

Northwest Nonprofit Capacity Report

Five State Combined Survey Report

2024



1	Introduction
5	Part 1: Who Participated
7	Part 2: Summary of Survey Data
9	High-Level Takeaways
12	Part 3: Deeper Dive into Capacity Domains
33	Part 4: Call to Action

Charitable nonprofits represent the best traits of the people of the Northwest states – Alaska, Idaho, Montana, Oregon, and Washington. Nonprofits keep our communities vibrant and healthy. They create and magnify public benefits, catalyze opportunities to participate in civic affairs, and enrich cultural life. Nonprofits are a powerful network of organizations and change agents creating positive systemic change. They provide much-needed services, address inequities, and create innovative solutions to community issues. Nonprofits also generate significant economic impact in our states and communities.

Because the nonprofit sector is vital to the flourishing of communities throughout the Northwest, the capacity of nonprofits is critical. For communities to thrive, nonprofits need capacity – talent, resources, time, and expertise – to carry out their stated missions. To understand the capacity of nonprofits in the Northwest states, the five state nonprofit capacity-building associations, in conjunction with the M. J. Murdock Charitable Trust and Dialogues In Action, designed a survey in the Spring of 2024. The survey is intended to inform this question:

What is the current capacity of nonprofits in the Northwest states to carry out their missions?

The survey was administered by the five state nonprofits associations, their partners, and the M. J. Murdock Charitable Trust. This project is guided by the shared leadership of the five state nonprofit associations:

- The Foraker Group (Alaska)
- Montana Nonprofit Association
- Nonprofit Association of Washington
- Nonprofit Association of Oregon
- Idaho Nonprofit Center

The survey uses both scaled and open-ended items to yield data on six indicators for each of the 10 domains of capacity: Mission, People, Governance, Culture, Strategy, Resource, Evaluation, Operations, Engagement, and Partnership Capacity.

The findings from the survey are clear:

- 1 Northwest nonprofits show remarkable strength of capacity, even in the face of challenges both externally in the current environments of their service and internally within the current milieu of their operations. Nonprofits in the Northwest are extraordinary and operate with an impressive level of capacity.
- 2 Northwest nonprofits need support of many kinds to strengthen their capacity. They show vulnerabilities in areas that need to be fortified to meet the needs and fulfill the potential of communities in the Northwest.

The data in this report represent the perceptions of nonprofit leaders who participated in this survey. Any survey of this kind cannot capture the full spectrum of nonprofit experience. Also, the perceptions of leaders may diverge at times from the perceptions of others within their organizations. Still, the insights are valuable and illuminate critical strengths and areas for improvement of capacity.

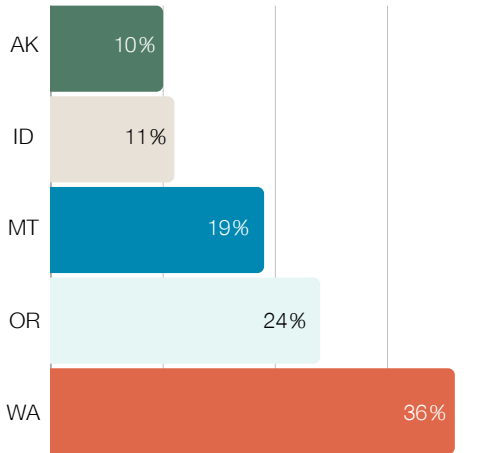
We invite you to consider what might be learned from this survey and how these learnings might inform your involvement in and for the nonprofit sector.



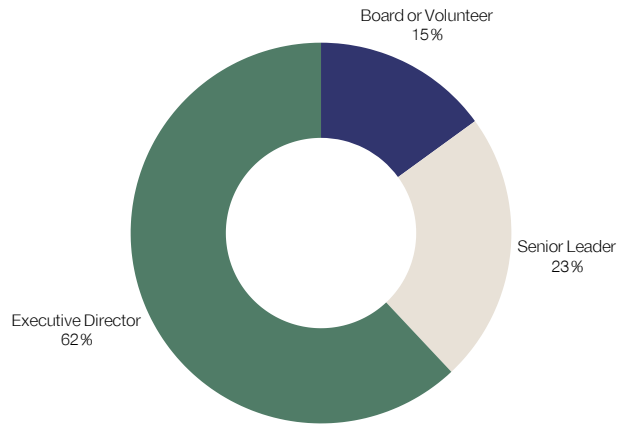
Part 1: Who Participated

The Five State Nonprofit Capacity Survey yielded 967 responses from nonprofit leaders in Alaska, Idaho, Montana, Oregon, and Washington. This is an extraordinary response rate from across these five states. We are grateful for the time and effort invested by nonprofit leaders to complete the survey and provide insight into the capacity of nonprofits in the Northwest.

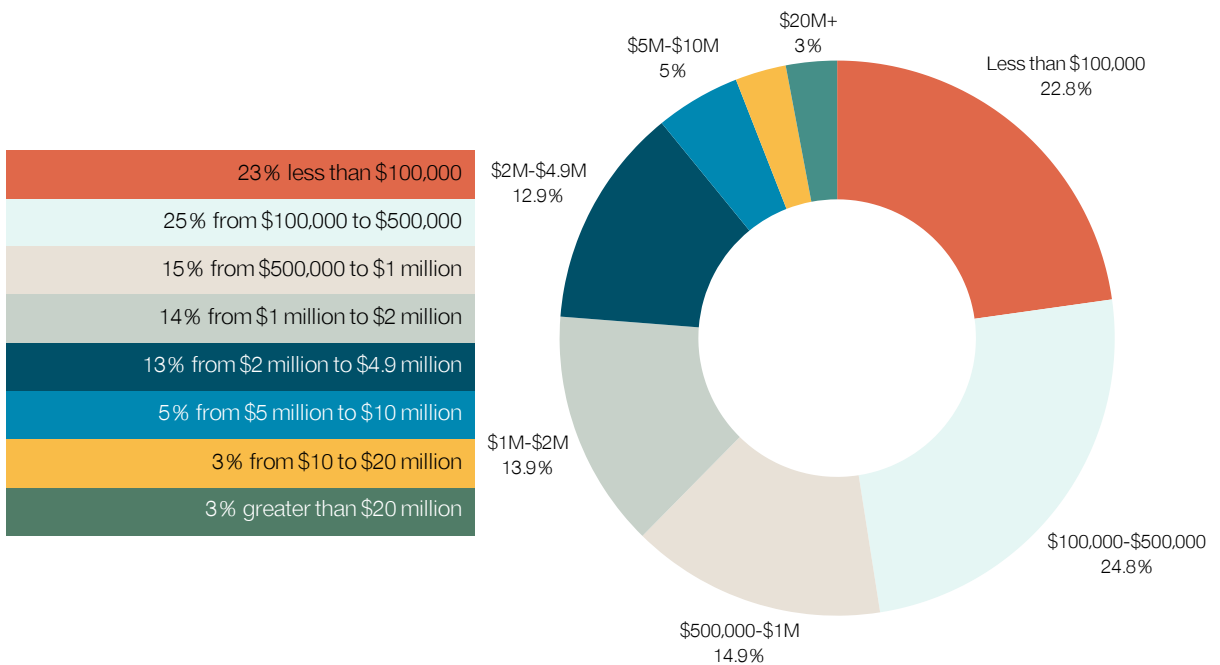
Where are the respondents from?



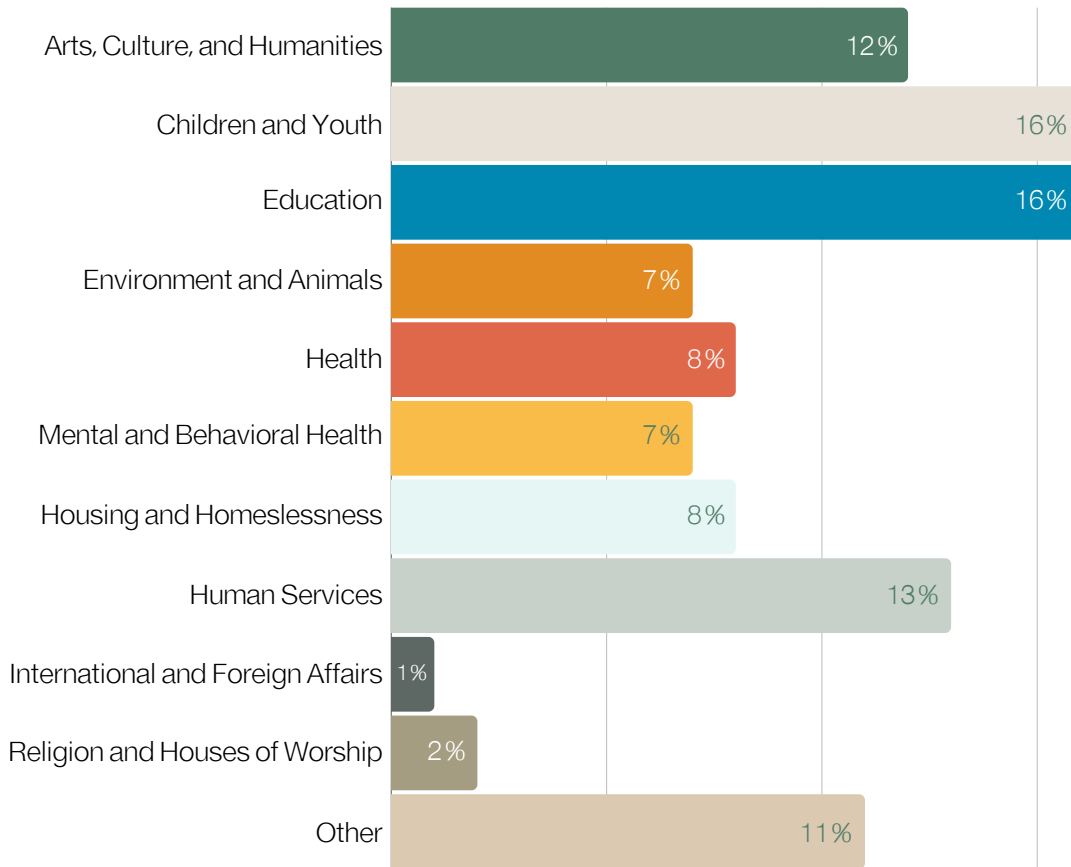
What role do the respondents have?



What is the size of the organization budgets?

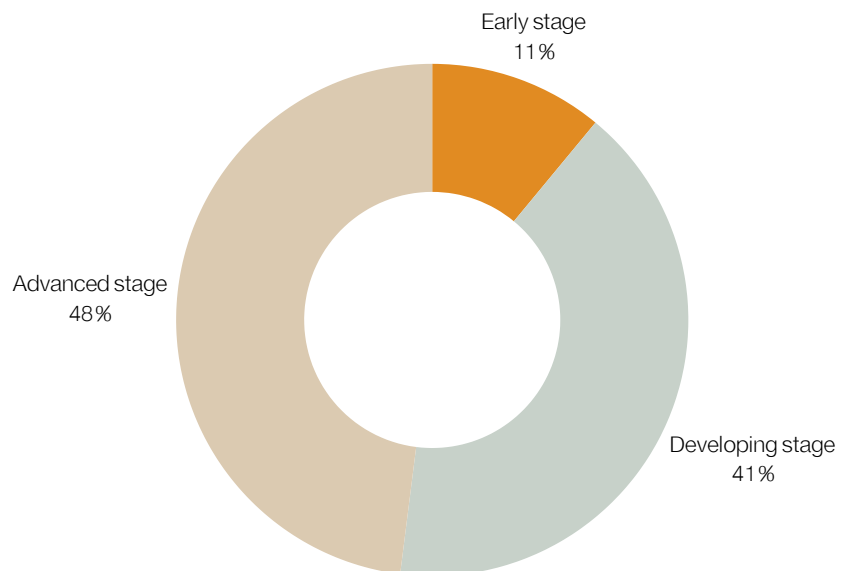
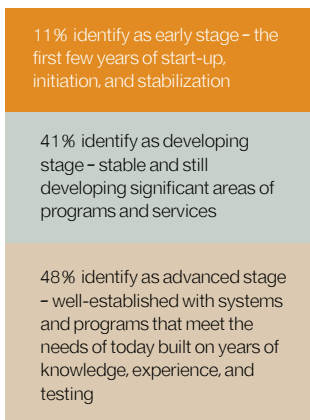


What sectors do the respondents represent?



*"Other" is often composed of nonprofits focused on work such as economic development, food security, social justice, transportation, legal services, etc.

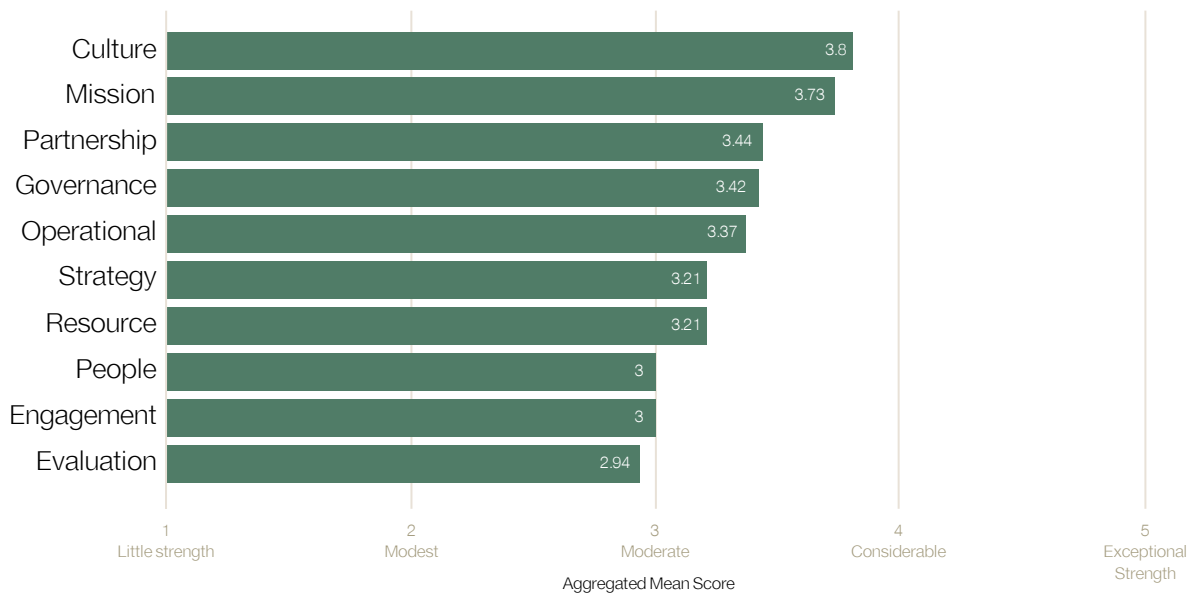
What stage of development are the organizations?



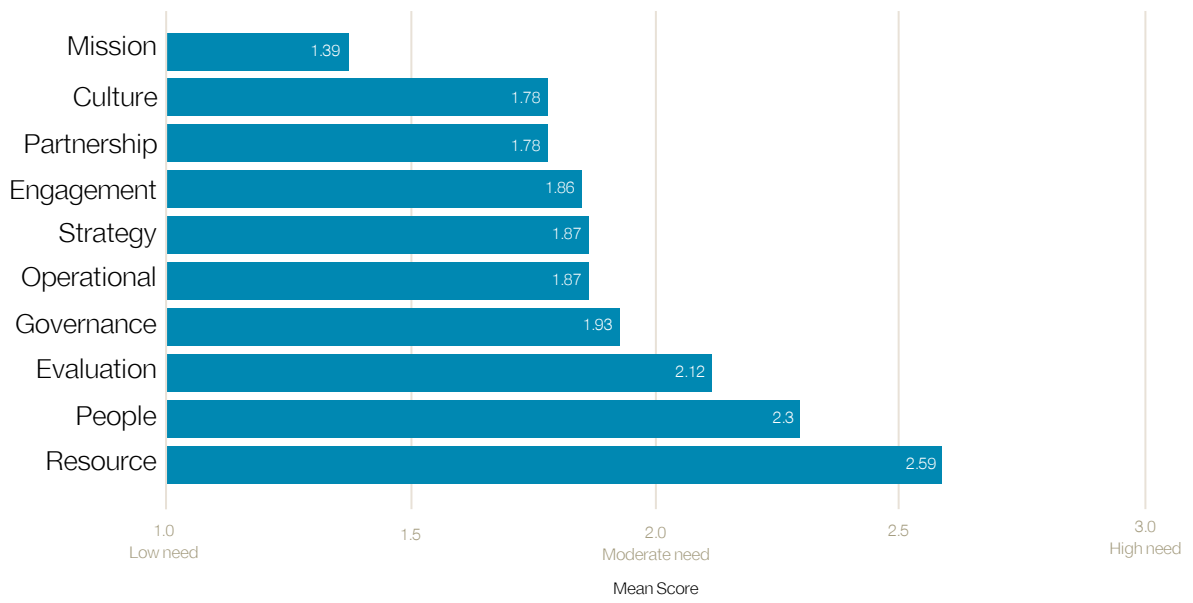
The 2024 nonprofit capacity survey reveals both the perception of the relative strength of capacity and the perception of the relative need for continued development and capacity building.

Nonprofit leaders rated the level of perceived capacity in each of the 10 domains.

Capacity Strength

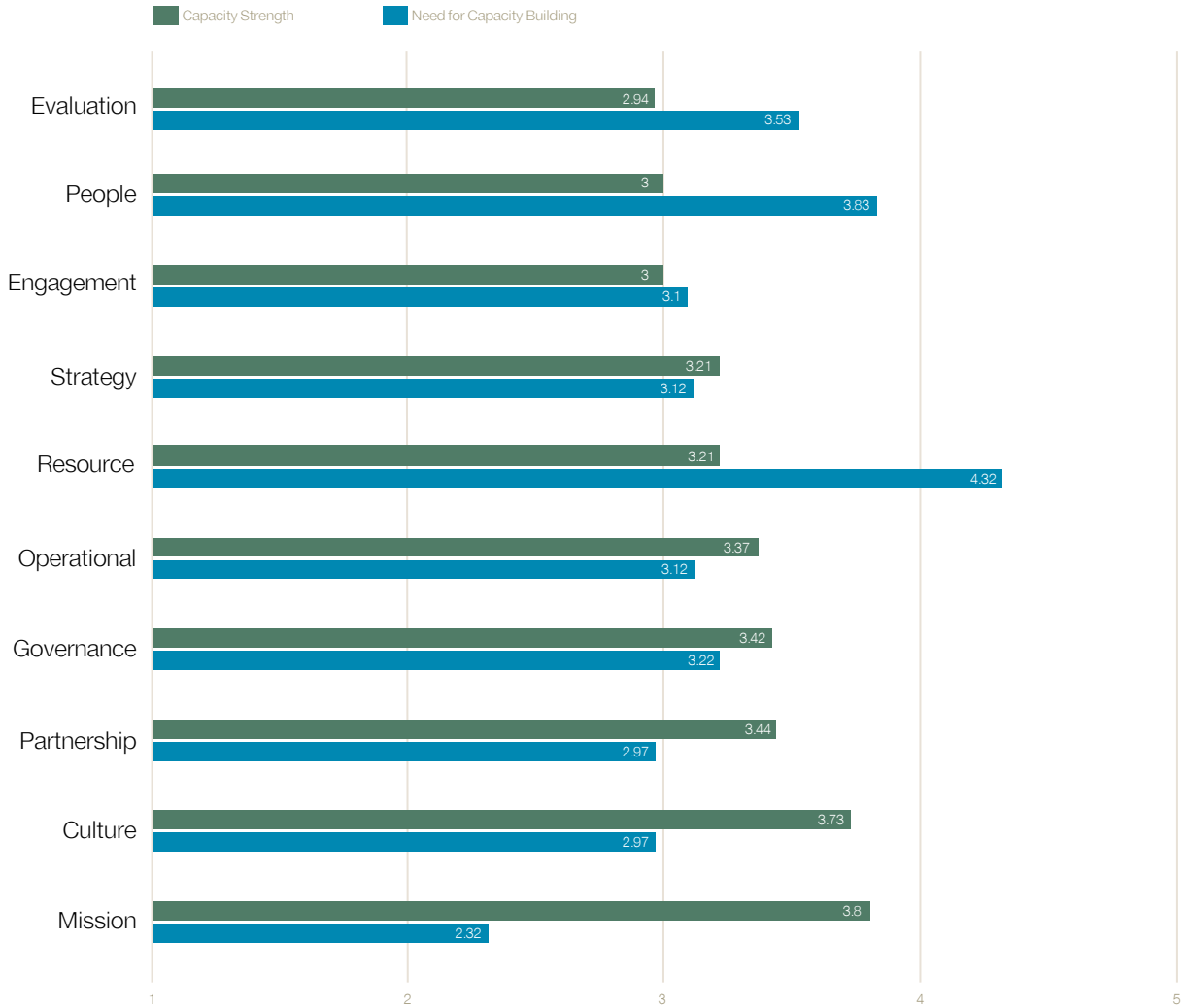


Need for Capacity Building



Placed together, from least capacity to greatest capacity, the gap shows the difference between the perceived strength of capacity and the perceived level of need. (The perceived need scores have been converted from a 3-point to a 5-point scale for comparison.)

Capacity Strength and Perceived Need for Capacity Building



In summary, there are 12 high-level takeaways from the data:

1

Missions and culture are strong

Nonprofits of the Northwest are driven by a clear cause. They are focused on their mission and aligned in their core work to their mission. The strength of organizational and team culture they create is, in the perceptions of the respondents, exemplary. The data reveal the organizational clarity and health of culture to energize and advance their cause.

2

Resources and people are top capacity needs

There is a gap between how nonprofits rate the strength of their mission, strategy, and culture effectiveness and the challenges they report in resource and people capacity. They see their organizations as being focused, healthy, and effective, but they also struggle having the funding and people they need to function well.

3

Organizations struggle with time, resources, and ability to measure impact

Evaluating and communicating sector and subsector impact is challenging. Organizations are not adequately evaluating the impact of their programs beyond outputs and activities. Evaluation is the lowest rated capacity of the survey. Building expertise and developing habits to prove and improve their impact using evaluative data of all kinds is an obvious need for capacity-building.

4

Succession planning and leadership development are high capacity needs

The long-predicted leadership deficit is here. The survey reveals succession planning is a continued, if not growing, challenge for nonprofits. The capacity to develop staff into leaders is also a need for nonprofits. If nonprofits in the Northwest are to thrive into the future, capacity for developing current and future leaders will need to be a focus for capacity-building.

5

Funding diversity is key capacity challenge and risk to mission achievement

One of the greatest needs for nonprofits in the Northwest continues to be the sufficiency and diversity of funding. Whereas the capacity for financial management is rated relatively strong, the capacity for fund development is lagging. Nonprofit leaders see a need for strengthening their fund development competencies and funder relationships. In open-ended questions about the greatest barriers and greatest needs for capacity in all 10 domains, leaders commonly cited the need for sufficient financial resources. Leaders of nonprofits see capacity funding as the critical key to strengthening capacities of all kinds.

6

Small, early stage, and culturally specific nonprofits report lower capacity

Nonprofits that are small, early stage, and culturally specific report the greatest needs for capacity-building across many of the ten domains represented in the survey. All nonprofits have the opportunity to develop in areas of capacity to be more effective. To uplevel all nonprofits, investment will need to be offered to small, early stage, and culturally specific organizations.

7

Involvement with the state nonprofit association correlates to higher capacity

Involvement with the nonprofit state associations corresponds to a higher capacity across all domains. Nonprofits that engage with the programs and services of the nonprofit state associations demonstrate a higher level of capacity than average. This finding suggests that the community, content, camaraderie, and support of the nonprofit state association aligns with capacity.

8

Culturally specific organizations are leading in efforts to increase inclusion and belonging

Culturally specific organizations rate substantially higher than the average in (a) engaging communities that have been historically underserved and underrepresented, (b) applying policies and practices that advance inclusion and belonging with historically marginalized communities, and (c) using the lens of power and privilege to examine and advance the work. There is an opportunity for the sector to learn from the expertise of these organizations.

9

Organizations report lower capacity to partner cross-sectorally

Amidst the relative strengths of partnership capacity, the data reveal possibilities for improvements in cross-sectoral work. There is yet untapped potential for nonprofits to work together with public and private sector organizations and agencies to achieve significant and durable impact in and for communities.

10

Public policy advocacy is an opportunity for increasing capacity

The survey reveals an opportunity for nonprofits to be better mobilized to make a difference in public policy by exercising strategic influence. Mobilizing the collective influence of nonprofits to influence societal systems, structures, and policies is an area for capacity-building consideration.

11

The nonprofit sector is strong!

The survey demonstrates strength of capacity in each of the ten domains. The survey shows Northwest nonprofits as competent, resourceful, skilled, and able. They have developed capacity in critical areas of nonprofit effectiveness that explain the scale, scope, and depth of impact they are having in communities throughout the Northwest.

12

Capacity scores are remarkably consistent across the five states

There is remarkable consistency in the data across all five states. In very few instances, there are small differences in the ratings between the states. Mostly, however, the data show similarities in the perceived strengths and areas of need in capacity.



Part 3: Deeper Dive into Capacity Domains



Mission Capacity



People Capacity



Governance Capacity



Culture Capacity



Strategy Capacity



Resource Capacity



Evaluation Capacity



Operational Capacity



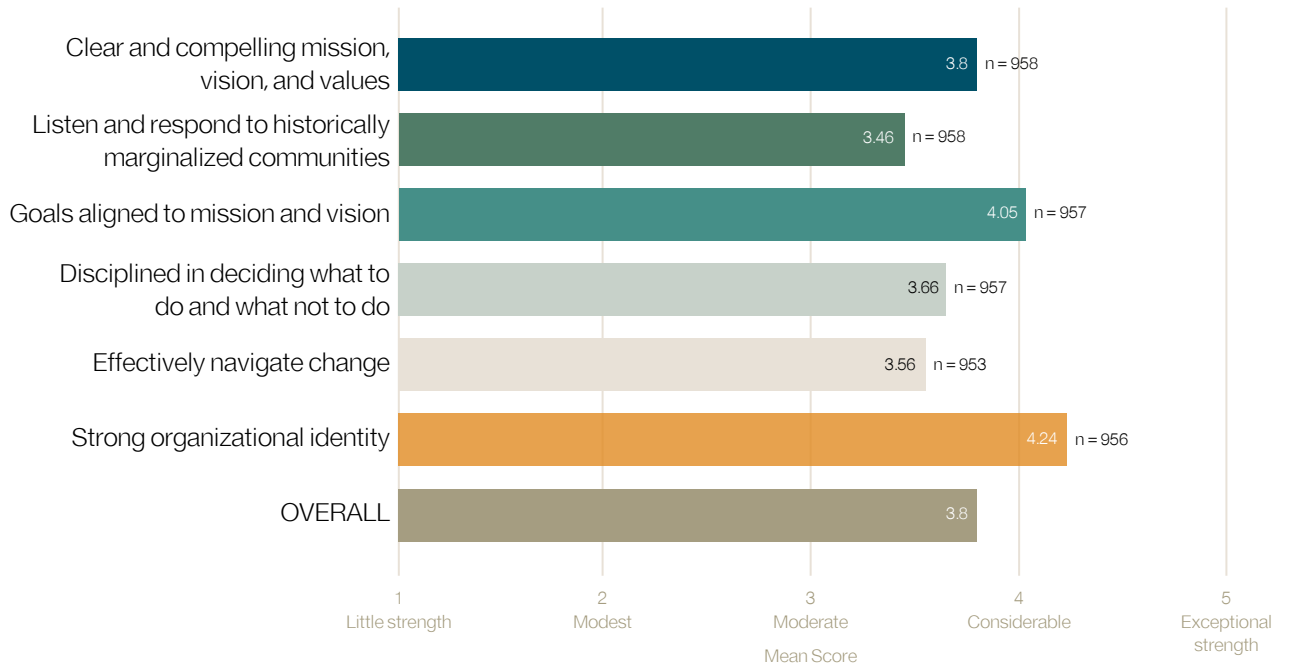
Engagement Capacity



Partnership Capacity



Mission Capacity



Strengths

Nonprofits in the five states of the Northwest report having considerable strength in mission capacity. They are strongest in their sense of identity, knowing who they are, and knowing what they stand for. They also have considerable strength in aligning their organizational goals to their mission. They hold a mission, vision, and values that are clearly understood and compelling to staff, participants, and the community.



Opportunities

Even though the category of mission capacity shows strength of capacity, there is more opportunity for nonprofits to improve in their ability to listen and respond to historically marginalized people in communities as they shape their goals. Survey data also shows an opportunity to grow in navigating change effectively in the mission and having the discipline to focus the efforts of the organization, such as knowing what to do and what not to do.



Greatest Barriers

Greatest Barriers to Mission Capacity

In order of frequency, these are the top five most cited responses in open-ended questions:

1. **Funding limitations** – Lack of financial resources to support operations and programs
2. **Staffing challenges** – Difficulties in recruiting, retaining, or affording adequate staff
3. **Physical space constraints** – Inadequate facilities or space to meet operational needs
4. **Community awareness/outreach** – Lack of public understanding or recognition of the organization's work
5. **Organizational capacity** – Limitations in internal systems, processes, or infrastructure

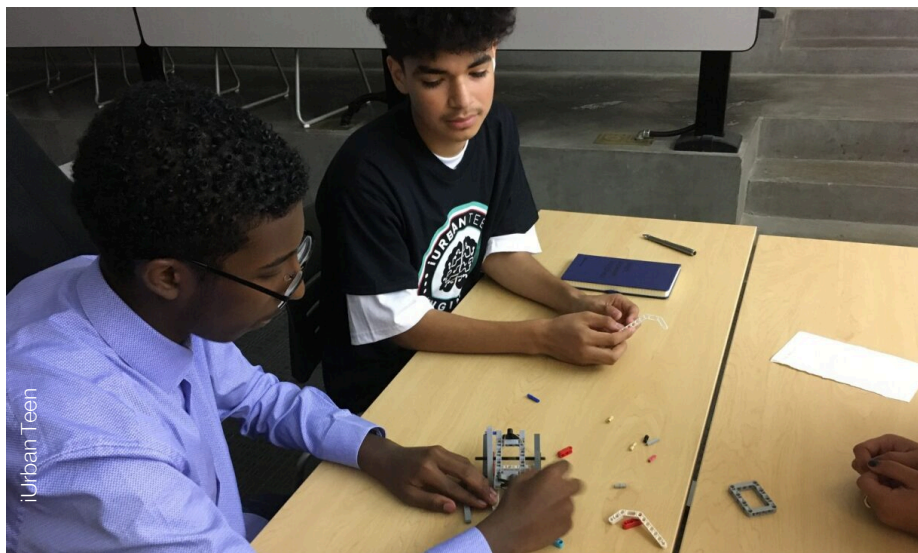


Greatest Needs

Greatest Needs for Strengthening Mission Capacity

In order of frequency, these are the top five most cited responses in open-ended questions:

1. **Increased funding** – More financial resources to support operations and programs
2. **Staff retention, expansion, and development** – Hiring more staff or investing in existing staff's skills
3. **Enhanced community engagement** – Improving outreach, awareness, and community partnerships
4. **Board development** – Strengthening board involvement, skills, and diversity
5. **Strategic planning and focus** – Developing or refining strategic plans and organizational focus

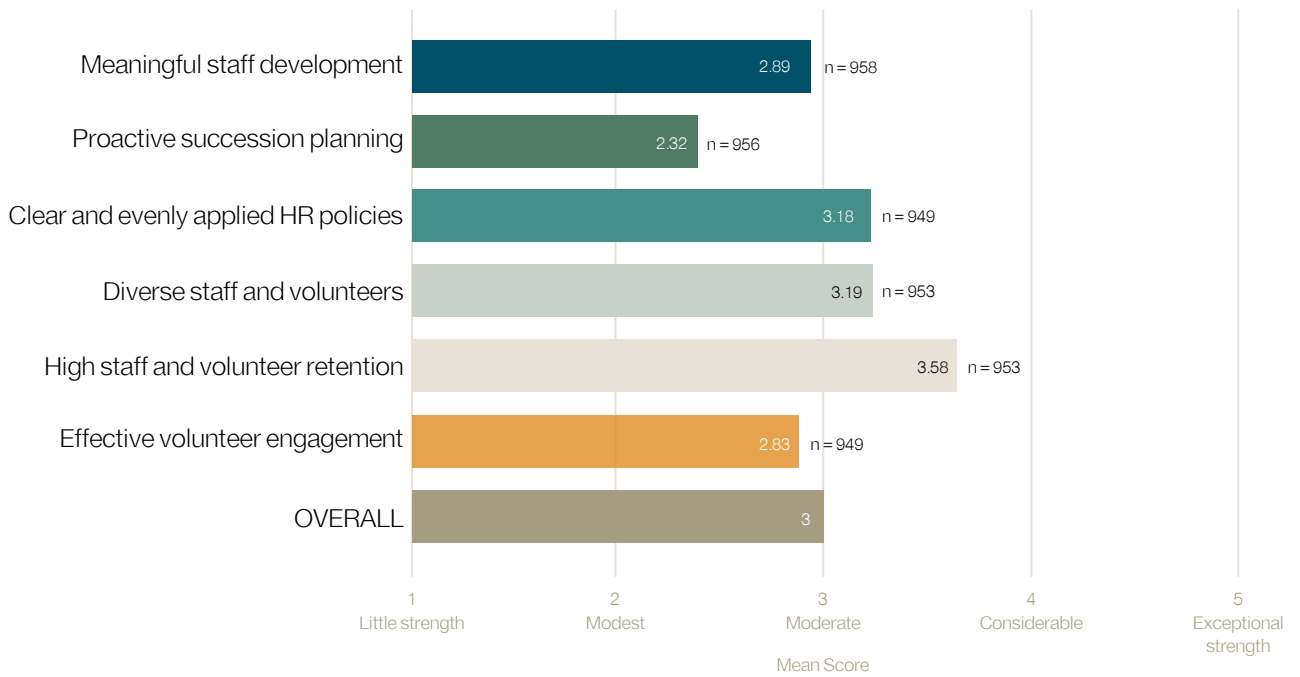


iUrban Teen



People Capacity

Part 3: Deeper Dive into Capacity Domains





Strengths



Opportunities



Greatest Barriers



Greatest Needs

The strength of people capacity of nonprofits in the Northwest is mixed. Nonprofits report being strongest in retaining their most capable staff and volunteers over time. They are moderately strong in having staff and volunteers that reflect the diversity of their communities. They also see themselves as having clear policies on vital human resource issues that are applied evenly to all staff.

The most notable areas for improvement in people capacity is having a leadership succession plan that effectively prepares them for the future. There is also an opportunity to give attention to the development of staff through regular and meaningful training and coaching, as well as being effective in recruiting, training, and managing volunteers.

Greatest Barriers to People Capacity

In order of frequency, these are the top five most cited responses in open-ended questions:

1. **Funding constraints** – Lack of financial resources to hire, retain, or adequately compensate staff
2. **Recruitment challenges** – Difficulties in finding qualified candidates or volunteers
3. **Retention issues** – Challenges in keeping staff or volunteers long-term
4. **Limited professional development** – Lack of resources or opportunities for training and skill advancement
5. **Work-life balance and burnout** – Overworked staff leading to stress and potential turnover

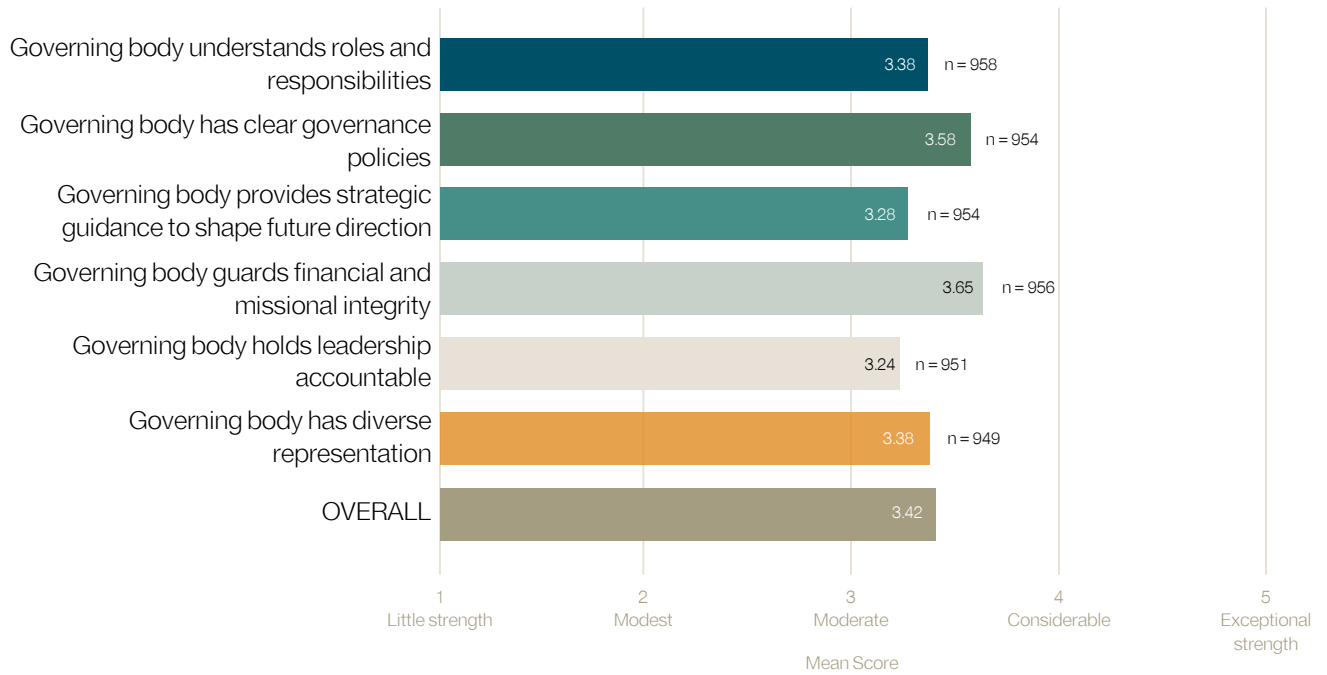
Greatest Needs for Strengthening People Capacity

In order of frequency, these are the top five most cited responses in open-ended questions:

1. **Improved compensation and benefits** – Offering better salaries, benefits, wellness programs and other financial incentives
2. **Enhanced training and development** – Providing more opportunities for skill-building and professional growth
3. **Increased staffing** – Hiring more employees to distribute workload and expand capacity
4. **Better recruitment strategies** – Improving methods to attract qualified candidates
5. **Strengthened organizational culture** – Fostering a positive work environment and employee engagement



Governance Capacity



Strengths

Northwest nonprofits report having considerable strength in governance capacity. The strongest item relates to the capacity of the governing body to skillfully guard the financial and missional integrity of the organization. Similar in strength are the items related to having effective policies and practices of the governing body, clarity of roles and responsibilities for the governing body, and representation of the community in the governing body.



Opportunities

Slightly lagging in this domain is the governing body holding accountable and reviewing the performance of executive leadership and providing strategic guidance to shape the future of the organization. These might indicate areas for improvement going forward.



Greatest Barriers

Greatest Barriers to Governance Capacity

In order of frequency, these are the top five most cited responses in open-ended questions:

1. **Board recruitment and retention** – Difficulties in finding and keeping qualified board members
2. **Board engagement and commitment** – Challenges with board member participation and dedication
3. **Board diversity** – Lack of diversity in board composition (age, race, skills, etc.)
4. **Board training and development** – Insufficient knowledge or skills among board members
5. **Strategic planning and vision** – Challenges in long-term planning and strategic direction



Greatest Needs

Greatest Needs for Strengthening Governance Capacity

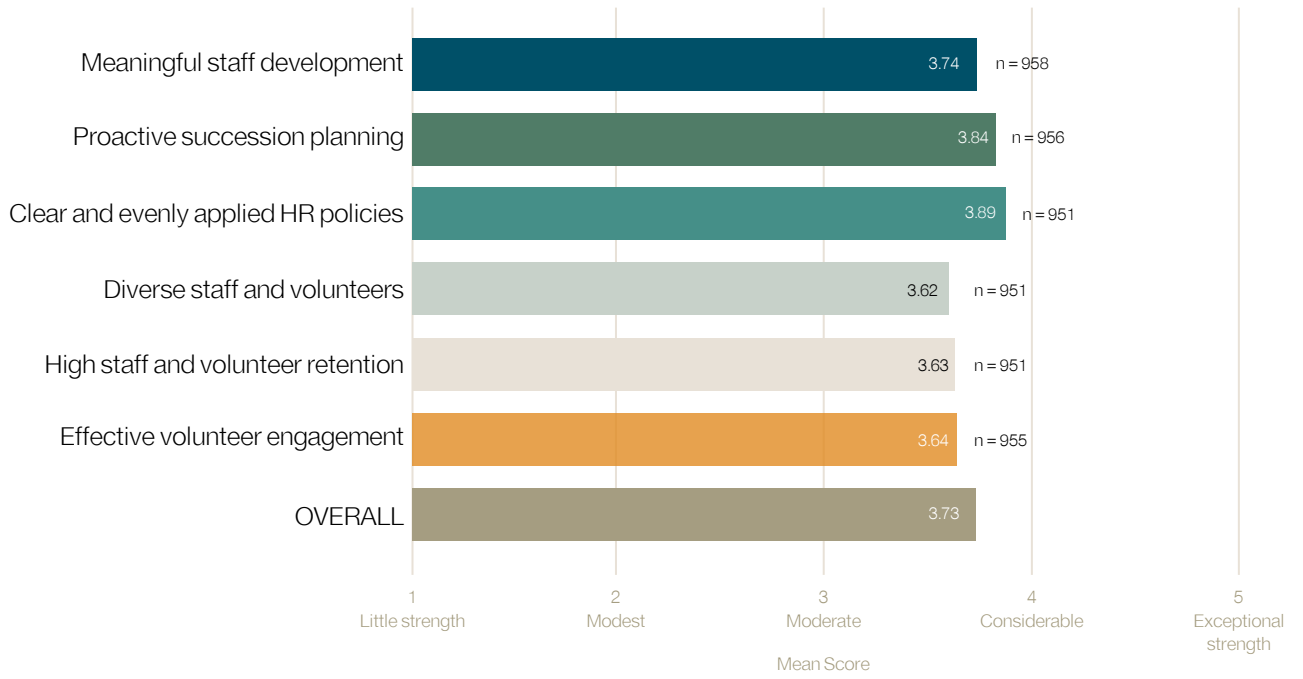
In order of frequency, these are the top five most cited responses in open-ended questions:

1. **Enhanced board training and development** – Providing more education and skill-building opportunities for board members
2. **Improved board recruitment strategies** – Developing better methods to attract qualified and diverse board members
3. **Increased board engagement** – Fostering greater participation and commitment from board members, especially in the post-pandemic era
4. **Strengthened strategic planning** – Focusing on long-term vision and organizational direction
5. **Better board-staff relationships** – Improving communication and collaboration between board and staff





Culture Capacity





The culture capacity of Northwest nonprofits is rated as strong. Staff and volunteers work well together even under stress. They make decisions with transparency and in a timely, thoughtful, and consultative way. They report that staff and volunteers are comfortable expressing their thoughts and opinions, including disagreements and dissents. Communication is clear, effective, and trustworthy. Conflict is resolved in ways that provide psychological safety for those on the team.

The item that rates relatively strong but is lagging slightly in this category is about staff thriving and experiencing well-being in their work.

Greatest Barriers to Culture Capacity

In order of frequency, these are the top five most cited responses in open-ended questions:

1. **Communication challenges** – Difficulties in effective internal communication (staff with staff and staff with board)
2. **Limited resources for culture-building** – Lack of time, money, or staff to focus on organizational culture
3. **Rapid growth or change** – Challenges maintaining culture during periods of expansion or transition
4. **Remote work and geographic dispersion** – Difficulties in fostering culture with distributed teams
5. **Diverse workforce integration** – Challenges in creating a cohesive culture with a diverse staff

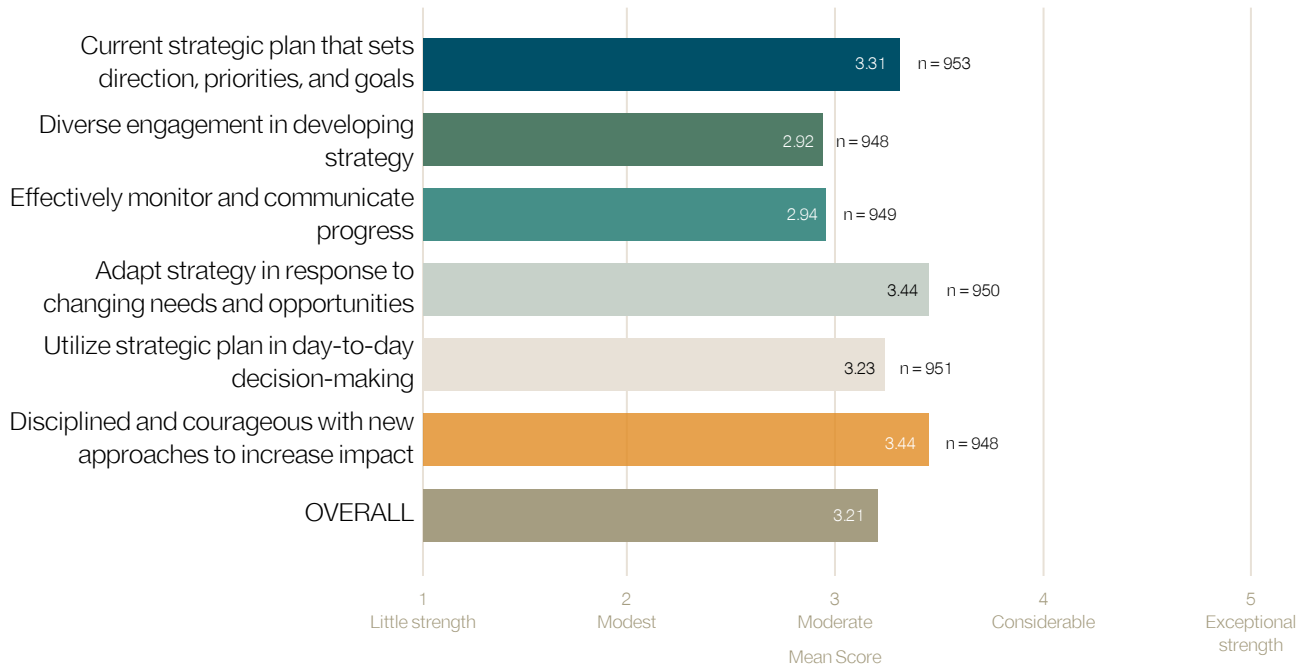
Greatest Needs for Strengthening Culture Capacity

In order of frequency, these are the top five most cited responses in open-ended questions:

1. **Improved communication strategies** – Enhancing internal communication methods and frequency
2. **Increased team-building and bonding activities** – More opportunities for staff to connect and build relationships
3. **Enhanced leadership development** – Improving leadership skills and practices
4. **Clearer articulation and alignment of values** – Better defining, embedding and operationalization of organizational values
5. **Investment in professional development** – More resources for staff training and skill-building



Strategy Capacity



Strengths

In Strategy Capacity, Northwest nonprofits rate themselves highest in their ability to be adaptable and innovative. They report being nimble, innovative, and responsive. The two highest items in this domain are (1) adapting to meet the shifting needs of the community, responding to challenges, and making the most of opportunities and (2) being disciplined and courageous to try new and emerging approaches to improve strategies for impact. They also report considerable strength in having a meaningful strategic plan and making decisions based on the strategic plan.



Opportunities

The two lowest rated items in this domain are (1) engaging a diverse group of people both within and outside of the organization in setting strategy and (2) monitoring and communicating progress on strategy to staff, board, and partners.



Greatest Barriers

Greatest Barriers for Strategy Capacity

In order of frequency, these are the top five most cited responses in open-ended questions:

1. **Limited time and resources** – Lack of time, staff, or funding to focus on strategic planning
2. **Operational demands overshadowing strategy** – Day-to-day operations taking precedence over long-term planning
3. **Lack of clear vision or direction** – Difficulty in defining or agreeing on long-term goals
4. **Insufficient board engagement** – Board not fully involved in or committed to strategic planning
5. **Rapidly changing external environment** – Difficulty planning due to unpredictable external factors



Greatest Needs

Greatest Needs for Strengthening Strategy Capacity

In order of frequency, these are the top five most cited responses in open-ended questions:

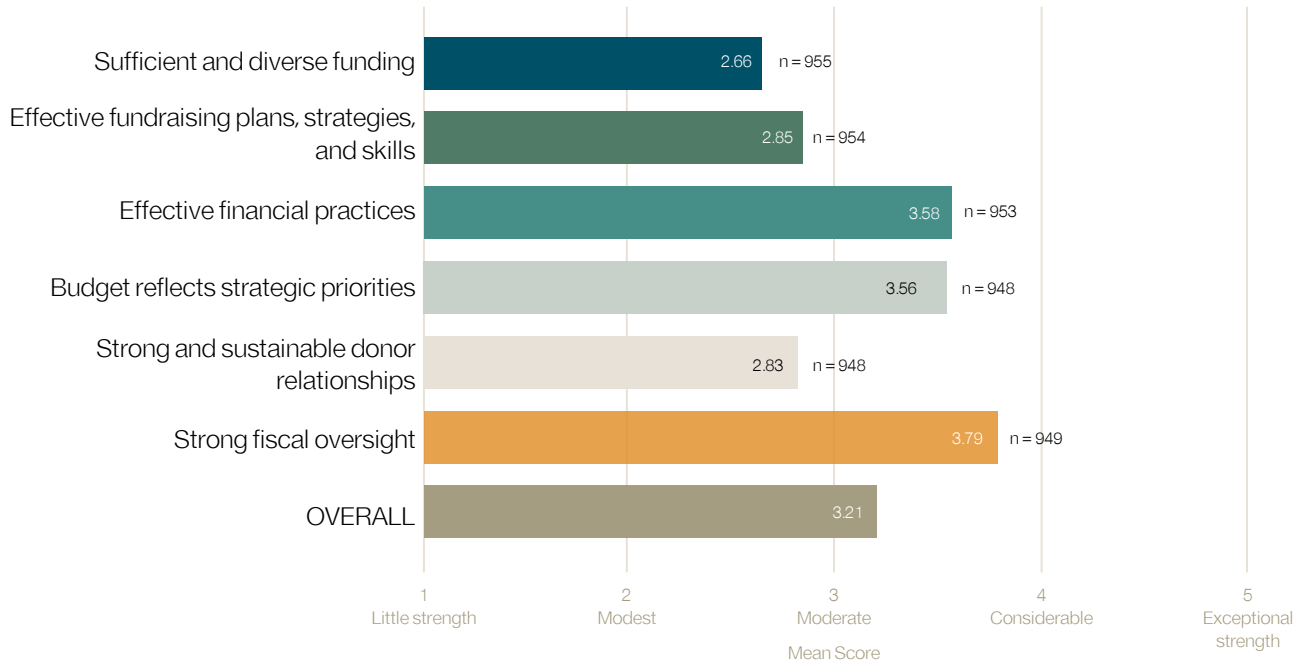
1. **Dedicated time and resources for strategic planning** – Allocating specific time, staff, or funding for strategy development
2. **Enhanced board engagement in strategy** – Increasing board involvement and effectiveness in strategic planning
3. **Improved strategic planning skills and processes** – Developing better methods and expertise for strategic planning
4. **Clearer articulation of vision and goals** – Better defining and communicating long-term objectives
5. **Increased stakeholder involvement** – Engaging more diverse voices in strategy development



Spruce Root



Resource Capacity



Strengths

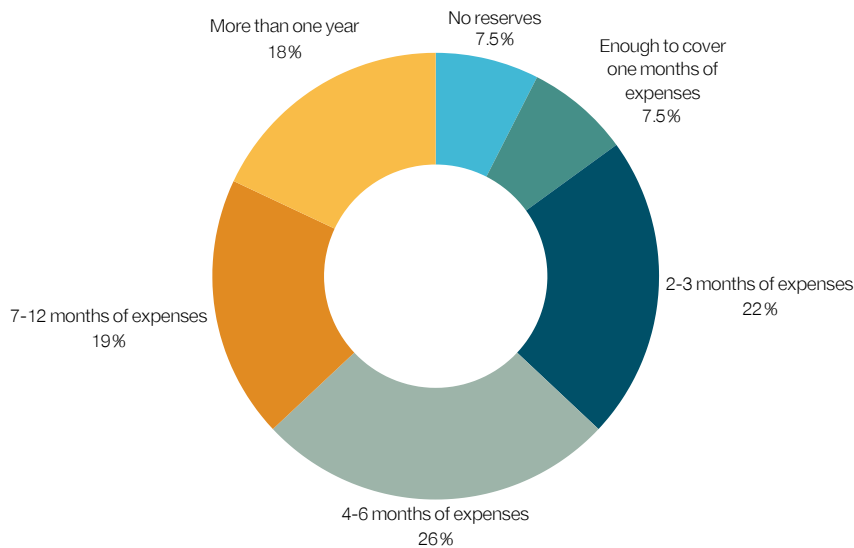
In the domain of Resource Capacity, the story of Northwest nonprofits is mixed. They rate themselves as strong in financial practices but as needing greater strength in fund development practices. They practice adequate fiscal oversight, exercise financial planning and budgeting, and align their budgeting priorities to their strategic priorities.



Opportunities

In fundraising, Northwest nonprofits rate themselves less strong in the practices of fund development. There is room for improvement in having sufficient and diverse funding to meet the commitments of their mission, having strong sustained and positive relationships with donors, and having effective strategies and skills to raise sufficient and sustained financial support for the work.

Unrestricted Cash Reserves



Greatest Barriers to Resource Capacity

In order of frequency, these are the top five most cited responses in open-ended questions:

- Limited staffing/human resources** – Lack of adequate staff or personnel to handle resource-related tasks
- Insufficient funding/financial resources** – Not having enough money or financial support to meet needs
- Time constraints** – Not having enough time to dedicate to resource development
- Donor cultivation and retention challenges** – Difficulties in finding and keeping donors
- Grant-related challenges** – Issues with finding, applying for, or managing grants

Greatest Needs for Building Resource Capacity

In order of frequency, these are the top five most cited responses in open-ended questions:

- Increased staffing/human resources** – Adding more staff or personnel dedicated to resource development
- Improved fundraising strategies** – Developing more effective approaches to raising funds
- Enhanced donor engagement** – Better methods for connecting with and retaining donors
- Diversification of funding sources** – Expanding the range of revenue streams
- Grant writing and management improvements** – Enhancing skills and processes for grant-related activities



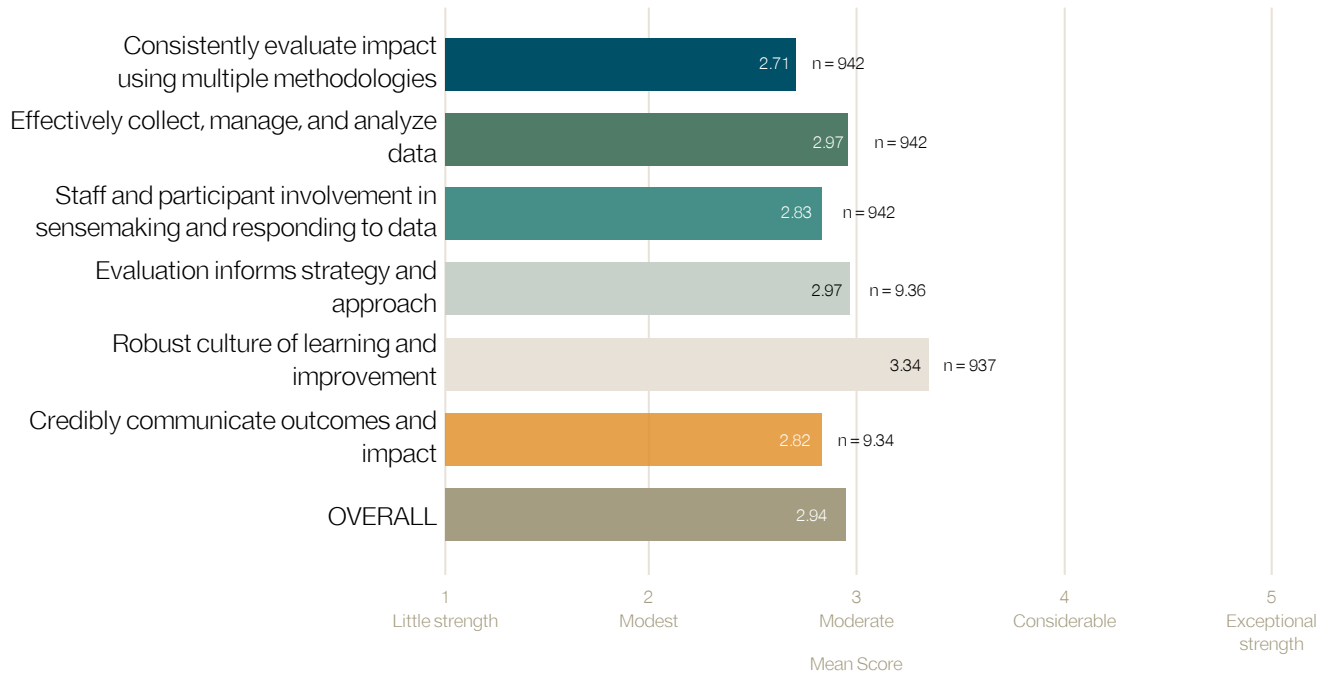
Greatest Barriers



Greatest Needs



Evaluation Capacity



Evaluation Capacity is the lowest rated of the ten capacity domains across the entire survey. Although evaluation capacity is rated comparatively low, the strongest item is about nonprofits having a robust culture of learning and improvement throughout their organization.

The trailing items in this domain are (1) consistently evaluating the impact of programs using multiple methodologies that account for diverse ways of knowing and lived experience, (2) communicating impact using credible data on impact, (3) involving staff and program participants in making sense of and responding to the data, (4) having the skills within the team to conduct effective evaluations, and (5) learning from evaluation to improve strategy.

Greatest Needs for Strengthening Evaluation Capacity

In order of frequency, these are the top five most cited responses in open-ended questions:

1. **Limited staff time and resources** – Lack of personnel or time dedicated to evaluation activities
2. **Lack of expertise or skills** – Insufficient knowledge or capabilities in evaluation methods
3. **Data collection and management challenges** – Difficulties in gathering, organizing, and accessing relevant data
4. **Limited funding for evaluation** – Insufficient financial resources allocated to evaluation activities
5. **Absence of evaluation culture or priority** – Lack of organizational emphasis on evaluation practices

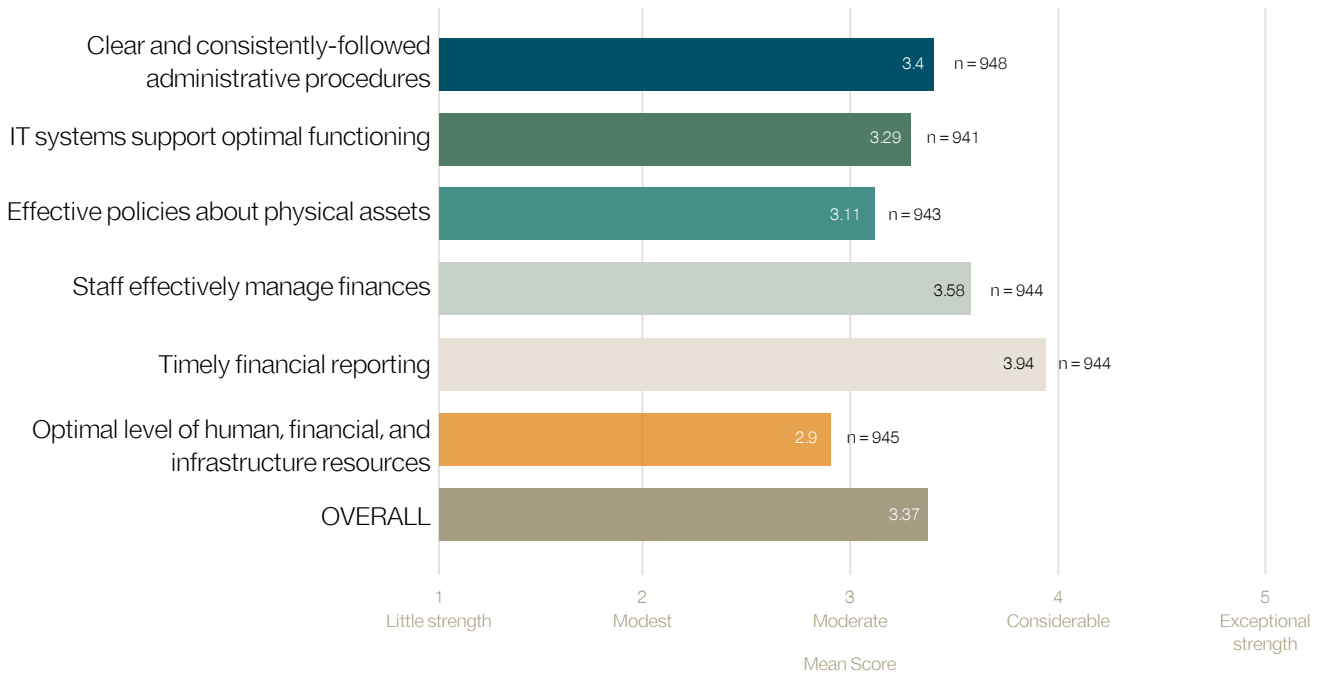
Greatest Needs for Strengthening Evaluation Capacity

In order of frequency, these are the top five most cited responses in open-ended questions:

1. **Increased staffing and resources** – Adding personnel or allocating more resources to evaluation
2. **Training and skill development** – Providing education and learning opportunities in evaluation methods
3. **Improved data collection and management systems** – Enhancing tools and processes for gathering, organizing, and analyzing data
4. **Dedicated evaluation staff or department** – Creating specific roles or teams focused on evaluation
5. **Enhanced technology and software** – Implementing better technological solutions for evaluation



Operational Capacity





Strengths



Opportunities



Greatest Barriers



Greatest Needs

Overall, the operational capacity of Northwest nonprofits is rated as quite strong. They provide timely financial reports that are reviewed by management. They are also considerably strong in having knowledge and skills to manage finances, administrative procedures that are clear, documented, and consistently followed, and technology and information systems that allow them to function properly. They are moderately strong in having policies about physical assets, including infrastructure and digital security.

The area showing some opportunity for growth is in having the right level of human, financial, and infrastructure resources that fit the scale of their commitments.

Greatest Barriers for Operational Capacity

In order of frequency, these are the top five most cited responses in open-ended questions:

1. **Limited staffing and human resources** – Insufficient personnel to handle operational tasks
2. **Financial constraints** – Lack of funding or financial resources for operations
3. **Technology and infrastructure limitations** – Inadequate systems, software, or physical resources
4. **Time constraints** – Not enough time to focus on operational improvements
5. **Lack of expertise or skills** – Insufficient knowledge or capabilities in specific operational areas

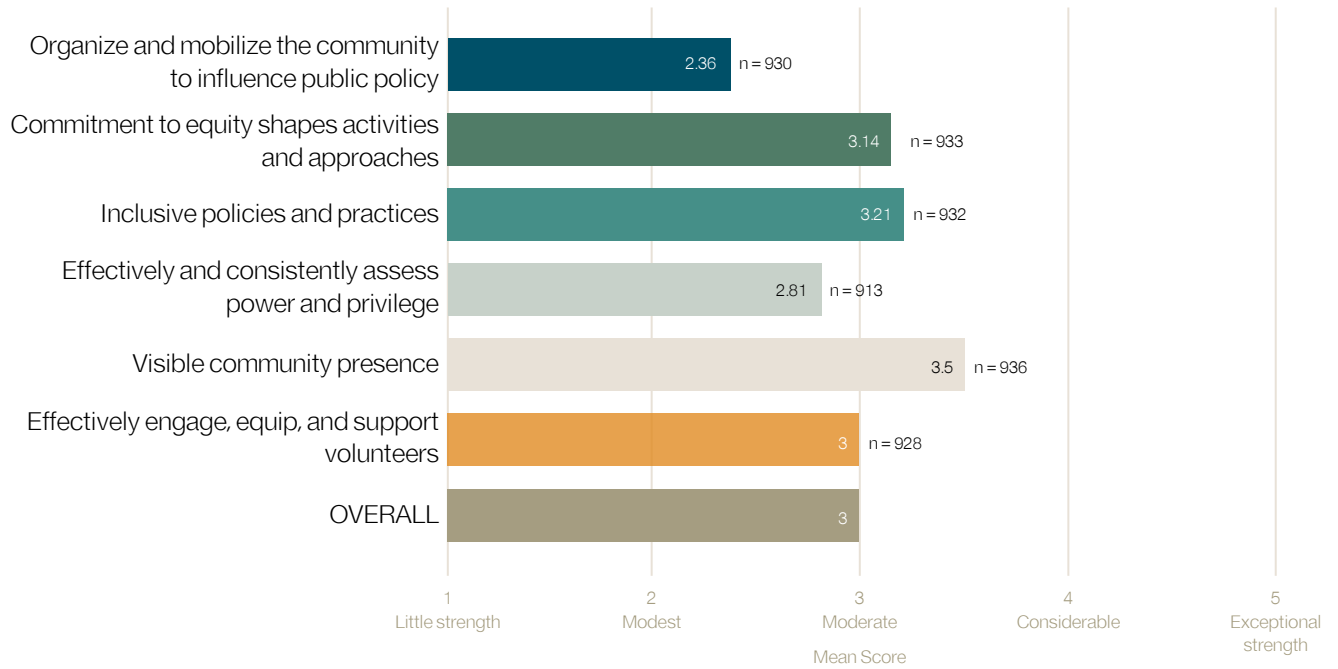
Greatest Needs for Building Operational Capacity

In order of frequency, these are the top five most cited responses in open-ended questions:

1. **Increased staffing and human resources** – Adding more personnel or expanding the workforce
2. **Enhanced training and professional development** – Providing learning opportunities to improve staff skills
3. **Improved technology and systems** – Upgrading or implementing better technological solutions
4. **Increased funding and financial resources** – Securing more money or financial support for operations
5. **Strategic planning and goal setting** – Developing clear organizational strategies and objectives



Engagement Capacity



Strengths

The domain of Engagement Capacity is of moderate strength. The most positive item is about the presence and visibility of nonprofits in communities. Items of modest strength are related to having policies and practices to ensure inclusion of those historically marginalized in communities and a commitment to equity that makes a transformational impact on what they do and how they do it.



Opportunities

There are three areas of opportunity for improvement. The lowest rated item is about the ability of nonprofits to organize and mobilize the community to influence public policy, which reveals that advocacy is in need of capacity-building. Also rated lower is the ability of using power and privilege as a lens to examine internal culture and external work. In addition, there is some opportunity to improve in volunteer recruitment and engagement.



Greatest Barriers

Greatest Barriers to Engagement Capacity

In order of frequency, these are the top five most cited responses in open-ended questions:

1. **Limited staff time and resources** – Insufficient personnel or time dedicated to engagement activities
2. **Lack of community awareness or visibility** – Low public recognition or understanding of the organization
3. **Limited volunteer engagement** – Challenges in recruiting, retaining, or managing volunteers
4. **Insufficient funding for engagement activities** – Lack of financial resources for community outreach and engagement
5. **Geographic or demographic challenges** – Difficulties related to location or population served



Greatest Needs

Greatest Needs for Engagement Capacity

In order of frequency, these are the top five most cited responses in open-ended questions:

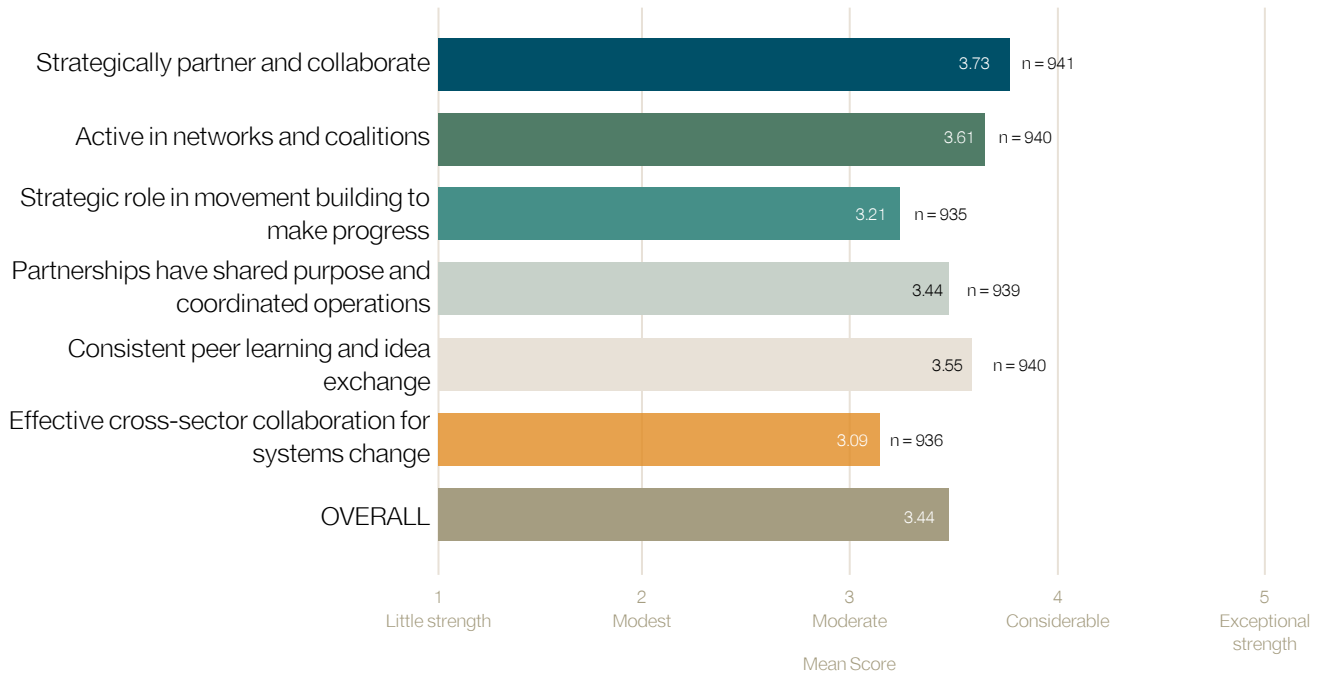
1. **Increased staffing and resources** – Adding personnel or allocating more resources to engagement activities
2. **Enhanced community outreach and visibility** – Improving efforts to connect with and be recognized by the community
3. **Improved volunteer management** – Better strategies for recruiting, retaining, and engaging volunteers
4. **Stronger partnerships and collaborations** – Developing more effective relationships with other organizations
5. **Increased funding for engagement activities** – Securing more financial resources for community engagement



Alpha Supported Living Services



Partnership Capacity





Strengths



Opportunities



Greatest Barriers



Greatest Needs

Northwest nonprofits report having considerable strength in Partnership Capacity. The highest rated item is strategically partnering and collaborating with other organizations. They participate in network and coalition work on important issues in the community. They learn and exchange ideas regularly with other organizations. They join with others in shared purpose, coordinated effort, collaborative learning, and collective data to make a significant and sustained impact.

The lowest rated item in this category is the ability to work effectively across sectors to create changes in systems and society. The second lowest rated item is the ability to take a strategic role in building a movement.

Greatest Barriers to Partnership Capacity

In order of frequency, these are the top five most cited responses in open-ended questions:

1. **Limited staff time and resources** – Insufficient personnel or time dedicated to partnership activities
2. **Lack of strategic focus on partnerships** – Absence of clear goals or priorities for partnership development
3. **Limited funding for partnership activities** – Insufficient financial resources to support partnership efforts
4. **Communication and coordination challenges** – Difficulties in effectively collaborating with partners
5. **Misalignment of goals or values** – Differences in objectives or priorities between potential partners

Greatest Needs for Partnership Capacity

In order of frequency, these are the top five most cited responses in open-ended questions:

1. **Increased staffing and resources** – Adding personnel or allocating more resources to partnership activities
2. **Strategic partnership planning** – Developing clear goals and strategies for partnerships
3. **Enhanced networking and relationship building** – Improving efforts to connect with potential partners
4. **Improved communication and collaboration skills** – Developing better ways to work effectively with partners
5. **Increased funding for partnership activities** – Securing more financial resources to support partnerships

The 2024 Northwest Nonprofit Capacity Survey reveals a sector that is resilient, mission-driven, and deeply committed to serving communities across Alaska, Idaho, Montana, Oregon, and Washington.

While nonprofits demonstrate remarkable strengths in areas such as mission focus, cultural cohesion, and strategic adaptability, they also face significant challenges in resource development, evaluation practices, and leadership development and succession. These findings underscore the critical need for targeted capacity-building efforts.

Moving forward, we call on nonprofit leaders, funders, policymakers, and capacity-builders to collaborate on seven actions:



- 1 **Strengthen Funding Diversity**
 - Invest in training and resources for effective fund development
 - Support initiatives to diversify revenue streams for nonprofits
- 2 **Enhance Evaluation Practices**
 - Provide funding and training for robust impact measurement
 - Facilitate sharing of best practices in evaluation across the sector
- 3 **Develop Leadership Pipelines**
 - Invest in leadership and professional development programs
 - Support succession planning initiatives across the sector
- 4 **Foster Cross-Sector Collaboration**
 - Create platforms for nonprofits to partner with public and private sectors
 - Fund collaborative initiatives that address complex community issues
- 5 **Support Early-Stage and Under-Resourced Organizations**
 - Provide targeted capacity-building resources for small and under-resourced organizations
 - Partner with early-stage organizations to strengthen their health and effectiveness
- 6 **Learn from Culturally Specific and Community-Based Organizations**
 - Learn from the expertise in community engagement of culturally specific and community-based organizations
 - Amplify the policies of community engagement
- 7 **Participate in Your Nonprofit State Association**
 - Benefit from capacity-building offered through your nonprofit state association, since nonprofits that are more involved demonstrate higher levels of capacity
 - Support the work of your nonprofit state association to build the capacity of the sector

By taking these steps, we will invest in the vibrancy, health, and prosperity of our communities. We will foster a stronger, more resilient nonprofit ecosystem that can meet the evolving needs of the Northwest for years to come.



Alaska

The Foraker Group serves as the nonprofit state association and capacity building organization for nonprofits and tribes across Alaska. We are dedicated to increasing the leadership and management skills of professionals and volunteers through an innovative approach focused on the Foraker Nonprofit Sustainability Model.

www.forakergroup.org



Idaho

The Idaho Nonprofit Center's (INC) mission is to educate, advocate, and collaborate in support of stronger nonprofits. As the voice of the sector and with 850 member organizations, the INC ensures nonprofits have the resources and training needed to serve local communities. Idaho runs on nonprofits and the INC helps them thrive.

www.idahononprofits.org



Montana

The Montana Nonprofit Association provides leadership within and for the sector, partners with charitable nonprofits to promote a sustainable, networked, and influential nonprofit industry, and is recognized as the voice for Montana's nonprofit sector.

www.mtnonprofit.org



Oregon

The Nonprofit Association of Oregon is the statewide nonprofit membership organization representing and supporting charitable nonprofits of all sizes, geographic locations and missions across Oregon. NAO's work ensures a future in which Oregon nonprofits are visible and valued as essential contributors to our society. NAO strives to connect, improve, and advance all nonprofits to help build thriving and vital communities across the state.

www.nonprofitoregon.org



Washington

The Nonprofit Association of Washington is the state association that convenes a powerful network of nonprofit organizations across Washington State to learn, advocate, and collaborate so that nonprofits can achieve their missions.

www.nonprofitwa.org

For more information on the NWCS or to explore partnership opportunities in disseminating the 2024 results, please contact one of the following partners:

Funded by:



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