The Nonprofit Association of Oregon (NAO) is the statewide membership organization providing a unique vehicle for nonprofit sector expression and support. It is NAO’s vision that Oregon’s nonprofits are visible and valued as essential contributors to our society. At NAO, we believe the nonprofit sector strengthens the fabric of our democracy and our communities. Nonprofits exist for the public benefit. They allow us to enrich cultural life, provide needed services, generate significant economic impact, address inequities, and create innovative solutions to community issues. By representing and supporting charitable nonprofits of all sizes and geographic locations across Oregon, we strive to convene, build capacity, promote best practices and be a thought leader to help nonprofits build a thriving and vital Oregon.

**BUILD YOUR CAPACITY**
Measuring and articulating your nonprofit’s effectiveness and impact in your community requires linking to broader, cross-sector knowledge and trends. NAO membership offers access to relevant survey data, tools, and analysis from across the state and nation. Exchange ideas, network with peers, and be a part of the current conversation at NAO trainings, workshops, and convenings.

**AMPLIFY YOUR VOICE**
Excellent programs and services alone are not enough to achieve your mission. NAO provides a strong collective voice for Oregon nonprofits to advance critical policy issues affecting the sector in our state and in Washington DC. Rely on NAO to be your public policy data and analysis resource.

**LEVERAGE YOUR RESOURCES**
Benefit from discounts on a variety of programs and services, including unemployment insurance, credit card processing, background checks, nonprofit publications, nonprofit job board access, NAO’s extensive variety of training programs, and much more.

The Nonprofit Association of Oregon would like to thank the M.J. Murdock Charitable Trust for their generous support of this report.
In November of 2014, the five state associations serving nonprofits in the Northwest collaborated on a joint data collection and analysis effort as they have done over the past three years. Together, these organizations are dedicated to building the capacity of nonprofits in each of their states and across the Northwest.

These organizations are:

- Foraker Group in Alaska
- Idaho Nonprofit Center
- Montana Nonprofit Association
- Nonprofit Association of Oregon
- Washington Nonprofits

The 2014 Northwest Nonprofit Survey was taken by 1,262 individuals and organizations across the five states. 250 of the respondents were organizations based in Oregon.

A common survey instrument was developed that allows for comparisons across states as a means to get a more holistic view of the health of the sector across the region. The survey collected data focused on organizational health and challenges, including financials, governance and management practices, and public policy attitudes and behaviors. The information is used to better understand the needs and trends impacting the nonprofit sector.

This report is designed to showcase the state of Oregon’s results through a series of graphs and short descriptions. All ratings are on a 1 to 10 scale unless indicated otherwise.

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Reserve levels can often be an early indicator of a nonprofit’s ability to weather funding variations and make necessary programmatic adjustments. Best practices suggest that a nonprofit should have from 3-6 months of reserves on hand.

Oregon nonprofits reported high confidence in meeting their mission in contrast to a much lower rating on their capacity to achieve it. Investments in internal capacities and the resources to do so are needed to close this mission achievement gap.

**Nonprofit Mission Achievement**

Oregon nonprofits reported high confidence in meeting their mission in contrast to a much lower rating on their capacity to achieve it. Investments in internal capacities and the resources to do so are needed to close this mission achievement gap.

- **My organization is effective at accomplishing our mission.**
- **8.4**
- **5.9**

- **My organization has sufficient capacity to do it.**

**Information Culture and Planning**

Oregon scores higher across the Northwest region on most areas pertaining to information, data use, and planning; however, respondents generally reported a mid-tier capacity on these topics, indicating room for improvement. Of particular interest is a 4.9 ranking regarding the quality of data available to rural nonprofits across the Northwest.

**My Organization...**

- **Believes there is good quality data**
  - **5.7**

- **Is aware of our strategically developed plans**
  - **6.3**

- **Is very good at using community data**
  - **5.8**

- **In the last month, I read professional literature about the NPO sector.**
  - **7.8**

- **Our organization is very good at using program data to inform plans.**
  - **6.8**

- **Everyone in the organization is aware of the strategically developed plans.**
  - **6.1**

- **Extent of quality data about the sector in our region.**
  - **5.8**

- **6.0 5.9 5.3 5.7 5.0**
The practices of nonprofit boards are a good indicator of organizational health. While board attendance rates well in the survey, the incidence of board contribution exposed areas for improvement.

**BOARD ATTENDANCE**

75% of Oregon respondents said that attendance at board meetings is above 80%.

- Less than 60%: 4%
- 60-79%: 36%
- 80-89%: 22%
- 90-100%: 39%

**BOARD CONTRIBUTION**

51% of Oregon respondents said that 76-100% of their board members contribute financially, with 23% reporting less than 25% of their board gives to their mission.

- Less than 25%: 23%
- 26-50%: 21%
- 51-75%: 5%
- 76-100%: 51%

Strong organizations should develop plans and share them widely. Boards should review their executive’s performance annually and staff should NOT be voting members on the board.

The survey revealed that a number of these best practices are NOT followed by a concerning number of respondent organizations.

- Have an emergency succession plan: 17%
- Have a staff member as a voting member of the board: 07%
- Have an emergency strategic plan: 66%
- Review the executive’s performance annually: 65%

**COLLABORATION AND COLLECTIVE ACTION**

Collaboration was ranked surprisingly low in the survey. In a more deeply interconnected world, nonprofits need to cultivate opportunities to build deeper and more meaningful cross-sector collaborations.

Nonprofits come together to address big issues.

- Not at all: 5.3
- A great amount: 6.2

Nonprofits come together with businesses to address big issues.

- Not at all: 4.5
- A great amount: 5.0

Nonprofits come together with government to address big issues.

- Not at all: 4.5
- A great amount: 5.6

NAO encourages all nonprofits to participate in expressing their voice in the governmental policymaking processes. The survey results indicate that larger nonprofits view advocacy as important to their missions.

Public policy is important to accomplishing mission.

- Not at all: 5.8
- A great amount: 7.3

Nonprofit sector is valued in your community.

- Not at all: 6.7
- A great amount: 7.1

The state/local policy environment is friendly to nonprofits.

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- A great amount: 5.7

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Oregon has the highest frequency of organizations and their boards utilizing evaluation data to develop, plan and revise programs.

### % of organizations that use evaluations

<table>
<thead>
<tr>
<th>Region</th>
<th>Member</th>
<th>Non-Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oregon</td>
<td>86%</td>
<td>81%</td>
</tr>
<tr>
<td>Washington (WA)</td>
<td>78%</td>
<td>73%</td>
</tr>
<tr>
<td>Alaska (AK)</td>
<td>85%</td>
<td></td>
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<tr>
<td>Montana (MT)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Idaho (ID)</td>
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</tbody>
</table>

### 2014 SURVEY CONCLUSIONS

Overall, the five state nonprofit survey gathered data from a wide cross-section of nonprofits throughout the Pacific Northwest. The survey includes information from organizations serving different subsectors, working in both urban and rural locations, with small and large budgets, and those who are members of the statewide capacity building groups and those who are not. This variety - and the fact that there are more than 1,200 surveys in the sample - enhances the credibility of the findings and facilitates comparisons of the responses.

Three key themes emerged from our analysis of these results:

- **Policy work**: Both members and larger organizations place greater importance on policy work and feel that they have a greater voice in the policy making process. Average scores for policy-related questions were consistently higher for member groups and, to a lesser extent, for organizations with larger budgets.

  - We expected to find more differences between urban and rural groups in our analysis and were somewhat surprised to see that these groups have very similar responses to the survey questions. There is an exception, though, concerning the availability of data rural groups have access to when designing their programs.

  - Collaboration: The average ratings for collaboration, especially with business and government, were consistently among the lowest in the survey findings. This relatively negative view toward collaboration among all respondents provides an opportunity to help develop, build and lead collaborative solutions for state or regional problems. The lower responses for collaboration are particularly intriguing given the growing emphasis on collective impact within philanthropy. Although funders may be seeking more collective and collaborative solutions, the results from this survey suggest that nonprofits do not share this enthusiasm.

    - **William Vesneski, PhD**  
    - **Luma Consulting**

### THE VALUE OF NAO MEMBERSHIP

The survey results show that members of NAO rank themselves higher in the key categories of organizational effectiveness including, Mission Achievement; Public Policy Involvement; Statewide Voice; and Learning Culture. Membership with NAO helps organizations stay effective, connected, and more relevant to the needs of the people and issues they serve.

<table>
<thead>
<tr>
<th>Category</th>
<th>How effective is your organization at accomplishing its mission?</th>
<th>Has sufficient capacity to complete all aspects of our plan.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission Achievement</td>
<td>[8.6 Member, 8.2 Non-Member]</td>
<td>[5.9 Member, 5.8 Non-Member]</td>
</tr>
<tr>
<td>Policy Policy Involvement</td>
<td>[7.3 Member, 6.3 Non-Member]</td>
<td>[6.2 Member, 5.8 Non-Member]</td>
</tr>
<tr>
<td>Statewide Voice</td>
<td>[6.6 Member, 5.2 Non-Member]</td>
<td>[6.5 Member, 5.8 Non-Member]</td>
</tr>
<tr>
<td>Learning Culture</td>
<td>[6.4 Member, 6.3 Non-Member]</td>
<td>[6.0 Member, 5.4 Non-Member]</td>
</tr>
</tbody>
</table>

**Mission Achievement**
- **NAO amplifies sector’s voice in public policy decision-making.**
- **There is a strong collective identity of the nonprofit sector in Oregon.**

**Policy Policy Involvement**
- **Public policy is important to accomplishing our mission.**
- **Nonprofits have a role in the public policy decision-making process.**

**Statewide Voice**
- **Our organization is very good at using program data for plans.**
- **Extent of quality data about the sector in our region.**

**Learning Culture**
- **Everyone in our organization is aware of strategic plans.**
- **Read professional literature about the NPO sector.**