2024 Nonprofit Digital Investments Report

AN NTEN AND HELLER CONSULTING REPORT
by Robert Hulshof-Schmidt

What's Inside

Introduction

How nonprofit teams make decisions about technology spending, the prioritization of projects, and the balance of internal and external needs is a well-established focus area in NTEN's research and publications over the years. For nearly two decades, we've consistently seen that it isn't simply about spending more money on technology — meaning the bigger the budget an organization has, the better off they are with their adoption or effectiveness — and instead, it's about how they spend the budget that they do have. But where does that budget come from? Who and what is influencing the roadmap?

Heller Consulting and NTEN set out to surface some of the priorities and pressures nonprofits have today in this new Nonprofit Digital Investments Report. The survey covered a diversity of organizations in the United States and beyond, with varying missions, staff sizes, and budget ranges. We were hopeful that we'd uncover some positive trends to share, and there are some interesting findings. However, some of what you'll read in the pages ahead are validations of the difficult realities organizations — maybe even yours — are working within.

ORGANIZATIONS ARE FUNDING THEIR OWN TECH BUDGETS

The only significant contributor to nonprofit budgets for technology projects and maintenance are their own general operating funds. This means that staff will see technology budgets change and shift depending on the financial position of the organization, likely with short-term windows for both confirming and using available funds.

TRAINING IS AN INSIGNIFICANT PORTION OF TECH BUDGETS

Looking at nonprofit technology budgets as a whole, training is roughly 1%. It doesn't matter how much an organization may spend on the latest and greatest technology products, if staff aren't trained to adequately use those tools in their work the tech investment will not matter. Training needs to be a strategic and intentional area of both budgeting and practice.

LITTLE TO NO EXTERNAL REPORTING ON TECH SPENDING

When the funding for tech is coming from within the organization's own budget, it is understandable that specific reporting isn't provided on tech spending to funders or donors. However, if nonprofits do not (ever, as is the case with many of them) share with external stakeholders the necessary technology spending and investments, those outside the organization are in the dark. While external parties might be passionate about supporting the missions, the interest in funding technology budgets specifically will not change.

DATA AND DATA SYSTEMS ARE THE HIGHEST FOCUS FOR CURRENT TECH INVESTMENTS

With more and more organizations considering the use of artificial intelligence, it is not a surprise to see the prioritization of data right now. Before most organizations will be in a position to build or integrate powerful mission-supporting AI tools, they will need to improve the data systems, practices, security policies, and data sets in the organization already.

NONPROFITS DO PRIORITIZE IMPROVING EFFICIENCY AND SAVING STAFF TIME.

We often hear a perception that nonprofits are overly focused on the latest shiny technology or only willing to invest in technology products that support fundraising. Instead, respondents showed how their priority is actually on making technology investments that help staff do the most with their time, regardless of their team or job area.

This introduction is just a sampling of some of the findings included in the report. Share these insights with your colleagues and discuss your experiences and reflections with NTEN's community at **nten.link/24investments**. While this is a snapshot into these topics, we think many nonprofit staff across the sector will find common experiences reflected in the findings here. And, hopefully we can work together to shift the conditions that are most challenging for all of us.

ABOUT NTEN

We are creating a world where missions and movements are successful through the skillful and equitable use of technology.

We build transformative power by connecting people who are putting technology to work for social change. We strengthen their individual and collective capacity for doing good by offering expert trainings, researching effective approaches, and providing places where relationships can flourish. We relentlessly advocate for the redesign of the systems and structures that maintain inequity.

NTEN reports support the growth and development of the sector through benchmarking the technology goals and challenges of nonprofits, and by identifying areas of need.

For more, visit **nten.org/publications**.

ABOUT HELLER CONSULTING

For nearly 30 years, Heller Consulting has supported nonprofit organizations with technology strategy and implementation projects. Technology has changed drastically in those 30 years, but our commitment to nonprofits has remained constant. Today, we have expertise in CRM strategy, Salesforce, Microsoft, Blackbaud, and digital marketing tools. We have a team of people across the US and Canada. All of them come from nonprofit backgrounds and have certifications in project management, change management, and technical skills.

We are proud to only serve nonprofit and education institutions. As a certified B Corporation, we consider ourselves to be a values driven company with several internal initiatives to increase belonging for our staff and our clients. Heller Consulting is proud to partner with NTEN on this insightful research.

Learn more at **teamheller.com.**

Budgets for technology

The survey respondents represent organizations with a wide range of budgets. More than two-thirds have budgets over $1 million, with 42% over $5 million. In general, the longer an organization has been in existence, the larger the budget, and the larger the staff.

Technology budgets also vary widely, although the categories are more evenly distributed. Not surprisingly, larger technology budgets almost always correspond to organizations with larger overall budgets, with a few notable exceptions. Almost all of the respondents with large overall budgets and small technology budgets are in the human services or education issue areas. This trend is similarly reflected in those with small overall budgets and large technology budgets, although to a lesser extent.

Other than these slight trends, there is no correlation between the size of either the general or the technology budget and the organization's issue area.

FIGURE 1

What is your organization's approximate annual budget?

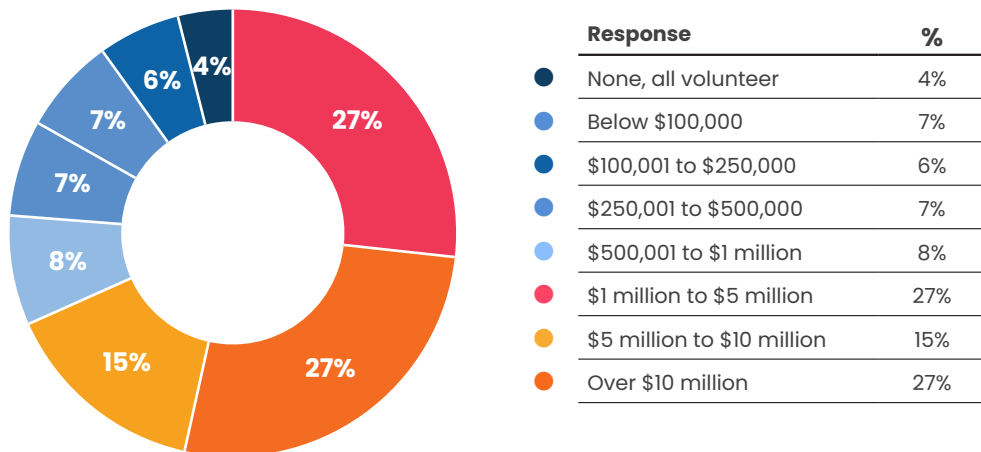| Response	%
None, all volunteer	4%
Below $100,000	7%
$100,001 to $250,000	6%
$250,001 to $500,000	7%
$500,001 to $1 million	8%
$1 million to $5 million	27%
$5 million to $10 million	15%
Over $10 million	27%

FIGURE 2

What is your organization's approximate annual budget for technology?

Response	%
● None	5%
● Below $10,000	20%
● $10,001 to $25,000	10%
● $25,001 to $50,000	5%
● $50,001 to $100,000	13%
● $100,001 to $250,000	17%
● $250,001 to $500,000	12%
● $500,001 to $1 million	8%
● $1 million to $2.5 million	7%
● $2.5 million to $5 million	2%
● Over $5 million	3%

FIGURE 3

How are technology-related expenses allocated in your organization's budget?

Category	%
Separated into different line items based on expense type (such as software or training)	64%
Attributed to departments and programs based on use	41%
Grouped together with other office supplies or materials	17%
Attributed to general or administrative overhead only	16%
Attributed evenly across all departments and programs	13%
Included in a single line item	12%

Generally speaking, respondents use a single strategy for allocating technology expenses in their budgets. Nonprofits that use more than one metric most often allocated technology expenses by type of expenditure and departmental use. These two categories were the most commonly selected overall and were frequently paired. There was no correlation between the size or age of the organization and the allocation strategy. Somewhat surprisingly, there was also no correlation with the size of the budget and the allocation strategy, either organizationally or for the technology budget specifically.

FIGURE 4

What do you spend your technology budget on?

Response	%
● Hardware and equipment	54%
● Other	19%
● Software and licenses	14%
● Services and consulting	12%
● Training	1%
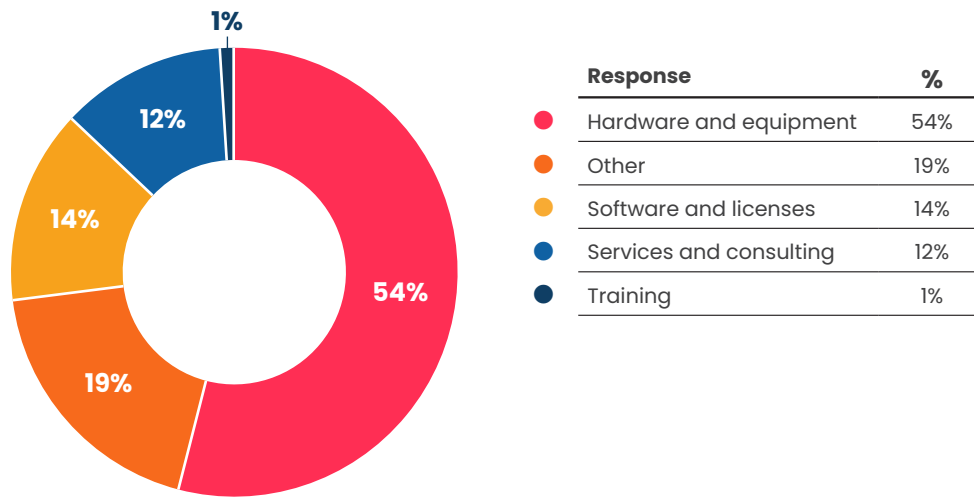
The largest portion of technology budgets is spent on hardware and equipment, coming in at over 54% of the total allocation. Software and licenses are a distant second at 14%, with services and consulting consuming a similar 12%. Unfortunately, we see training barely making it onto the chart with only 1%.

FIGURE 5

How much do revenue sources contribute to your technology budget?
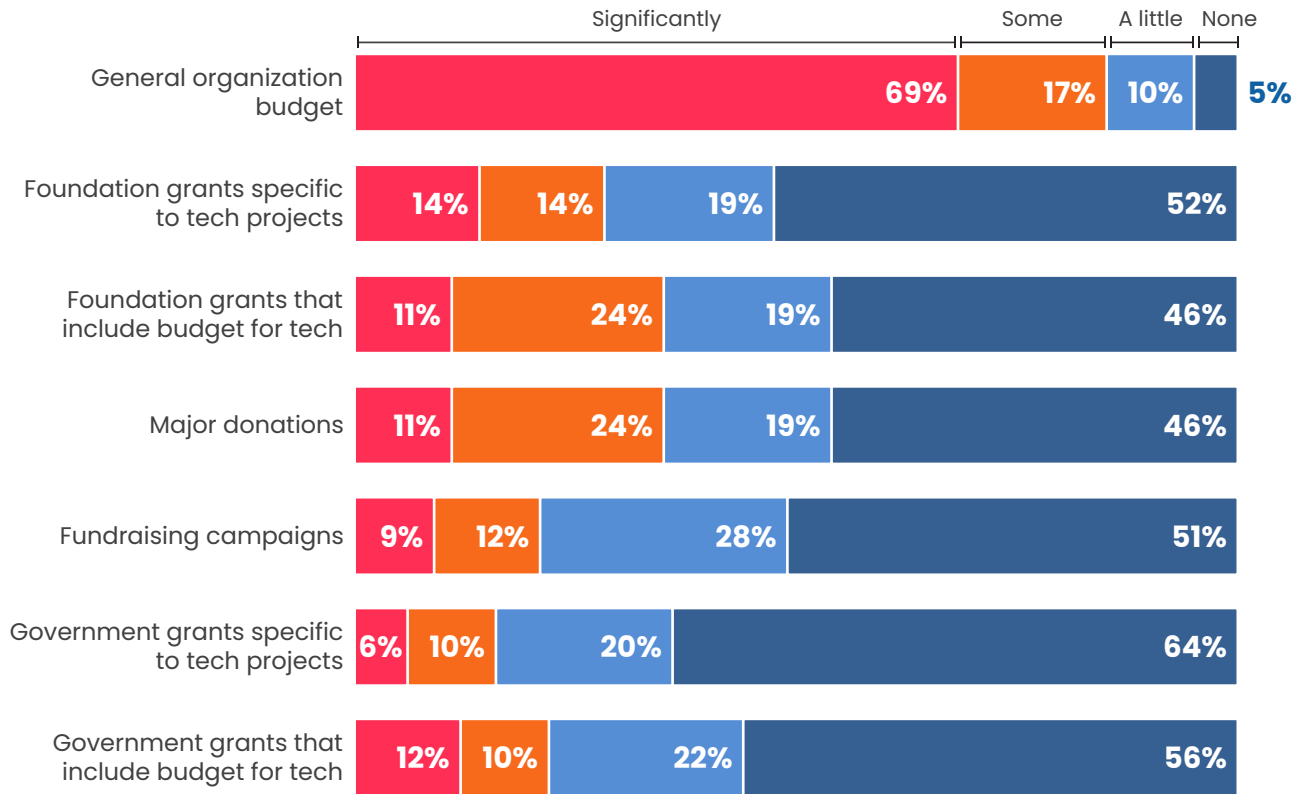
The organization's general budget is by far the largest contributor to a nonprofit's technology budget. Nearly two-thirds of respondents indicated that this category was a significant contributor. No other category was significant more than 14% of the time, and every category other than "general organization budget" provided no contribution for 40% or more of respondents.

"Major donations" and "foundation grants that include budget for tech" held some significance for about 25% of respondents. The only other metric that accounted for over 20% of responses was "fundraising campaigns," providing little contribution for about one-thirds of the nonprofits responding.

FIGURE 6

How often do you report on your technology spending or investments to certain audiences?

	Regularly	Sometimes	Rarely	Never
Leadership staff or team	53%	30%	12%	5%
Board of directors	45%	27%	20%	8%
All staff	21%	27%	32%	20%
Institutional funders	12%	21%	33%	33%
Individual donors	3%	12%	36%	49%
Public	3%	8%	32%	57%
Community	3%	10%	31%	56%
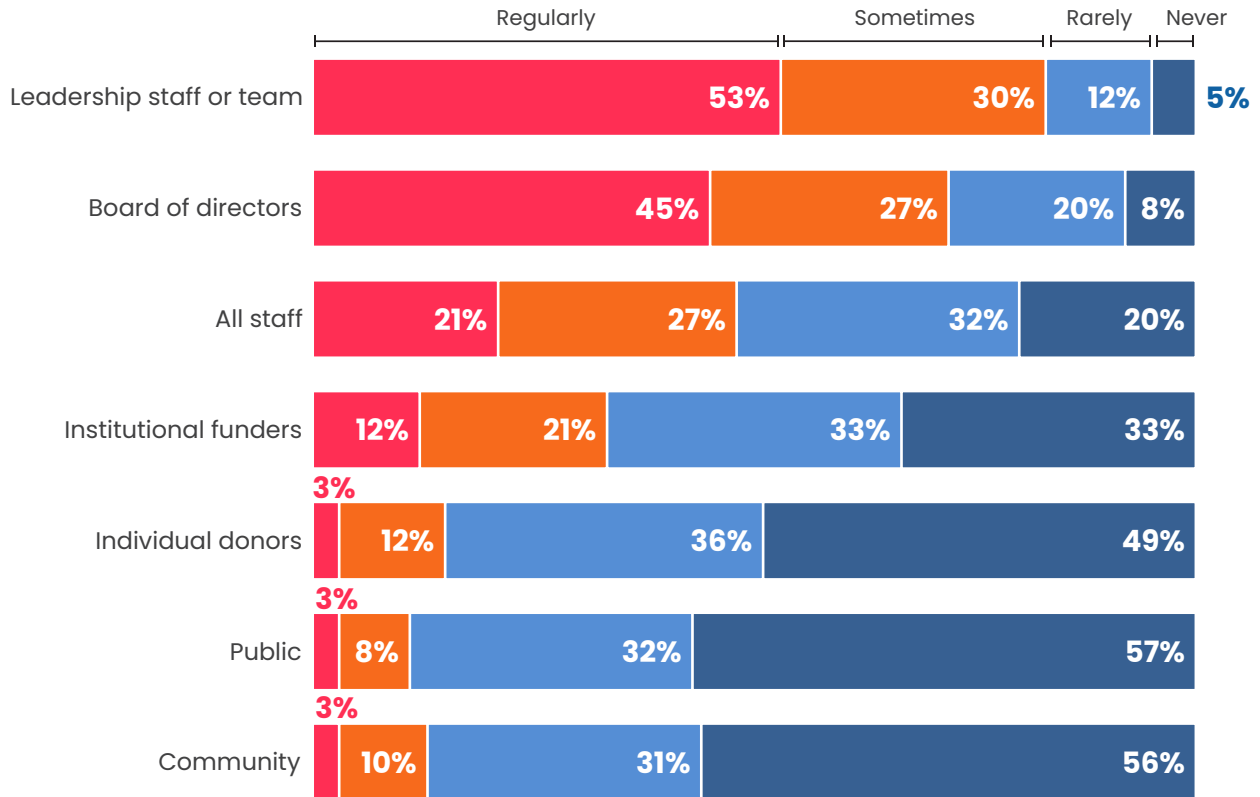
Overall, respondents share information about technology internally but not externally. The only positive metrics that came in at over 40% were "regularly" for leadership and board reporting. All staff reporting is somewhat common but split more evenly between "sometimes" and "regularly."

Nearly 80% of all respondents indicate a mix of "never" and "rarely" for sharing technology budget information with the public, community, or individual donors. The only external audience that has noticeable reporting is institutional funders. The majority of nonprofits that selected "sometimes" or "regularly" for this audience also indicated more significant contributions from funders who request a specific technology budget.

FIGURE 7

How would you characterize your organization's technology spending?
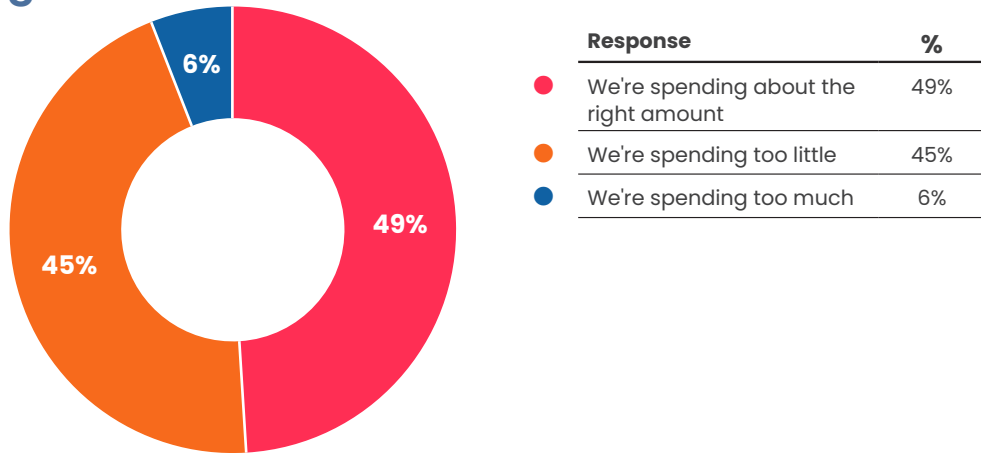
Response	%
We're spending about the right amount	49%
We're spending too little	45%
We're spending too much	6%

FIGURE 8

If you're "spending too little" on technology, what are the barriers to tech investment at your organization?

Available budget	77%
Lack of grant or funder support	47%
Organization culture	44%
Lack of donations or fundraising support	38%
Leadership staff support or buy-in	28%
Board support or buy-in	12%
Other	15%
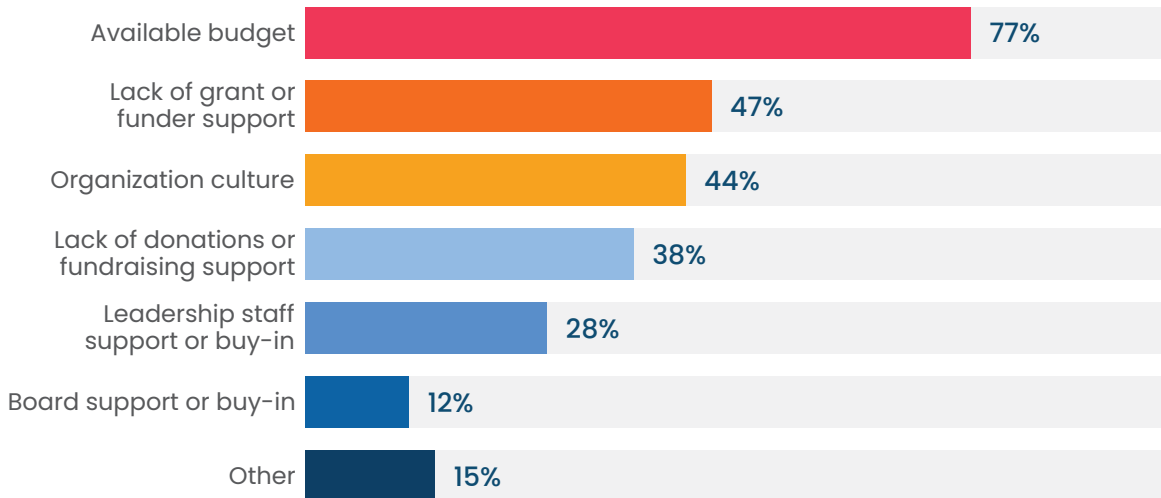
Nonprofits are nearly evenly split between feeling that they spend the right amount on technology (49%) or spend too little (45%).

In general, respondents who feel they are spending too little have technology budgets that are relatively small compared to their overall budgets. This corresponds nicely to the most cited barrier to technology budgeting: a lack of available budget. Funding accounts for two of the three other significant barriers, namely a lack of funder support and a lack of donor support. The other notable barrier is organizational culture, with 44% of respondents selecting this category.

Only about 6% feel that they spend too much on technology. However, there is no clear correlation between these respondents and the relative size of the technology budget.

Areas of focus for digital investments

While the responding nonprofits have a variety of areas of focus for 2024, three categories lead the pack, with 90% or more indicating significant or some focus on:

- Program and service delivery effectiveness.

- Fundraising and financial stability.

- Community engagement and outreach.

This is not surprising given the connection between these categories and overall organizational success and stability.

Organizational capacity and growth as well as diversity, equity, and inclusion have high overall focus (about 70% combined "significant" and "some" impact), although they are more frequently cited as "some impact" than the three leading focus areas. This aligns with the relatively larger administrative burden of these activities compared to direct operational success.

Two categories have relatively little focus for technology investment: volunteer engagement (53% little or no focus) and advocacy (38%). This corresponds to responses about the impact of technology investment, where these two categories plus DEI are the only three where "a little" and no impact exceed 50%.

Conversely, the areas of higher focus overall also have a higher perceived impact for technology investment. Program and service delivery effectiveness has a nearly 100% perceived impact of "significant" or "some," and organizational growth and capacity comes in at almost 90%.

FIGURE 9

How much are these areas a focus for your organization in 2024?

	Significantly	Some	A little	None
Advocacy	27%	35%	25%	13%
Building strategic partnerships	44%	38%	14%	4%
Community engagement and outreach	50%	36%	11%	3%
Diversity, equity, and inclusion	32%	46%	16%	6%
Fundraising and financial stability	66%	22%	8%	4%
Organizational capacity and growth	41%	45%	12%	3%
Program and service delivery effectiveness	71%	22%	5%	2%
Volunteer engagement	16%	31%	29%	24%

FIGURE 10

How much does technology investment impact these areas of your organization or work?

	Significantly	Some	A little	None
Advocacy	18%	32%	32%	18%
Building strategic partnerships	18%	38%	38%	5%
Community engagement and outreach	37%	42%	18%	3%
Diversity, equity, and inclusion	12%	34%	37%	18%
Fundraising and financial stability	46%	36%	11%	6%
Organizational capacity and growth	53%	36%	9%	2%
Program and service delivery effectiveness	63%	33%	3%	1%
Volunteer engagement	18%	34%	21%	27%
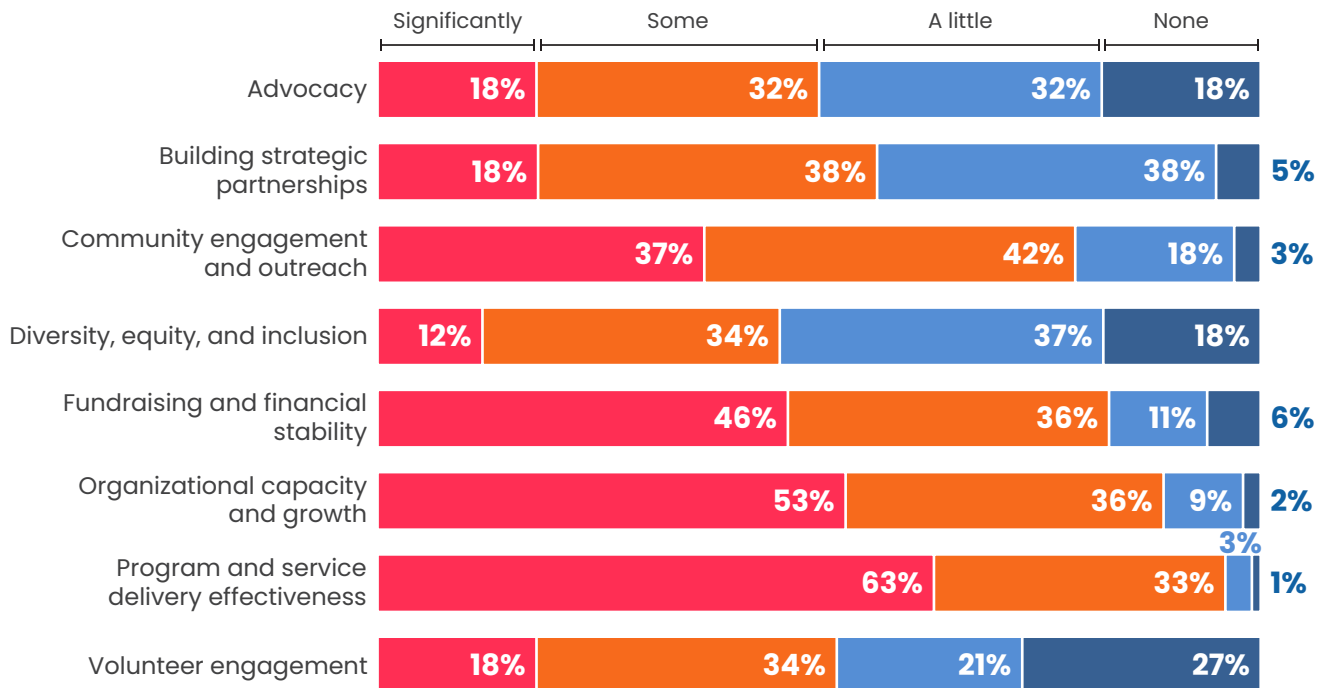
Digital investment planning and priorities

Nearly 40% of respondents include technology planning explicitly in their strategic plans. Another 33% include it generally. Those who answered "other" for this question tended to note that technology is included when there is a specific need or project in the plan that has a technology component.

This centrality of technology to strategic planning is consistent with the other technology investment strategies adopted by respondents. Over 60% include technology in their annual fiscal planning, and over 40% engage in ongoing analysis of staff and program needs for investment. Many respondents selected both of these options. The other investment strategy noted with some frequency (about 20%) is tied to an intentional update or replacement schedule.

FIGURE 11

Is technology included in your organization's strategic plan? Strategic plan can mean different things, and may be a fiscal-year or multi-year plan.
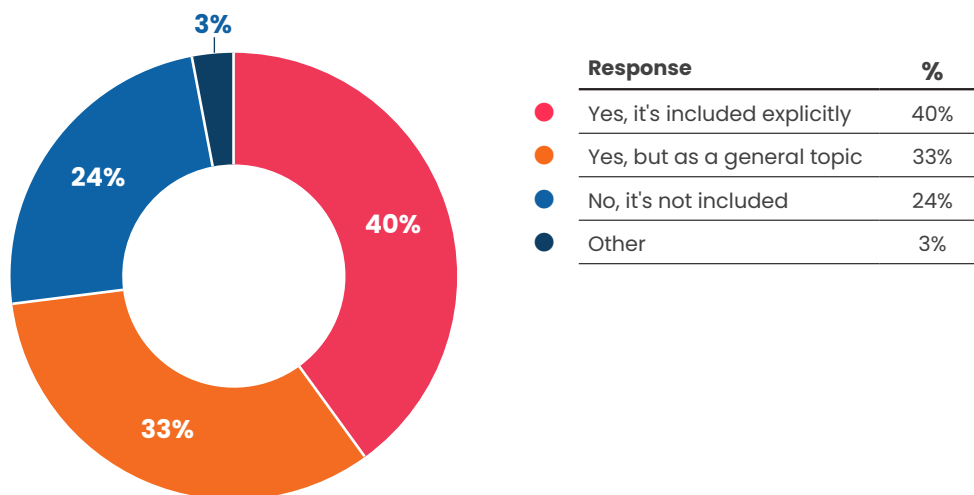

Response	%
Yes, it's included explicitly	40%
Yes, but as a general topic	33%
No, it's not included	24%
Other	3%

FIGURE 12

How does your organization make major or significant tech investment decisions?

Every year as part of fiscal year planning	62%
Frequently throughout the year depending on staff priorities	45%
Every few years as part of strategic planning	19%
On a fixed replacement schedule separate from our strategic plan	19%
Once a year as an independent planning process	7%
Other	11%
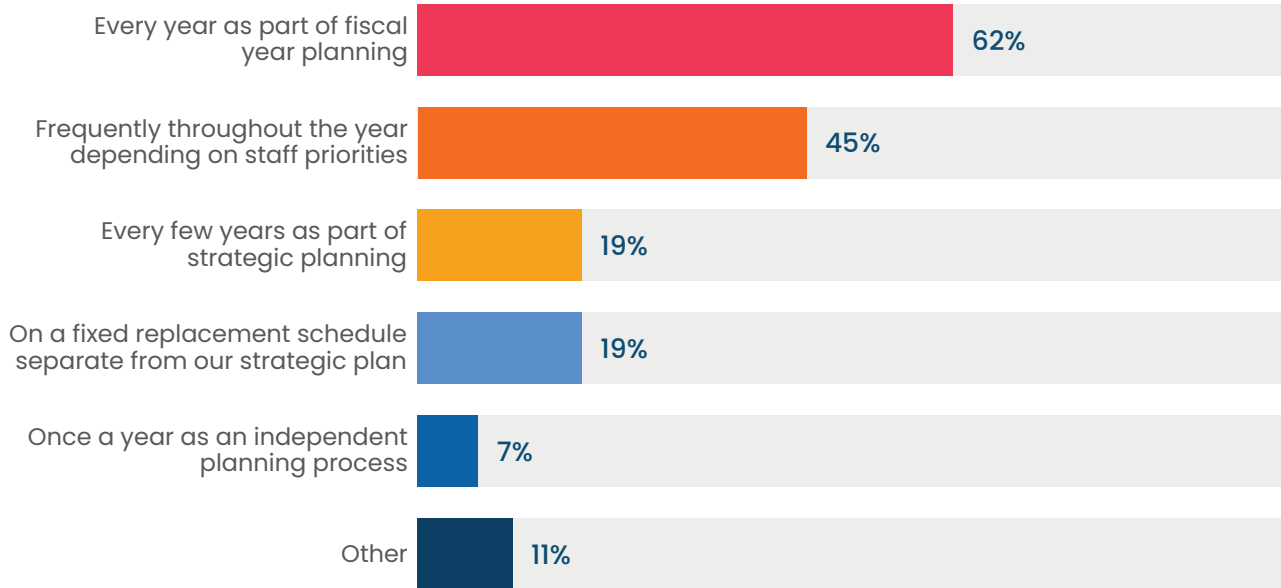
Efficiency is the most significant priority cited by respondents for technology investment decisions. Improving inefficient processes and saving time for staff rank near 90% combined "some" and "significant" influence. Improving communication and increasing program or service impact also total around 90%, but with a lower ratio of "significant" than the other two.

The lowest priority is raising more money, with over 25% indicating "a little" or no influence.

Areas of organizational focus largely conform to this pattern, with improving inefficient process and increasing program or service impact having the largest overall focus. Not surprisingly, however, more organizations focus on raising more money (70% "some" or "significant" focus) than prioritize it for technology investments.

FIGURE 13

How much influence do these priorities have on your decisions about technology?

	Significantly	Some	A little	None

	Significantly	Some	A little	None
Evaluating program or mission impact	32%	44%	20%	5%
Improving communication	57%	36%	6%	2%
Improving inefficient processes	75%	18%	5%	2%
Increasing accessibility	31%	44%	21%	3%
Increasing program or service impact	51%	39%	8%	1%
Raising more money	34%	39%	21%	6%
Saving time for staff	61%	28%	8%	2%

FIGURE 14

How much are these priorities for technology a current focus for your organization?

	Significantly	Some	A little	None
Evaluating program or mission impact	29%	39%	23%	9%
Improving communication	44%	37%	14%	5%
Improving inefficient processes	70%	17%	11%	2%
Increasing accessibility	26%	35%	28%	11%
Increasing program or service impact	47%	33%	16%	4%
Raising more money	36%	34%	22%	8%
Saving time for staff	48%	36%	13%	3%

FIGURE 15

When were these areas of technology investment most important for your organization?

	2019 or earlier	2020–2022	2023–2024	In the future
Security	14%	22%	41%	23%
Accessibility	19%	30%	23%	28%
Data and data systems	22%	20%	43%	15%
Website	28%	24%	32%	17%
Email marketing	34%	20%	30%	15%
Online meeting and video conferencing	15%	64%	13%	7%
Intranet	38%	15%	12%	35%
Project management	20%	18%	32%	30%

We know that technology priorities change over time and that the COVID–19 pandemic was a major influence on technology decisions.

When discussing technology priorities, the significant outlier in strategic timing is online meeting and video conferencing. Over 60% of respondents noted this as a priority during 2020–2022, as nonprofits had to pivot their business models to deal with more remote and hybrid staff.

In 2023–2024, data and data systems are the highest focus, with security coming in a close second. Both of these have been lower priorities in the past. Project management is also a current focus for about one-third of respondents, with a similar number looking at future focus on this category. The other category with significant future focus is intranet, which lagged over the past few years but was a higher priority pre-COVID.

Of all the priorities, the most consistent is accessibility, rating between 19% and 29% across the four time periods.

Constituent relationship management systems

For many organizations, a constituent relationship management system is one of their largest financial and strategic investments. Respondents who indicated that they have a CRM are fairly evenly divided in how recently they invested in a system.

About one-third of respondents believe that they could enhance their fundraising with an improved CRM. The more recently they made a significant CRM investment, the less likely they are to believe that a new system would be beneficial. Those who answered "other" to this question fit into two main categories: those indicating "maybe" or "needs assessment" and those who said they had no plan to invest in a CRM. A few indicated that they do no fundraising.

FIGURE 16

When did your organization most recently make a significant CRM investment?
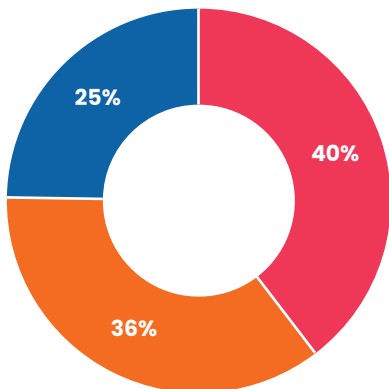
Response	%
● Within the last calendar year	40%
● 1 to 3 years ago	25%
● More than 3 years ago	36%

FIGURE 17

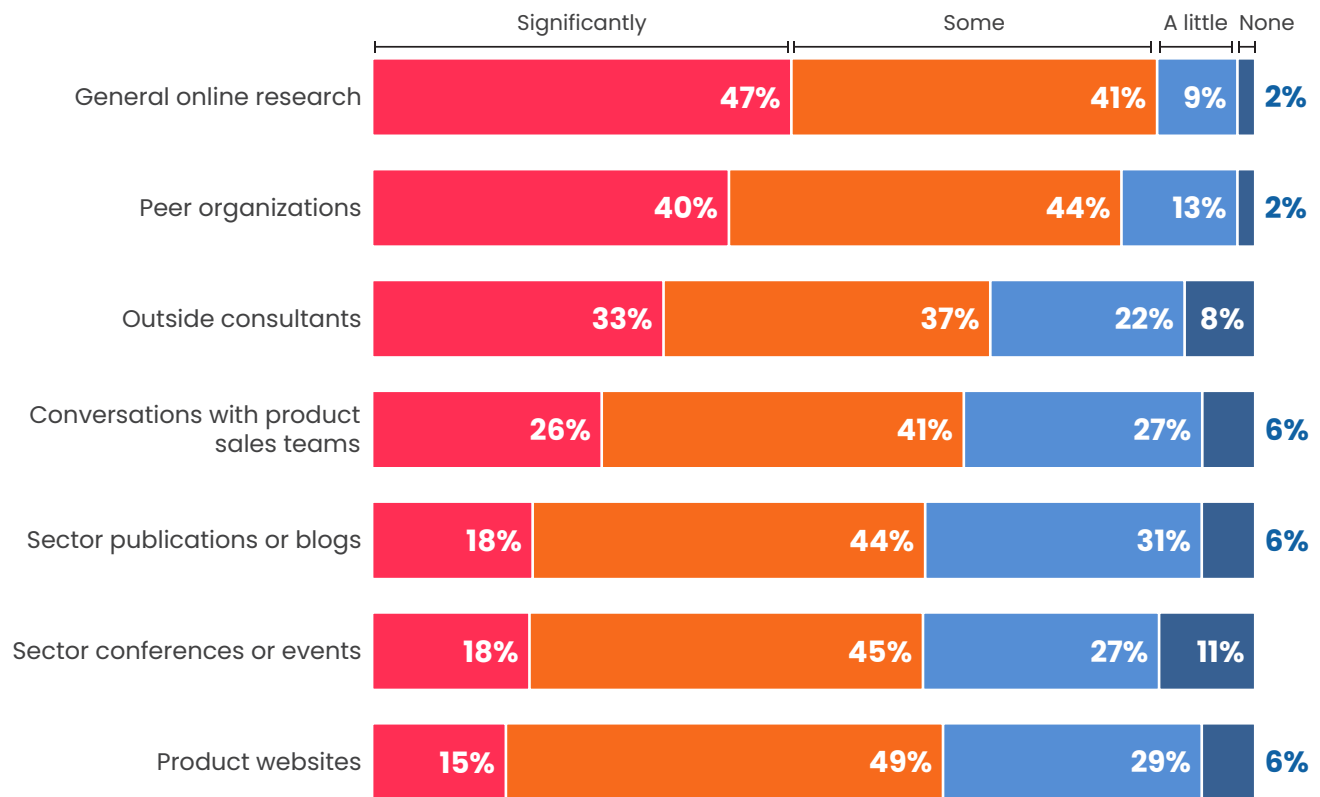## Do you believe your organization would be able to raise more funds if it invested in a new CRM?
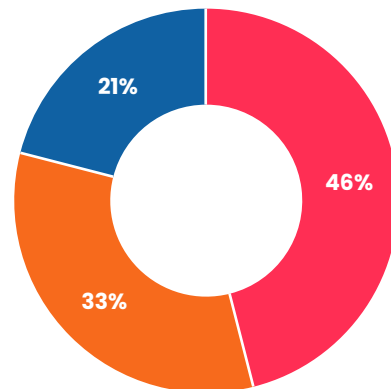
Response	%
● Yes	33%
● No	46%
● Other	21%

Digital investment considerations

FIGURE 18

How much influence does information from these sources have on your organization's decisions about a significant technology investment?

	Significantly	Some	A little	None
General online research	47%	41%	9%	2%
Peer organizations	40%	44%	13%	2%
Outside consultants	33%	37%	22%	8%
Conversations with product sales teams	26%	41%	27%	6%
Sector publications or blogs	18%	44%	31%	6%
Sector conferences or events	18%	45%	27%	11%
Product websites	15%	49%	29%	6%

Nonprofits rely on a wide range of sources to help make their technology investment decisions. By far the most significant are general online research (89% "significant" or "some" influence) and peer organizations (84%). Online research is the only category in which "significant" is rated higher than "some" influence.

Information from the relevant business sector factors in both through events and publications, but leans toward "some" more than "significant" influence. Information directly from the product producers also rates highly, with personal contact being more influential than online information.

FIGURE 19

How much influence do these considerations have on your organization's decisions about a significant technology investment?
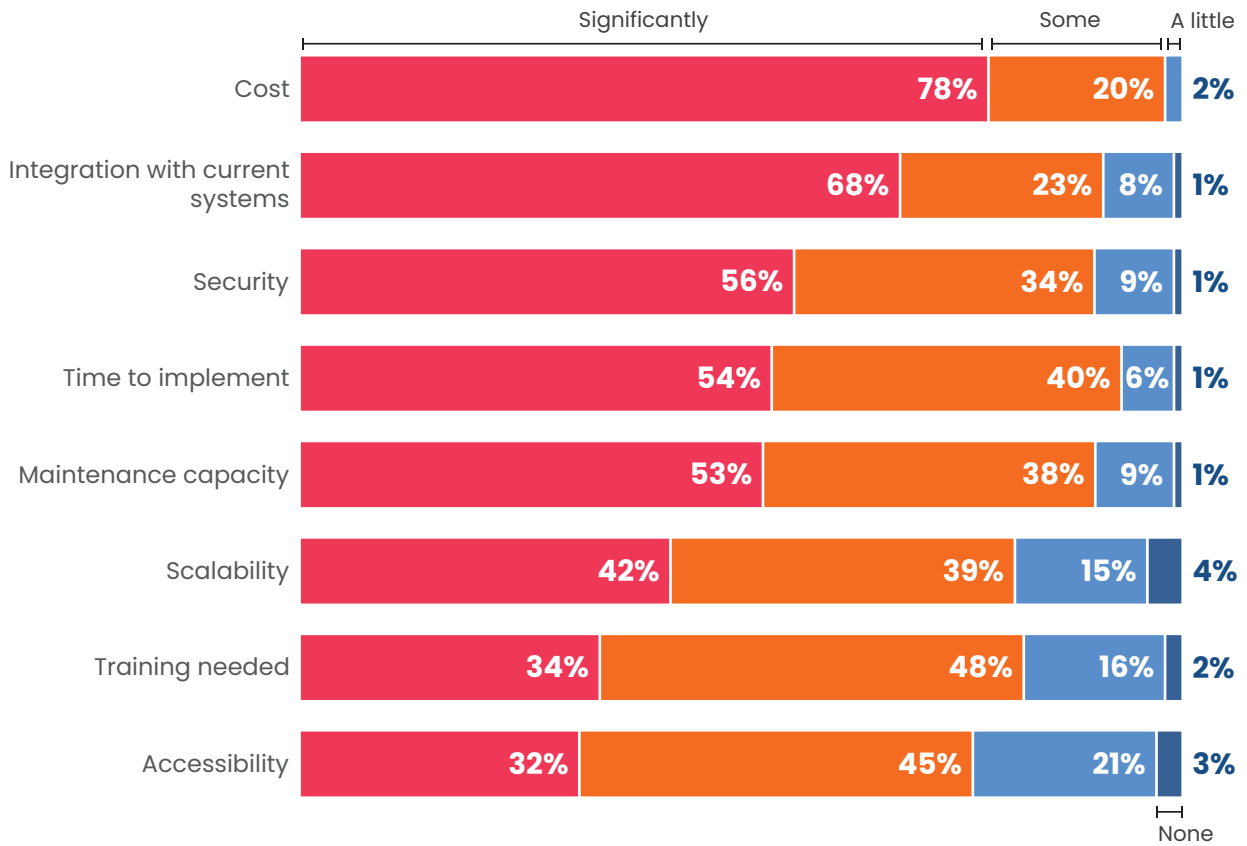
	Significantly		Some	A little
Cost	78%		20%	2%
Integration with current systems	68%		23%	8%	1%
Security	56%		34%	9%	1%
Time to implement	54%		40%	6%	1%
Maintenance capacity	53%		38%	9%	1%
Scalability	42%		39%	15%	4%
Training needed	34%		48%	16%	2%
Accessibility	32%		45%	21%	3%

None

Cost is by far the most important consideration in technology investments, with almost 100% of respondents rating it as having "significant" or "some" influence. Time is also a highly rated consideration, coming in at nearly 94%.

Integration and security are also notable considerations, both rating "significant" noticeably higher than "some" influence.

The lowest rated considerations are scalability, accessibility, and training needed, but these still rate over 75% "significant" or "some" influence.

FIGURE 20

How much positive influence do these groups have on technology adoption in your organization?

	Significantly	Some	A little	None
Board feedback	12%	38%	29%	21%
Community feedback	9%	29%	32%	30%
Leadership feedback	58%	32%	10%	1%
Staff feedback	65%	28%	7%	
Support requests	28%	44%	20%	7%
System or business process review	36%	40%	16%	8%

FIGURE 21

How much negative influence do these groups have on technology adoption in your organization?

	Significantly	Some	A little	None
Board feedback	14%	24%	31%	31%
Community feedback	9%	19%	25%	47%
Leadership feedback	30%	29%	30%	11%
Staff feedback	25%	44%	22%	9%
Support requests	9%	34%	34%	23%
System or business process review	11%	31%	32%	26%
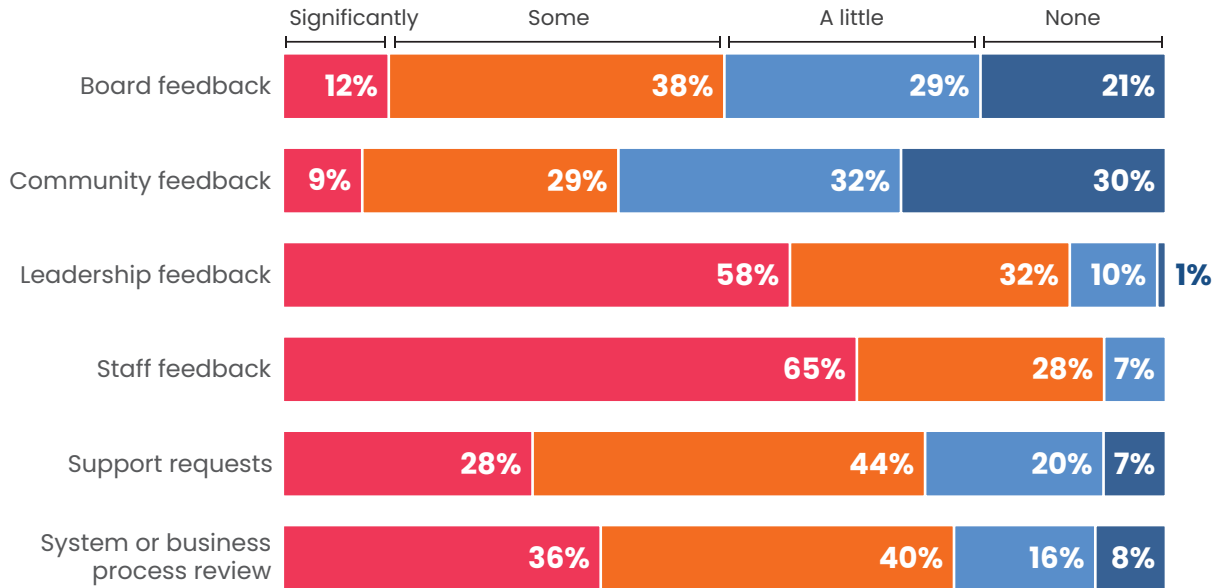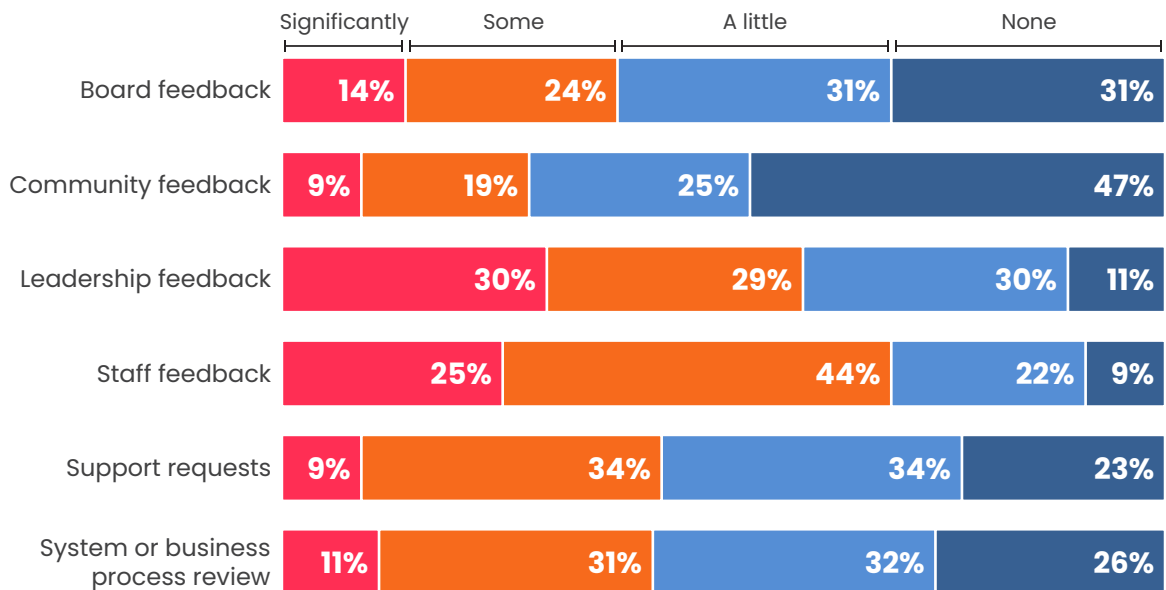
Staff feedback has the most impact on technology adoption. Nearly 90% of respondents indicated "some" or "significant" positive influence, and 70% say the same about negative influence. Leadership feedback is similarly influential at 90% positive and 60% negative impact.

Two categories have the widest disparity between positive and negative contribution. System or business process reviews have a 75% positive impact and only a 42% negative impact, with over 25% saying this category has "no" negative impact at all. Support requests are 73% positive to negative with 23% "no" negative influence.

Community feedback is the least significant contributor for both positive and negative impact.

FIGURE 22

Does your organization hire outside consultants to help with technology implementations and adoptions?

Response	%
● Yes, almost always	19%
● Yes, sometimes	46%
● Rarely	17%
● No	13%
● Other	5%
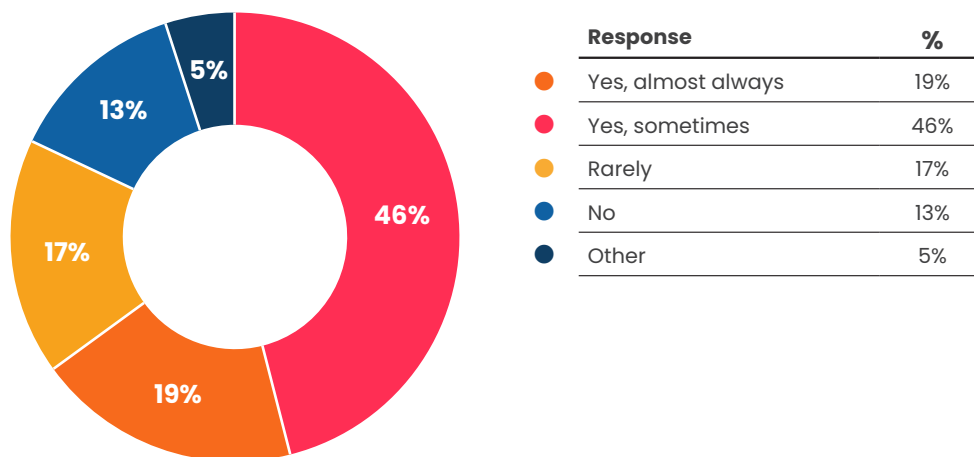
Consultants are an important resource for nonprofits. They were rated fairly highly as a decision-making resource, and nearly two-thirds of respondents indicate that they use consultants for technology implementation and adoption either almost always (19%) or sometimes (46%).

Nonprofit resources and digital investments

Nonprofits are narrowly optimistic about having the resources they need to learn new technology. Respondents were most concerned about having enough time (54% no), then money (47% no). They were most positive about having the right culture to implement technology effectively, but that was still only 57% yes.

FIGURE 23

Do you think your organization has the necessary resources to learn how to use new technology?

	Yes	No
Culture	57%	43%
Money	53%	47%
Time	46%	54%
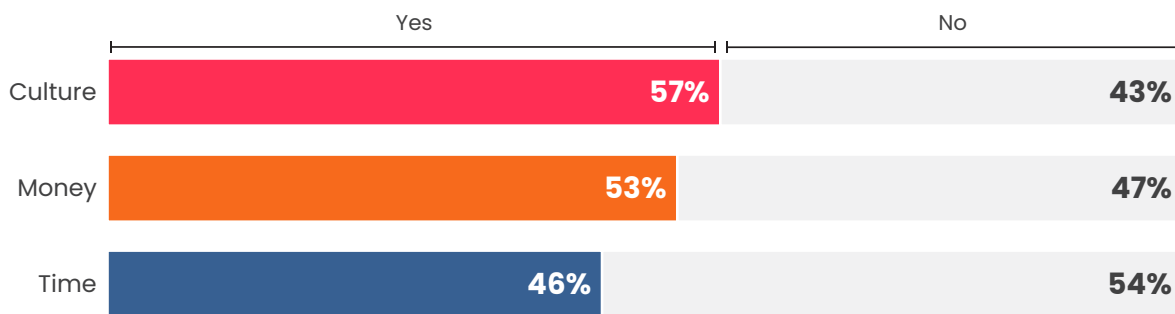
About the people and nonprofits that responded

The variety of survey participants ensures a rich and thorough set of perspectives for the substantive questions they answered. Over 300 nonprofits responded to the survey, representing organizations in many issue areas, sizes, and budgets, and how long they've been around. The people who took the survey represent a wide variety of roles, responsibilities, and experience in the nonprofit sector.

FIGURE 24

What's your job title?

Job title	Percentage
Technology director	17%
Executive director	13%
Operations director	11%
Technology manager	10%
Board or other leadership	6%
Communications director	6%
Communications manager	6%
Programs manager	5%
Technology staff	5%
Operations manager	4%
Programs staff	4%
Development director	3%
Programs director	3%
Other	9%
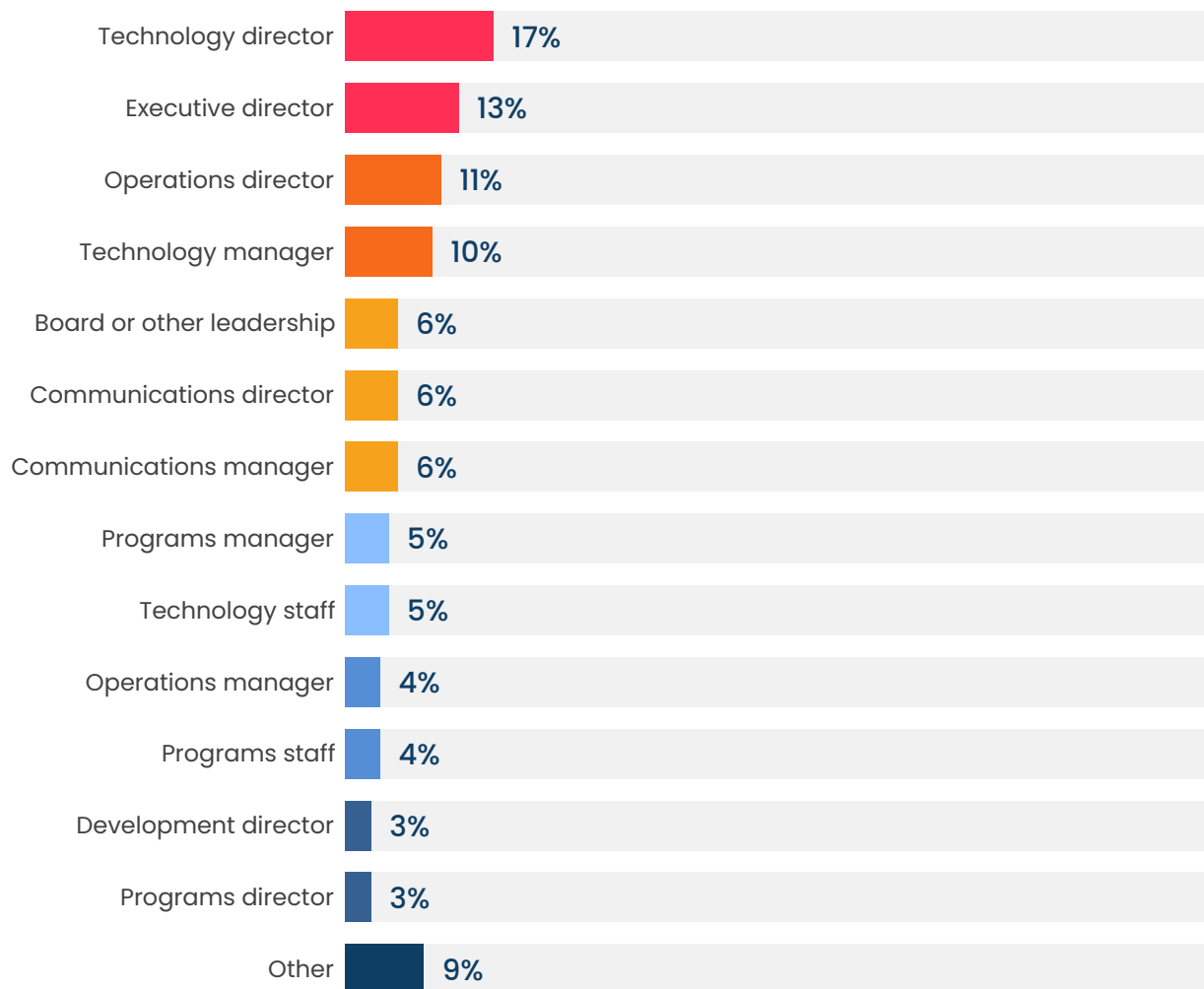
The majority of job responsibilities represented in the survey are people in leadership positions, with technology duties, or both. Over one-third identified as CEOs, executive directors, or some other top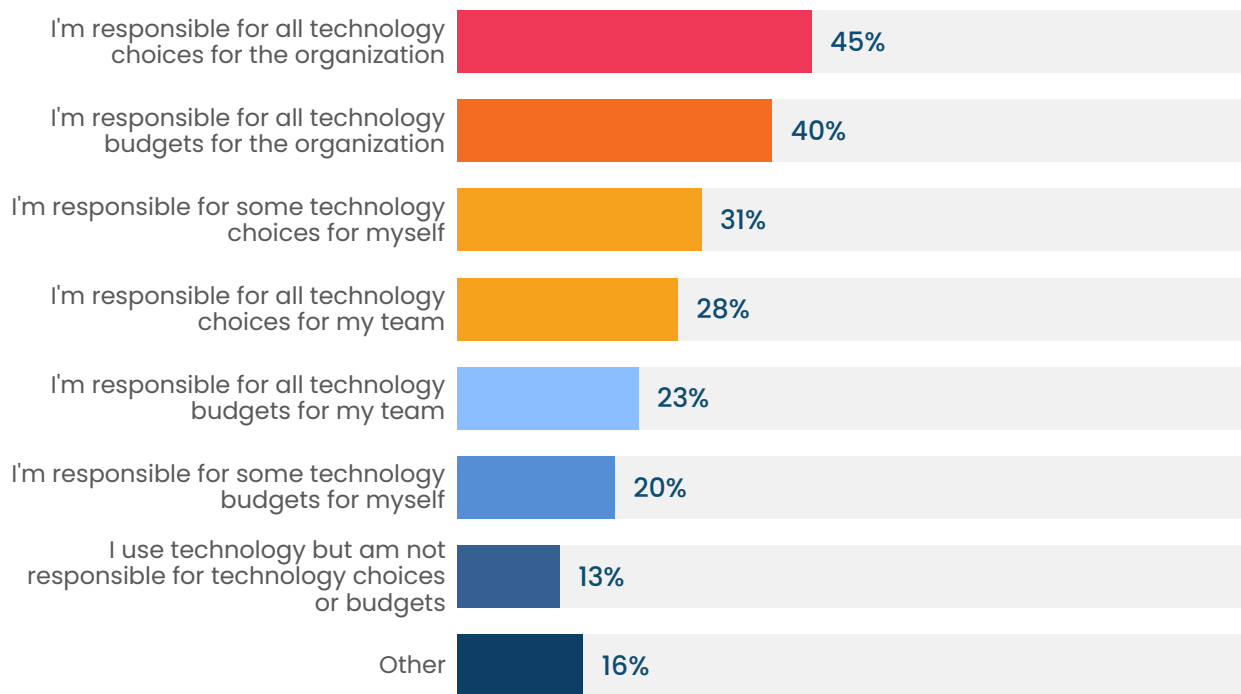-level leadership position (directors, chief financial officers, and the like). Another third of the respondents have technology responsibilities, including data, digital, and technology, and almost half of these were chief information officers. The remaining third have a wide variety of duties.

FIGURE 25

What is your relationship to your organization's technology?

I'm responsible for all technology choices for the organization	45%
I'm responsible for all technology budgets for the organization	40%
I'm responsible for some technology choices for myself	31%
I'm responsible for all technology choices for my team	28%
I'm responsible for all technology budgets for my team	23%
I'm responsible for some technology budgets for myself	20%
I use technology but am not responsible for technology choices or budgets	13%
Other	16%

Respondents to the survey generally had substantial technology responsibilities, either at the organizational or team level. This means that they have the perspective and expertise to answer the substantive questions meaningfully. The average respondent selected just over two responses for this question.

FIGURE 26

The organizations represent many issue areas.

Issue Area	Percentage
Human services	15%
Education	14%
Public or social benefit	9%
Environment or animal welfare	9%
Health	7%
Youth	7%
Arts or culture	6%
Faith-based	4%
Civil rights or advocacy	4%
Housing	3%
Employment	2%
International	2%
Legal	2%
Other	18%
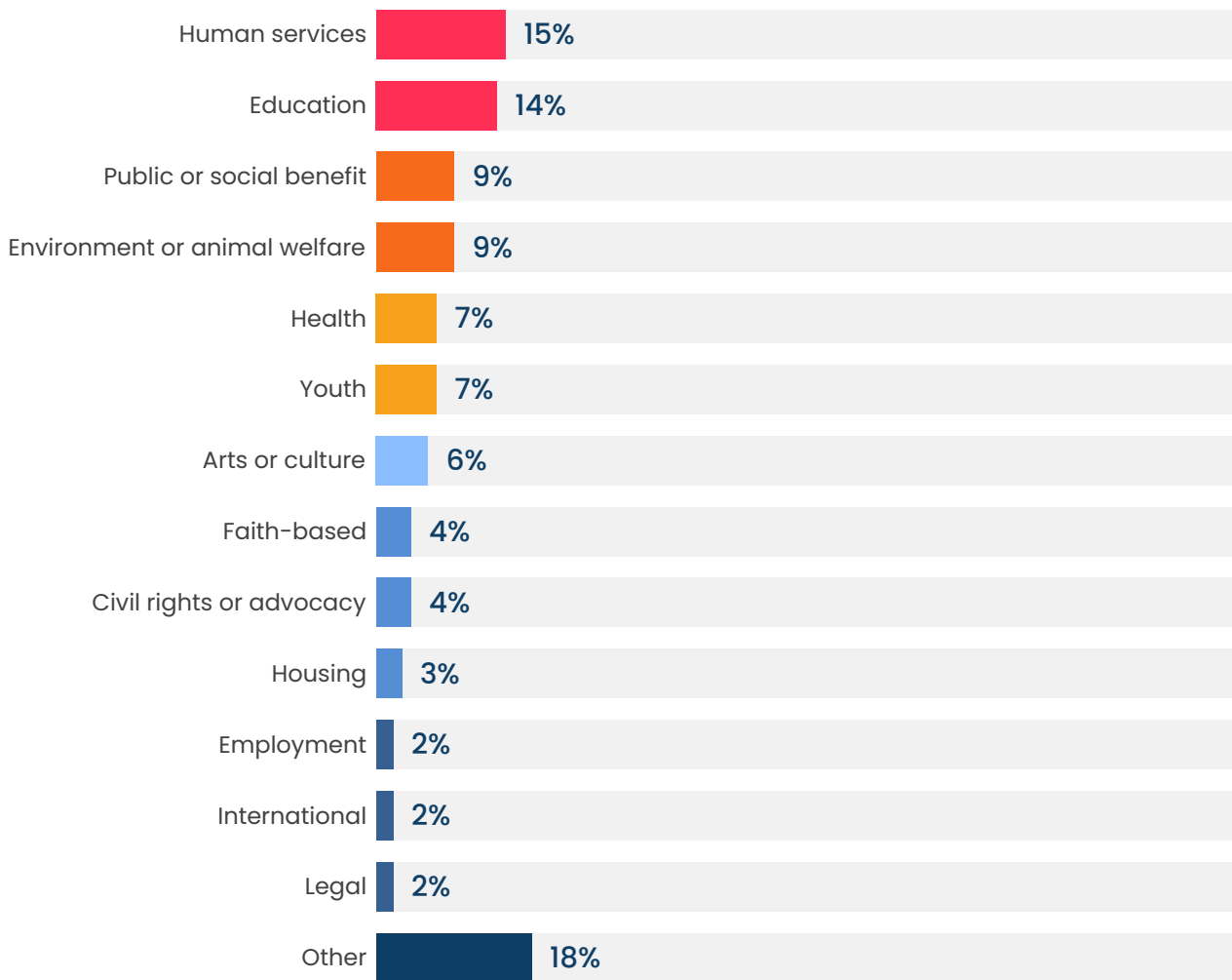
Respondents are well-distributed across issue areas, with education and human services showing as the most common sectors. Those who marked "other" fit into three categories: philanthropy, community building, and technology.

FIGURE 27

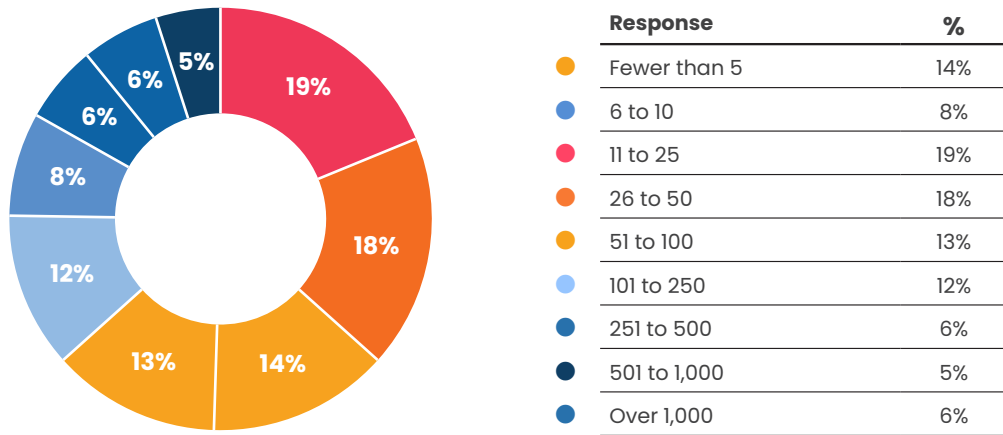## The staff size at the organizations vary.

Response	%
Fewer than 5	14%
6 to 10	8%
11 to 25	19%
26 to 50	18%
51 to 100	13%
101 to 250	12%
251 to 500	6%
501 to 1,000	5%
Over 1,000	6%

FIGURE 28

They've also been in operation for a wide range of time.

Response	%
Less than one year	3%
1 to 5 years	7%
6 to 10 years	7%
11 to 20 years	15%
21 to 40 years	30%
41 to 75 years	22%
76+ years	16%

FIGURE 29

And they're distributed widely around the United States and beyond.

	Response	%
United States	West	19%
	Mid-Atlantic	17%
	Midwest	14%
	South	13%
	Northeast	11%
	Northwest	8%
	Southwest	2%
Beyond	Canada	12%
	Other country	2%
	Remote	2%
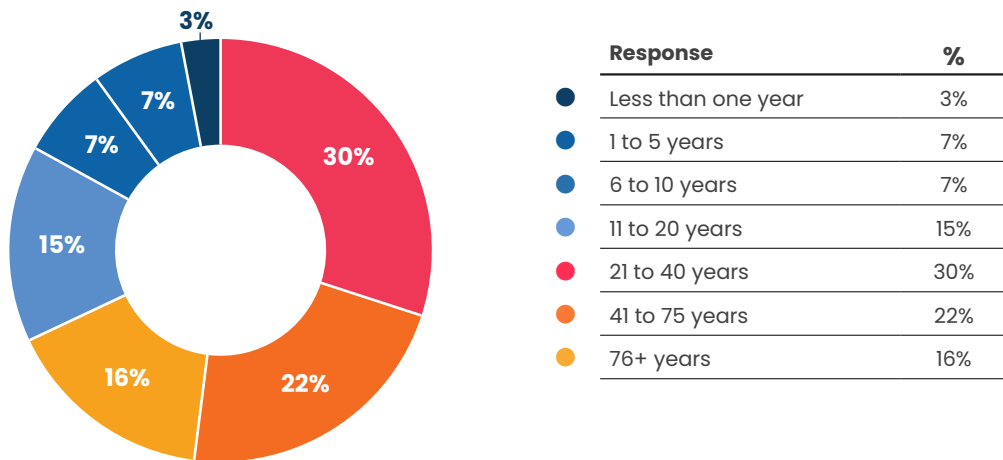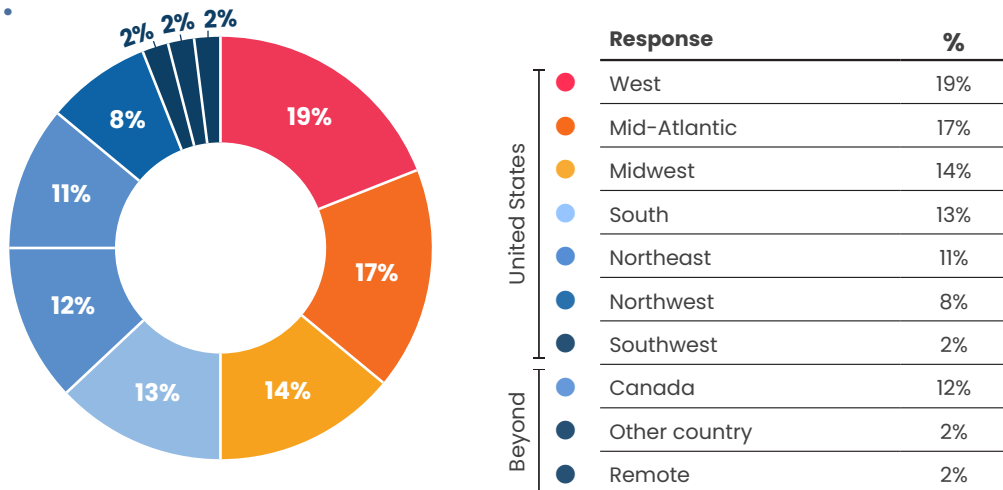
Data tables

These tables increase the accessibility of this report for readers with disabilities. Each table corresponds to the chart with the same number in the narrative of this report.

TABLE 1: What is your organization's approximate annual budget?

Response	%
None, all volunteer	4%
Below $100,000	7%
$100,001 to $250,000	6%
$250,001 to $500,000	7%
$500,001 to $1 million	8%
$1 million to $5 million	27%
$5 million to $10 million	15%
Over $10 million	27%

TABLE 2: What is your organization's approximate annual budget for technology?

Response	%
None	5%
Below $10,000	20%
$10,001 to $25,000	10%
$25,001 to $50,000	5%
$50,001 to $100,000	13%
$100,001 to $250,000	17%
$250,001 to $500,000	12%
$500,001 to $1 million	8%
$1 million to $2.5 million	7%
$2.5 million to $5 million	2%
Over $5 million	3%

TABLE 3: How are technology-related expenses allocated in your organization's budget?

Response	%
Separated into different line items based on expense type (such as software or training)	64%
Attributed to departments and programs based on use	41%
Grouped together with other office supplies or materials	17%
Attributed to general or administrative overhead only	16%
Attributed evenly across all departments and programs	13%
Included in a single line item	12%

TABLE 4: What do you spend your technology budget on?

Response	%
Hardware and equipment	54%
Other	19%
Software and licenses	14%
Services and consulting	12%
Training	1%

TABLE 5: How much do revenue sources contribute to your technology budget?

Response	Significantly	Some	A little	None
General organization budget	69%	17%	10%	5%
Foundation grants specific to tech projects	14%	14%	19%	52%
Foundation grants that include budget for tech	11%	24%	19%	46%
Major donations	11%	24%	19%	46%
Fundraising campaigns	9%	12%	28%	51%
Government grants specific to tech projects	6%	10%	20%	64%
Government grants that include budget for tech	12%	10%	22%	56%

TABLE 6: How often do you report on your technology spending or investments to certain audiences?

Response	Regularly	Sometimes	Rarely	Never
Leadership staff or team	53%	30%	12%	5%
Board of directors	45%	27%	20%	8%
All staff	21%	27%	32%	20%
Institutional funders	12%	21%	33%	33%
Individual donors	3%	12%	36%	49%
Public	3%	8%	32%	57%
Community	3%	10%	31%	56%

TABLE 7: How would you characterize your organization's technology spending?

Response	%
We're spending about the right amount	49%
We're spending too little	45%
We're spending too much	6%

TABLE 8: If you're "spending too little" on technology, what are the barriers to tech investment at your organization?

Response	%
Available budget	77%
Lack of grant or funder support	47%
Organization culture	44%
Lack of donations or fundraising support	38%
Leadership staff support or buy-in	28%
Board support or buy-in	12%
Other	15%

TABLE 9: How much are these areas a focus for your organization in 2024?

Response	Significantly	Some	A little	None
Advocacy	27%	35%	25%	13%
Building strategic partnerships	44%	38%	14%	4%
Community engagement and outreach	50%	36%	11%	3%
Diversity, equity, and inclusion	32%	46%	16%	6%
Fundraising and financial stability	66%	22%	8%	4%
Organizational capacity and growth	41%	45%	12%	3%
Program and service delivery effectiveness	71%	22%	5%	2%
Volunteer engagement	16%	31%	29%	24%

TABLE 10: How much does technology investment impact these areas of your organization or work?

Response	Significantly	Some	A little	None
Advocacy	18%	32%	32%	18%
Building strategic partnerships	18%	38%	38%	5%
Community engagement and outreach	37%	42%	18%	3%
Diversity, equity, and inclusion	12%	34%	37%	18%
Fundraising and financial stability	46%	36%	11%	6%
Organizational capacity and growth	53%	36%	9%	2%
Program and service delivery effectiveness	63%	33%	3%	1%
Volunteer engagement	18%	34%	21%	27%

TABLE 11: Is technology included in your organization's strategic plan? Strategic plan can mean different things, and may be a fiscal-year or multi-year plan.

Response	%
Yes, it's included explicitly	40%
Yes, but as a general topic	33%
No, it's not included	24%
Other	3%

TABLE 12: How does your organization make major or significant tech investment decisions?

Response	%
Every year as part of fiscal year planning	62%
Frequently throughout the year depending on staff priorities	45%
Every few years as part of strategic planning	19%
On a fixed replacement schedule separate from our strategic plan	19%
Once a year as an independent planning process	7%
Other	11%

TABLE 13: How much influence do these priorities have on your decisions about technology?

Response	Significantly	Some	A little	None
Evaluating program or mission impact	32%	44%	20%	5%
Improving communication	57%	36%	6%	2%
Improving inefficient processes	75%	18%	5%	2%
Increasing accessibility	31%	44%	21%	3%
Increasing program or service impact	51%	39%	8%	1%
Raising more money	34%	39%	21%	6%
Saving time for staff	61%	28%	8%	2%

TABLE 14: How much are these priorities for technology a current focus for your organization?

Response	Significantly	Some	A little	None
Evaluating program or mission impact	29%	39%	23%	9%
Improving communication	44%	37%	14%	5%
Improving inefficient processes	70%	17%	11%	2%
Increasing accessibility	26%	35%	28%	11%
Increasing program or service impact	47%	33%	16%	4%
Raising more money	36%	34%	22%	8%
Saving time for staff	48%	36%	13%	3%

TABLE 15: When were these areas of technology investment most important for your organization?

Response	2019 or earlier	2020–2022	2023–2024	In the future
Security	14%	22%	41%	23%
Accessibility	19%	30%	23%	28%
Data and data systems	22%	20%	43%	15%
Website	28%	24%	32%	17%
Email marketing	34%	20%	30%	15%
Online meeting and video conferencing	15%	64%	13%	7%
Intranet	38%	15%	12%	35%
Project management	20%	18%	32%	30%

TABLE 16: When did your organization most recently make a significant CRM investment?

Response	%
Within the last calendar year	40%
1 to 3 years ago	25%
More than 3 years ago	36%

TABLE 17: Do you believe your organization would be able to raise more funds if it invested in a new CRM?

Response	%
Yes	33%
No	46%
Other	21%

TABLE 18: How much influence does information from these sources have on your organization's decisions about a significant technology investment?

Response	Significantly	Some	A little	None
General online research	47%	41%	9%	2%
Peer organizations	40%	44%	13%	2%
Outside consultants	33%	37%	22%	8%
Conversations with product sales teams	26%	41%	27%	6%
Sector publications or blogs	18%	44%	31%	6%
Sector conferences or events	18%	45%	27%	11%
Product websites	15%	49%	29%	6%

TABLE 19: How much influence do these considerations have on your organization's decisions about a significant technology investment?

Response	Significantly	Some	A little	None
Cost	78%	20%	2%	0%
Integration with current systems	68%	23%	8%	1%
Security	56%	34%	9%	1%
Time to implement	54%	40%	6%	1%
Maintenance capacity	53%	38%	9%	1%
Scalability	42%	39%	15%	4%
Training needed	34%	48%	16%	2%
Accessibility	32%	45%	21%	3%

TABLE 20: How much positive influence do these groups have on technology adoption in your organization?

Response	Significantly	Some	A little	None
Board feedback	12%	38%	29%	21%
Community feedback	9%	29%	32%	30%
Leadership feedback	58%	32%	10%	1%
Staff feedback	65%	28%	7%	0%
Support requests	28%	44%	20%	7%
System or business process review	36%	40%	16%	8%

TABLE 21: How much negative influence do these groups have on technology adoption in your organization?

Response	Significantly	Some	A little	None
Board feedback	14%	24%	31%	31%
Community feedback	9%	19%	25%	47%
Leadership feedback	30%	29%	30%	11%
Staff feedback	25%	44%	22%	9%
Support requests	9%	34%	34%	23%
System or business process review	11%	31%	32%	26%

TABLE 22: Does your organization hire outside consultants to help with technology implementations and adoptions?

Response	%
Yes, almost always	19%
Yes, sometimes	46%
Rarely	17%
No	13%
Other	5%

TABLE 23: Do you think your organization has the necessary resources to learn how to use new technology?

Response	Yes	No
Culture	57%	43%
Money	53%	47%
Time	46%	54%

TABLE 24: What's your job title?

Response	%
Technology director	17%
Executive director	13%
Operations director	11%
Technology manager	10%
Board or other leadership	6%
Communications director	6%
Communications manager	6%
Programs manager	5%
Technology staff	5%
Operations manager	4%
Programs staff	4%
Development director	3%
Programs director	3%
Other	9%

TABLE 25: What is your relationship to your organization's technology?

Response	%
I'm responsible for all technology choices for the organization	45%
I'm responsible for all technology budgets for the organization	40%
I'm responsible for some technology choices for myself	31%
I'm responsible for all technology choices for my team	28%
I'm responsible for all technology budgets for my team	23%
I'm responsible for some technology budgets for myself	20%
I use technology but am not responsible for technology choices or budgets	13%
Other	16%

TABLE 26: The nonprofits represent many issue areas.

Response	%
Human services	15%
Education	14%
Public or social benefit	9%
Environment or animal welfare	9%
Health	7%
Youth	7%
Arts or culture	6%
Faith-based	4%
Civil rights or advocacy	4%
Housing	3%
Employment	2%
International	2%
Legal	2%
Other	18%

TABLE 27: The staff size at the organizations vary.

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TABLE 28: They've also been in operation for a wide range of time.

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TABLE 29: And they're distributed widely around the United States and beyond.

Response	%
West	19%
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Northeast	11%
Northwest	8%
Southwest	2%
Other country	2%
Remote	2%