	7	2	4	0	118	30.33%
5	0	3	1	0	0	0	0	0	0	4	1.03%
6	0	5	3	0	1	2	1	0	0	12	3.09%
7	0	3	3	0	0	1	0	0	0	7	1.80%
8	0	3	1	0	0	1	0	2	0	7	1.80%
9	0	3	1	0	0	2	0	0	0	6	1.54%
10	0	1	1	0	0	0	0	0	0	2	0.51%
11	0	3	3	0	0	1	0	0	0	7	1.80%
12	1	14	14	0	9	1	2	10	1	52	13.37%
13	0	2	0	1	0	1	0	0	0	4	1.03%
14	0	2	0	0	2	0	0	0	0	4	1.03%
15	0	3	5	0	0	1	0	0	0	9	2.31%
16	0	18	30	1	7	4	0	2	2	64	16.45%
17	0	2	0	0	0	2	0	0	0	4	1.03%
18	0	18	7	0	3	2	0	4	0	34	8.74%
19	0	0	2	0	0	0	0	0	0	2	0.51%
20	0	4	1	0	0	2	0	0	0	7	1.80%
21	0	4	1	0	0	1	0	0	0	6	1.54%
22	0	2	2	0	0	0	0	0	0	4	1.03%
23	1	4	1	0	0	1	0	0	0	7	1.80%
24	0	0	1	0	0	0	0	0	0	1	0.26%
Total	2	157	129	4	30	35	5	23	4	389	