

KEY FINDINGS

Nonprofits across New York, New Jersey and other key states are navigating economic uncertainty while adapting to shifting funding sources, increasing service demand and ongoing operational pressures. The 2025 Grassi Nonprofit Survey reveals how leaders are confronting these challenges by advancing strategies in technology, leadership and priority setting to strengthen their organizations for the future.

The survey polled 207 nonprofit leaders from June 10 to July 18, 2025, on their experiences in the past 12 months. Most responses came before The One Big Beautiful Bill Act (July 4, 2025), which ushered in Medicaid cuts, shifts in federal funding and tax provisions with implications for charitable giving and nonprofit operations.

Increasing Financial Pressures

Nonprofits are strained by increased demand and rising operating costs. Seventy-seven percent reported higher demand, with social services/community-based organizations the most affected (86%). At the same time, 79% reported increased operating costs. Those reporting increases experienced jumps of 13-15%, on average. Leaders face difficult choices as elevated demand and costs continue to outpace available resources.

General Funding Trends

Fewer than half of nonprofits reported an increase in funding, about one-quarter reported no change and one-third reported a decrease. On average, organizations reported a net 1.6% funding increase, trailing behind the 2.9% inflation rate for the same period.

Federal Funding in Decline

Most organizations surveyed receive some level of federal funding. Among these organizations, 36% reported increases and 36% reported decreases, but *significant reductions* were cited twice as often as *significant increases*. Education-sector nonprofits experienced the largest declines, with 55% reporting funding cuts.

Looking ahead, 41% of nonprofits receiving federal funding expect decreases in the coming year. More broadly, 44% of nonprofit leaders anticipate the economy will worsen.

Strategic Responses

Leaders are responding by expanding revenuegenerating activities, reducing expenses and building endowments and reserves. Fundraising and development remain top priorities, along with adopting new technology, launching new programs and services and building strategic partnerships with other organizations.

77%

nonprofits report rising demand

79%

nonprofits reporting higher operating costs **51%**

nonprofits reporting higher labor costs **58%**

nonprofits reporting staff retention challenges 36%

of nonprofits saw federal funding increases, while an equal share saw decreases

Technology and Al Adoption

Technology is helping organizations increase efficiency and achieve better results. Most organizations use technology tools to support accounting, manage risk and stay compliant. Cybersecurity systems, conferencing platforms, AI and client data systems are also common.

Al adoption grew from 31% in 2024 to 48% in 2025, reflecting a significant increase in usage across the sector. Nearly half of nonprofits currently use Al tools, and another 19% plan to start using them within the next 12 months. The most common use is automating routine tasks to boost productivity and efficiency. This investment helps reduce pressure on staff, as 58% of nonprofits report challenges with retention.

Cybersecurity Concerns

Cybersecurity remains an area of vulnerability. Fifty-six percent of nonprofits are only somewhat confident in their ability to protect sensitive data and monitor risks, while just 38% feel very confident.

Board Engagement and Oversight

Boards remain heavily mission-driven, with 80% of organizations stating that their boards understand their mission. Financial oversight is less consistent: only 53% regularly monitor cash flow, and half review program-level profits and losses (P&Ls).

Engagement varies, with 43% of nonprofits describing their boards as *engaged* and 28% as *highly engaged*. The payoff is clear: highly engaged boards are 6x more likely to have an excellent understanding of financial information and 4x more likely to understand emerging technology trends.

41%

federally funded organizations expecting funding decreases

44%

nonprofit leaders expect the economy to worsen **56%**

nonprofits only somewhat confident in cybersecurity capabilities 71%

engaged / highly engaged boards of directors

Succession Planning Gaps

Leadership transitions still pose a major risk. Many organizations that believe they are prepared have not identified successors for all key leadership positions or completed other critical tasks. Nearly 10% of nonprofits report having no succession plan at all, making them vulnerable to disruptions in service and fundraising if leadership changes occur.

Benchmarking for Strategy

Nonprofits are increasingly using benchmarking to guide decisions, with 65% of organizations benchmarking financial metrics and 63% of organizations benchmarking program performance metrics. Financial performance, program performance, and fundraising metrics are the most important benchmarks across the sector. This growing emphasis reflects a shift toward more data-driven management and transparency.

Moving Forward

While nonprofits face ongoing challenges, the survey reveals how leaders are taking proactive and creative steps to adapt: strengthening financial strategies, embracing technology and building greater resilience.



ABOUT THE SURVEY

SURVEY OBJECTIVES

- Assess the state of the nonprofit industry in New York and New Jersey, along with other key states including Pennsylvania, Florida, Massachusetts and Connecticut, at mid-year 2025
- ► Look back at industry trends over the last 12 months
- Collect a view of key industry opportunities and challenges in the coming year
- Measure longitudinal benchmarks of the industry's health
- Use this data to help industry leaders compare their organizations to their peers and provide useful strategic insights to drive organizational health

METHODOLOGY

- Brief online survey
- Conducted June 10, 2025 to July 18, 2025
- > 207 total survey respondents
- Over half of respondents are in New York and New Jersey, followed by Florida, Pennsylvania, Massachusetts and Connecticut
- The average organization has 222 employees
- ► The average annual budget ranges from \$15 to \$31 million
- Nearly half of the respondents work in social services/community-based nonprofits, nearly one quarter work in healthcare nonprofits, while the others work in varying fields, including education, faith-based organizations and associations

SURVEY CONDUCTED BY: CRAIN'S CONTENT STUDIO, NEW YORK

BUDGET & EXPECTATIONS

NONPROFIT LOCATION











NONPROFIT SECTOR











5%

OTHER 10%

JOB LEVEL







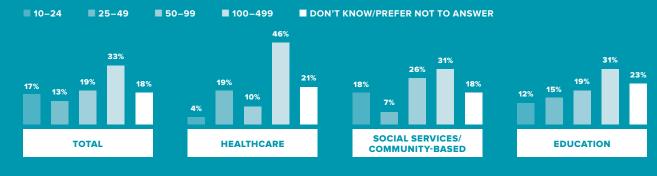






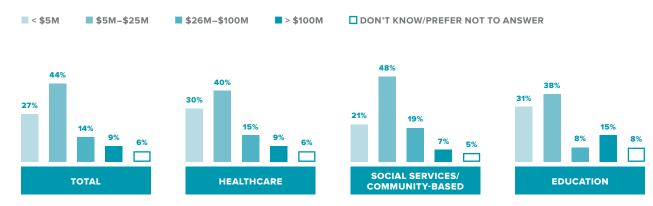
NUMBER OF EMPLOYEES

The average organization surveyed has about 222 employees.



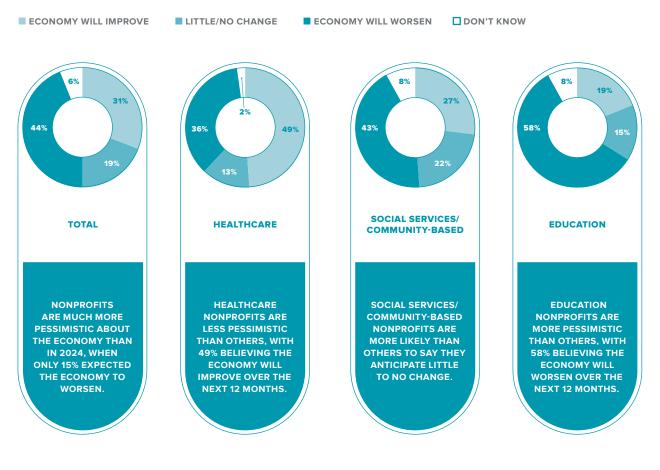
2024 BUDGET

Nonprofit organizations surveyed had a median 2024 budget between \$15 and \$31 million.



ECONOMIC EXPECTATIONS OVER THE NEXT 12 MONTHS

Nonprofits are pessimistic about the economy, with 44% indicating they expect the economy to worsen over the next 12 months. Thirty-one percent expect growth, and 19% indicated they expect no change.



CHALLENGES & OPPORTUNITIES

CHALLENGES

Nonprofits are contending with financial strain and uncertainty, while also battling recruitment and retention issues.



FUNDING INSTABILITY



FINANCIAL CONSTRAINTS



ECONOMIC & POLITICAL UNCERTAINTY



RECRUITMENT CHALLENGES



What are the biggest challenges for your organization over the next 12 months?



Shortage of staff, difficulty in recruiting personnel quickly.

EVENTS / MARKETING LEADER ASSOCIATION / TRADE ASSOCIATION NONPROFIT



Economic uncertainty making donors reluctant to give. University financial conditions limit our funding. Leadership change at the University.

CFO / CONTROLLER / VP OF FINANCE **EDUCATION NONPROFIT**

66

Our team and our mission are strained by the rising demand for services without a corresponding rise in resources.

CFO / CONTROLLER / **VP OF FINANCE HEALTHCARE NONPROFIT**

OPPORTUNITIES

Leaders see potential in diversifying revenue, expanding programs and embracing technology to strengthen operations and reach.



SECURING **ADDITIONAL FUNDING**



EXPANDING PROGRAMS & SERVICES



LEVERAGING TECHNOLOGY

What are the biggest opportunities for your organization over the next 12 months?



Promote digital transformation, improve work efficiency and reduce operating costs.

IT LEADER **HEALTHCARE NONPROFIT**



Diversification in funding by adding programs and applying for grants.

CFO / CONTROLLER / **VP OF FINANCE** SOCIAL SERVICES NONPROFIT

66

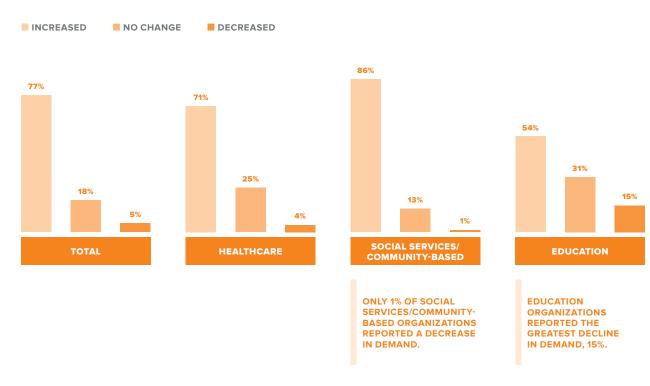
Enhancing donor relations through customized engagement and applying for new or emerging grants.

CFO / CONTROLLER / **VP OF FINANCE FAITH-BASED NONPROFIT**

DEMAND FOR SERVICES

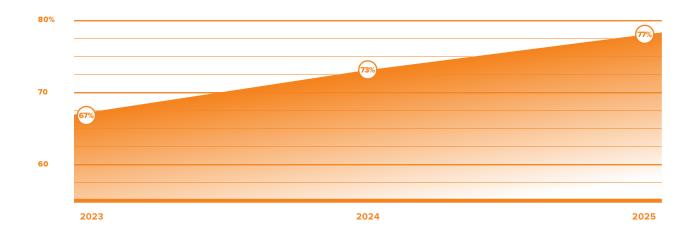
CHANGE IN DEMAND FOR SERVICES OVER THE LAST 12 MONTHS

The survey confirms what many nonprofit leaders already face daily: demand for services continues to rise. Seventy-seven percent of organizations reported an increase in demand, while only 5% experienced a decline.



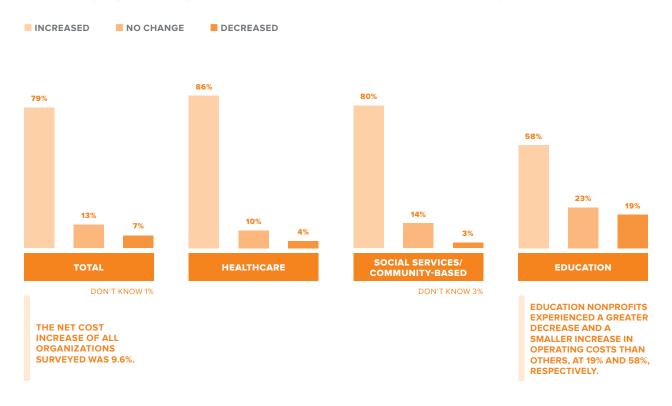
TRENDS IN SERVICE DEMAND

Rising service demand has emerged as a trend for three consecutive years. Sixty-seven percent of nonprofits reported rising demand in 2023, 73% in 2024, and 77% in 2025.



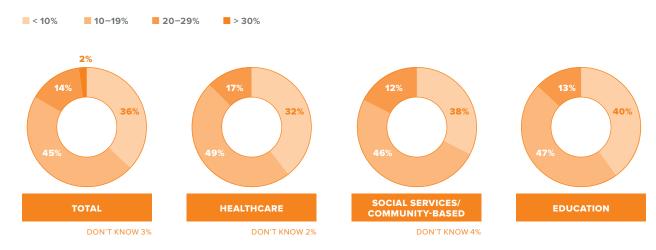
CHANGE IN OPERATING COSTS OVER THE LAST 12 MONTHS

While nonprofits work to meet growing demand, they are also facing sharp increases in operating costs. Nearly eight in ten organizations (79%) report cost increases over the past year.



RISE IN OPERATING COSTS OVER THE LAST 12 MONTHS

Among organizations reporting increases, costs rose by 13–15%. This range is significantly higher than the 2.9% inflation rate during the same period, placing additional pressure on resources.



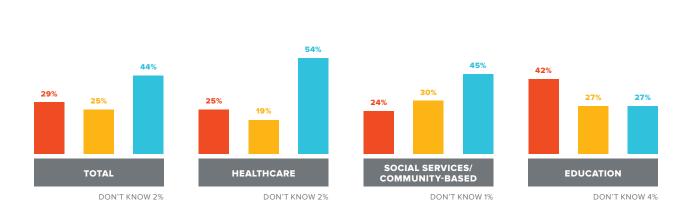
FUNDING

INCREASED: ■ < 10% ■ 10-19% ■ 20-29% ■ > 30%

CHANGE IN FUNDING LEVELS OVER THE LAST 12 MONTHS

■ NO CHANGE ■ INCREASED

Funding shifts differ across the sector. While some organizations continue to receive funding, it remains stagnant or declines for others. Forty-four percent of nonprofits report funding increases, 29% report decreases, 25% report no change, and 2% are unsure.



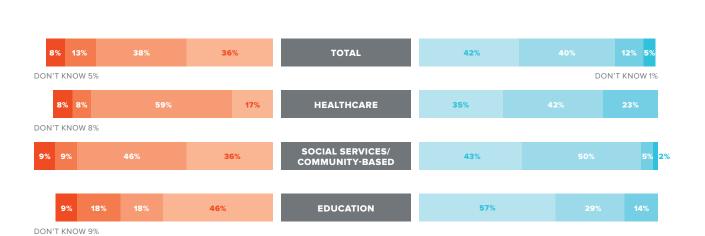
NONPROFITS WITH INCREASED DEMAND WERE MORE THAN TWICE AS LIKELY TO REPORT FUNDING INCREASES (49%) AS THOSE WITH NO CHANGE OR DECREASED DEMAND (24%).

SCALE OF FUNDING LEVEL CHANGES

DECREASED: ■ < 10% ■ 10−19% ■ 20−29% ■ > 30%

DECREASED

Nonprofits report an average 1.6% increase in funding, which lags behind the 2.9% inflation rate for the same period.

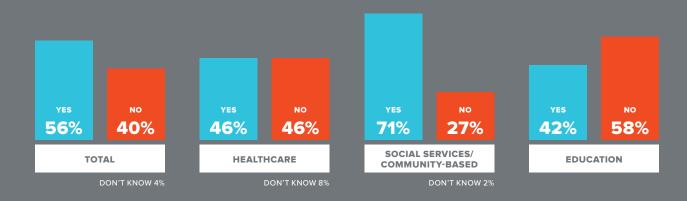


COMPARED TO 2024, WHEN COST INCREASES AVERAGED 5-11% BUT INFLATION WAS 3.7%, NONPROFITS ARE IN A SLIGHTLY BETTER NET POSITION, THOUGH FUNDING LEVELS REMAIN OUTPACED BY COSTS.

FEDERAL FUNDING

DOES YOUR ORGANIZATION RECEIVE FEDERAL FUNDING?

The majority of nonprofits surveyed rely on some level of federal funding, but those revenue streams are shifting.



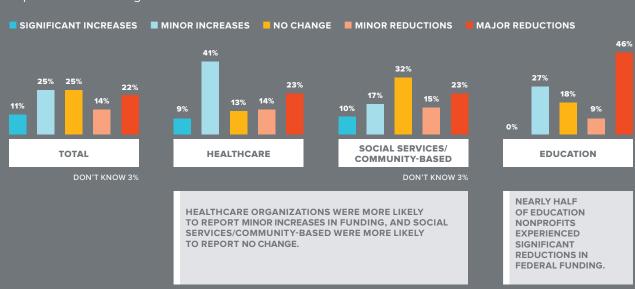
SOCIAL SERVICES/COMMUNITY-BASED ORGANIZATIONS ARE 69% MORE LIKELY THAN EDUCATION NONPROFITS AND 54% MORE LIKELY THAN HEALTHCARE NONPROFITS TO RECEIVE FEDERAL FUNDING.

CHANGE IN FEDERAL FUNDING LEVELS OVER THE LAST 12 MONTHS

(among organizations which received federal funding)

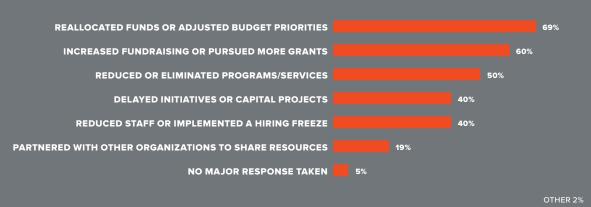
In the past 12 months, 36% of federally funded organizations reported decreases and another 36% reported increases, while only one-quarter experienced no change.

Significant reductions in federal funding are cited nearly twice as often as significant increases.



RESPONSES TO DECREASED FEDERAL FUNDING

When they experience federal funding decreases, nonprofits adapt to keep programs running. The most common responses are reallocating existing funds and adjusting budget priorities. Many also increase fundraising efforts and pursue additional grants to close the gap.



ONLY 5% OF NONPROFITS REPORTED NO MAJOR RESPONSE TAKEN TO FEDERAL FUNDING DECREASES.

RESPONSES TO INCREASED FEDERAL FUNDING

When organizations receive increases in federal funding, they quickly allocate additional dollars toward growth and capacity-building initiatives. Organizations prioritize investing in infrastructure upgrades, expanding their programs and services and adding staff to strengthen delivery.



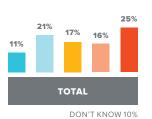
OTHER 5%

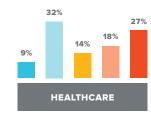
EXPECTATIONS FOR FEDERAL FUNDING LEVELS OVER THE NEXT 12 MONTHS

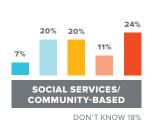
Nonprofits are generally pessimistic about federal funding. Looking ahead, 41% expect decreases, compared to 32% anticipating increases and 17% expecting no change.

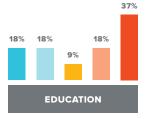
Those anticipating decreases are 1.6x more likely to expect major cuts than those forecasting increases are to expect major increases.

■ SIGNIFICANT INCREASES ■ MINOR INCREASES ■ NO CHANGE ■ MINOR REDUCTIONS ■ MAJOR REDUCTIONS









HEALTHCARE ORGANIZATIONS ARE MORE LIKELY TO ANTICIPATE

MINOR INCREASES IN

FEDERAL FUNDING.

EXPECTATIONS VARY FOR SOCIAL SERVICES/ COMMUNITY-BASED ORGANIZATIONS, WITH NEARLY 20% SAYING THEY ARE UNSURE WHAT TO EXPECT.

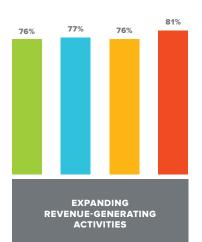
MORE THAN HALF
OF EDUCATION
NONPROFITS EXPECT
DECREASES IN
FEDERAL FUNDING.

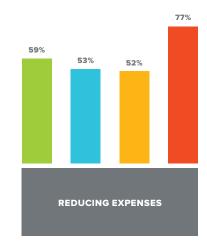


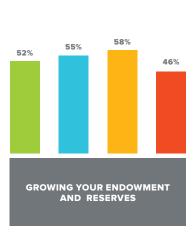
FINANCIAL PRIORITIES OVER THE NEXT 12 MONTHS

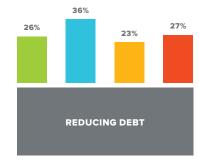
Nonprofits are actively adjusting their financial strategies in response to rising costs and funding instability. The most common approach is expanding revenue-generating activities, demonstrating a strong focus on growth even under pressure. More than half of nonprofits are concentrating on reducing expenses and increasing endowments and reserves. A smaller share is reducing debt, showing it is a lower priority than growth and reserves.

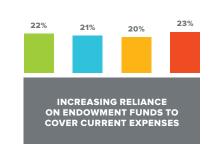


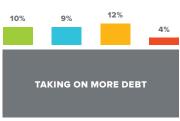












OTHER: 3% (TOTAL), 2% (SOCIAL SERVICES)

EDUCATION ORGANIZATIONS ARE MORE FOCUSED ON REDUCING EXPENSES THAN OTHERS, WHILE HEALTHCARE ORGANIZATIONS ARE MORE FOCUSED ON REDUCING DEBT.

SOCIAL SERVICES/COMMUNITY-BASED ORGANIZATIONS ARE 3X MORE LIKELY THAN EDUCATION NONPROFITS TO TAKE ON MORE DEBT.

CHALLENGES & INITIATIVES

STRATEGIC INITIATIVES IMPLEMENTED IN THE LAST 12 MONTHS

Nonprofits are responding to challenges with a mix of strategies. The most common is strengthening fundraising and development, followed closely by investments in new technology. Others are expanding programs or forming partnerships to extend their reach.



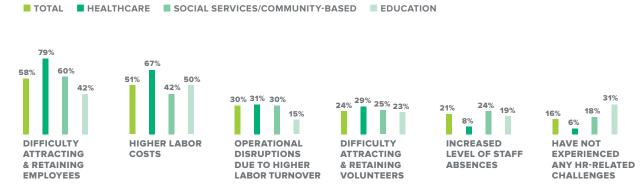
NONE OF THE ABOVE: 4% (TOTAL), 2% (HEALTHCARE), 7% (SOCIAL SERVICES), 4% (EDUCATION)

EDUCATION NONPROFITS ARE MORE LIKELY TO IMPLEMENT NEW TECHNOLOGY OR FORM PARTNERSHIPS WITH ORGANIZATIONS.

HEALTHCARE NONPROFITS ARE MORE LIKELY TO INSTITUTE NEW PROGRAMS OR SERVICES.

HR CHALLENGES FACED IN THE LAST 12 MONTHS

Staffing remains one of the most pressing issues for nonprofits. Retaining employees (58%) and rising labor costs (51%) top the list of HR challenges, reflecting sector-wide competition for talent and the strain of balancing wages with limited budgets.

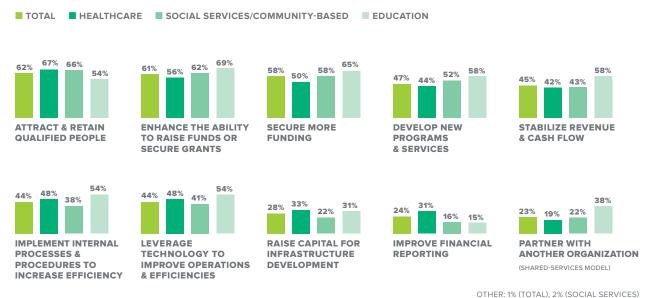


OTHER: 5% (TOTAL), 4% (SOCIAL SERVICES), 8% (EDUCATION)

HEALTHCARE NONPROFITS FACE SIGNIFICANT WORKFORCE STRAIN, WITH 79% STRUGGLING TO ATTRACT AND RETAIN STAFF AND 67% GRAPPLING WITH HIGHER LABOR COSTS.

ORGANIZATIONAL PRIORITIES IN THE NEXT 12 MONTHS

Nonprofits are setting priorities that reflect workforce needs and financial stability. Improving their ability to attract and retain employees leads the list, followed by strengthening fundraising and grant-seeking and securing more stable funding streams.



OTHER: 1% (TOTAL), 2% (SOCIAL SERVICES)

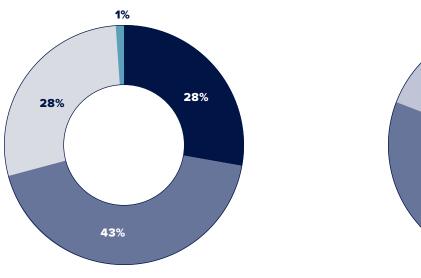
62% OF NONPROFITS CITE STAFF RECRUITMENT AND RETENTION AS THEIR TOP PRIORITY. HEALTHCARE AND SOCIAL SERVICES/ COMMUNITY-BASED NONPROFITS ARE MOST LIKELY TO PRIORITIZE RECRUITMENT AND RETENTION. EDUCATION ORGANIZATIONS
ARE MORE LIKELY TO PRIORITIZE
GRANT, FUND AND REVENUE-BASED
STRATEGIES.

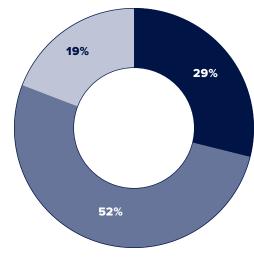
BOARD ENGAGEMENT

BOARD OF DIRECTORS ENGAGEMENT

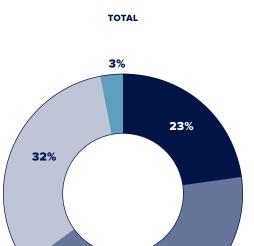
An engaged board strengthens governance, provides strategic guidance, and helps organizations adapt to change. The average board of directors is moderately engaged: 28% are highly engaged, 43% are engaged, and 28% are somewhat engaged. Engagement varies by sector.



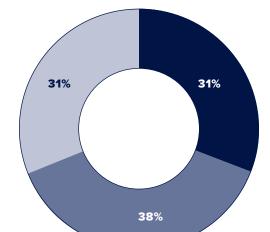




HEALTHCARE



42%



EDUCATION

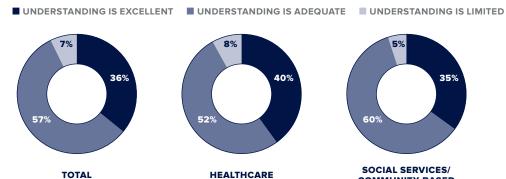
SOCIAL SERVICES/COMMUNITY-BASED ORGANIZATIONS ARE LEAST LIKELY TO REPORT A HIGHLY ENGAGED BOARD.

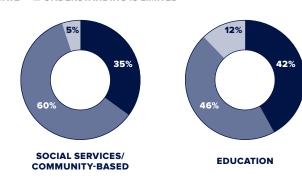
SOCIAL SERVICES/COMMUNITY-BASED

FINANCIAL UNDERSTANDING OF THE BOARD

Financial understanding is another area where engagement makes a measurable difference. A majority of boards demonstrate only adequate financial understanding (57%), while highly engaged boards are much more likely to be rated excellent. Still, even among highly engaged boards, 30% are seen as only adequate in their financial understanding.

Education boards' financial understanding improved significantly: 42% were rated excellent in 2025, compared to 27% in 2024.





HIGHLY ENGAGED BOARDS ARE 6X MORE LIKELY TO HAVE AN EXCELLENT UNDERSTANDING OF FINANCIAL NFORMATION THAN THOSE ONLY SOMEWHAT ENGAGED.

HIGHLY ENGAGED BOARDS ARE 4X MORE LIKELY TO UNDERSTAND THE LATEST TECHNOLOGY TRENDS THAN LESS ENGAGED BOARDS.

BOARD OF DIRECTORS CHARACTERISTICS

Despite gaps in engagement and financial understanding, only one-quarter of respondents believe their boards need governance training. At the same time, many worry their boards do not reflect the diversity of the communities they serve. Education nonprofit boards declined in some areas: mission understanding fell from 91% in 2024 to 69% in 2025, and monitoring of cash flow declined from 73% to 50%.

On a positive note, attention to surpluses and losses improved (46% in 2025, compared to 27% in 2024).

■ TOTAL ■ HEALTHCARE ■ SOCIAL SERVICES/COMMUNITY-BASED ■ EDUCATION





& LIQUIDITY

REVIEWS **ACTIVITIES AT THE PROJECTIONS** PROGRAM LEVEL





WE SERVE







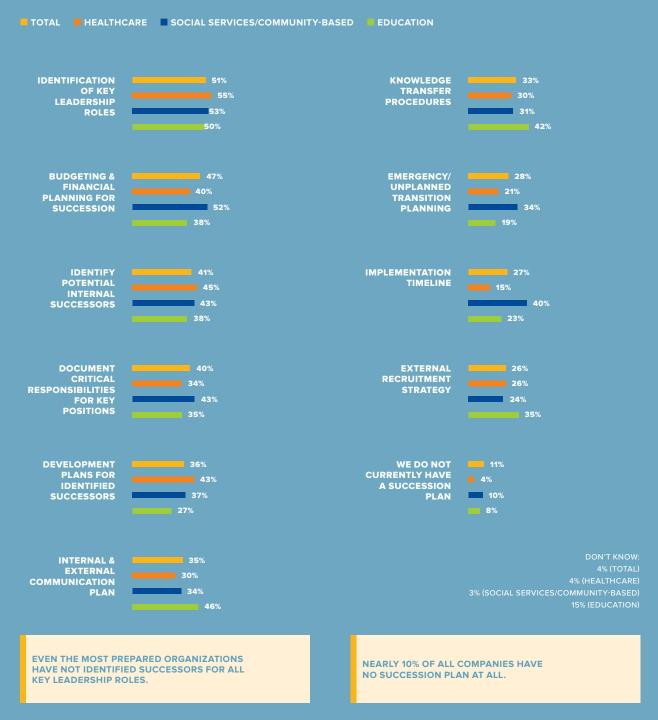
NONE OF THE ABOVE: 1% (TOTAL), 4% (HEALTHCARE), 4% (EDUCATION)

SOCIAL SERVICES/COMMUNITY-BASED BOARDS ARE ACROSS THE SECTOR, ONLY ABOUT HALF OF BOARDS MOST LIKELY TO UNDERSTAND THEIR ORGANIZATION'S **REGULARLY MONITOR CASH FLOW AND REVIEW P&LS** AT THE PROGRAM LEVEL. MISSION, VISION AND CORE VALUES.

SUCCESSION PLANNING

SUCCESSION PLANNING AND LEADERSHIP CHANGE PREPAREDNESS

Leadership transitions are pivotal moments, with the potential to impact continuity of services, fundraising and strategic direction. Despite this, most organizations remain underprepared for an emergency or an unplanned transition. Many nonprofits have taken some preliminary steps, but only about half have identified key leadership roles, and even fewer have financially planned for succession or completed other essential activities. Without stronger planning, nonprofits risk service disruptions and loss of institutional knowledge when leadership changes occur.



SUCCESSION PLANNING BARRIERS



The most common barriers to succession planning reflect both capacity and culture:



LIMITED RESOURCES



LACK OF A STRONG LEADERSHIP PIPELINE



ORGANIZATIONAL KNOWLEDGE & EXPERTISE GAPS



LACK OF URGENCY

RESOURCE CONSTRAINTS ARE THE MOST COMMON BARRIER TO SUCCESSION PLANNING.

TECHNOLOGY

CURRENT & PLANNED TECHNOLOGICAL INVESTMENTS

Nonprofits continue to expand their use of technology to strengthen operations. Accounting, compliance and risk management are the most widely adopted technology use cases across the sector. Many have also invested in data storage, cybersecurity and virtual collaboration tools. Together, these investments reflect a sector that is increasingly investing in technology to improve transparency, manage risks and enhance day—to—day operations.

Al use among nonprofits rose from 31% in 2024 to 48% in 2025 — a significant increase. Looking ahead, another 19% of organizations plan to adopt Al in the next 12 months, which could bring adoption levels close to two-thirds of the sector.



EDUCATION NONPROFITS STAND OUT IN ADOPTING MANY TOOLS INCLUDING: CONFERENCING & LIVE-STREAMING, PROJECT MANAGEMENT & SEO.

MORE THAN HALF OF HEALTHCARE NONPROFITS ARE LEVERAGING DATA & ANALYTICS TOOLS TO SUPPORT FINANCIAL REPORTING.

SOCIAL SERVICES/COMMUNITY-BASED NONPROFITS ARE MOST LIKELY TO USE SOCIAL MEDIA SERVICES FOR CROWDFUNDING.

CURRENT & PLANNED AI TOOL IMPLEMENTATION

Nonprofits are beginning to put Al into action in practical ways. The most common use case for Al today is automating routine administrative tasks and freeing staff to focus on higher-value activities.

Nearly a quarter of the sector is utilizing chatbots and virtual support assistants, generating content for marketing campaigns and supporting social media monitoring.







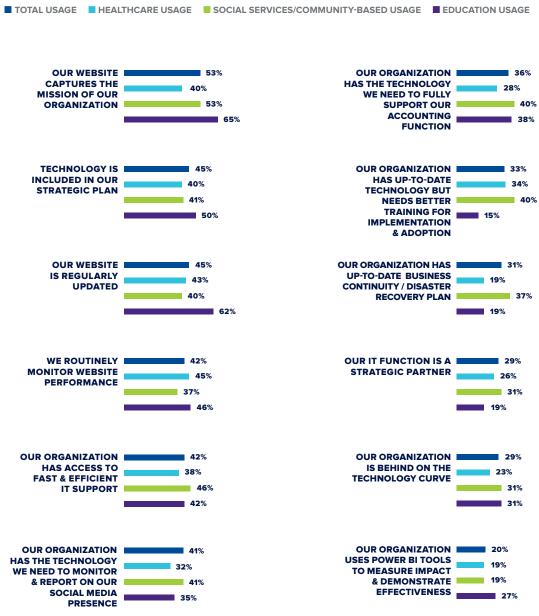




TECHNOLOGY USAGE

Most organizations feel their website captures their mission effectively. Many also report that technology is integrated into their strategic plans and that their websites are updated regularly.

Education nonprofits are most likely to feel their website captures their mission (65%) and that technology is included in their strategic plan (50%).



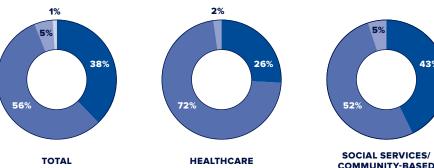
NONE OF THE ABOVE: 4% (EDUCATION)

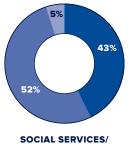
CYBERSECURITY CONFIDENCE

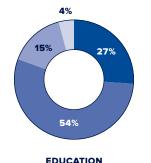
Overall, nonprofits lack confidence in their ability to protect sensitive data. Fifty-six percent say they are only somewhat confident, while just 38% are very confident.

Healthcare nonprofits are particularly vulnerable: 72% report only being somewhat confident.









CYBERSECURITY PROTOCOLS

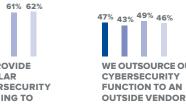
Nonprofits are adopting some basic cybersecurity practices, but many have yet to implement more robust protections. Most use dual-factor authentication and provide regular cybersecurity training, nearly half outsource cybersecurity functions, yet only one-third regularly conduct penetration testing.

Education nonprofits reported stronger protocols in 2024, with higher use of dualfactor authentication (82% vs. 54%), more penetration testing (32% vs. 15%), and more frequent in-house experts (32% vs. 19%).















OTHER: 1% (TOTAL), 8% (EDUCATION); NONE OF THE ABOVE: 6% (TOTAL), 8% (SOCIAL SERVICES), 8% (EDUCATION)

NONPROFITS THAT FEEL VERY CONFIDENT IN THEIR CYBERSECURITY ARE FAR MORE LIKELY TO COMBINE MULTIPLE DEFENSES — TRAINING (75%), PENETRATION **TESTING (43%) AND IN-HOUSE EXPERTISE (30%).**

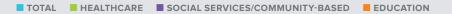
EDUCATION NONPROFITS ARE ABOUT HALF AS LIKELY TO CONDUCT PENETRATION TESTING AS OTHERS IN THE SECTOR



MOST IMPORTANT DATA TO BENCHMARK

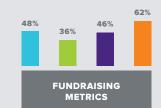
Nonprofits use benchmarking to measure effectiveness and guide strategic decisions. Benchmarking is used across functions — from finances to programs to people.

The most prioritized benchmarking data points are financial performance, program performance and fundraising metrics.



















OTHER: 2% (HEALTHCARE)

EDUCATION NONPROFITS ARE MORE LIKELY TO PRIORITIZE FUNDRAISING & MARKETING METRICS.

HEALTHCARE NONPROFITS ARE MORE LIKELY TO EMPHASIZE HUMAN RESOURCES & GOVERNANCE BENCHMARKS. SOCIAL SERVICES/COMMUNITY-BASED NONPROFITS ARE MORE LIKELY TO PRIORITIZE PROGRAM PERFORMANCE & VOLUNTEER METRICS.

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We serve nonprofits across the sector, including social service, community-based, healthcare, educational, religious, and philanthropic organizations, as well as foundations, housing organizations and nonprofits that are subject to Uniform Guidance.

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