How Nonprofits Endure:
Balancing Strategy, Data and Operations

SESSION 4: STRUCTURES THAT HELP ORGANIZATIONS GO THE DISTANCE

OCTOBER 28, 2026



WHAT TO EXPECT TODAY

Structures That Help Organizations Go the Distance

1. What financial sustainability means beyond “balanced budgets”
2. How fundraising, cash flow, reserves, and risk are connected
3. What the “Great Wealth Transfer” could mean for future fundraising opportunities
4. The growing role of planned giving in nonprofit sustainability

© Armanino. All Rights Reserved.

WELCOME

Today's Presenters



Yuki Mosher

Development Officer

Nonprofit Fundraising



Briannah Grove

Manager

Nonprofit Accounting



Matthew Petroski

Partner

Nonprofit Tax



Katie Solomon

Manager

Nonprofit Advisory

© Armanino. All Rights Reserved.

WHO WE ARE

Firm Overview

armanino

Employees	Team Members in	Firm Ranking
2700+	41 States	20th Largest



Canada
Vancouver

India
Ahmedabad
Hyderabad

California
San Ramon
Century City
El Segundo
Irvine
Los Angeles
San Francisco
San Jose
Woodland Hills

Colorado
Denver

Florida
Boca Raton

Georgia
Atlanta
Brunswick
Duluth

Idaho
Boise

Illinois
Chicago

Missouri
St. Louis
St. Charles

New York
New York City
Garden City
White Plains

Pennsylvania
Philadelphia
Scranton

Tennessee
Nashville

Texas
Austin
Dallas

Utah
Salt Lake City

Washington
Bellevue

© Armanino. All Rights Reserved | **Build Anything**

SESSION 1-3 RECAP

Welcome back!

Sustainable fundraising requires a shared roadmap that aligns donor opportunity, organizational capacity, resources and revenue goals

1 | Understand Fundraising Health

Look beyond revenue to donor retention, donor mix, concentration and pipeline to assess sustainable growth.

2 | Turn Insights Into Strategy

Use trusted data and donor intelligence to align donor interests, engagement, affinity/capacity with organizational priorities.

3 | Move From Strategy to Execution

Establish realistic goals, sequenced relationship-building, repeatable processes, clear ownership and accountability.

© Armanino. All Rights Reserved.

BUILD DIRECTION

The Philanthropic Landscape

© Armanino. All Rights Reserved.

Growing, but Unevenly

Sector growth does not guarantee organizational growth.

WHAT IS CHANGING:

- Total giving in 2025 surpassed $600 billion for the first time, growing 5.7% YOY
- K-Shaped Philanthropy:
  - Donors who give from their assets are giving more
  - Donors who give from their income are giving less
- OBBBA
  - Sophisticated donors set up and/or poured assets into a DAF to avoid the new AGI floor and cap on top-bracket deductions
  - Corporate giving likely to decrease as a percentage of revenue
- The Great Wealth Transfer is happening, but at a slower pace than anticipated

Giving USA 2026

© Armanino. All Rights Reserved.

More Dollars From Fewer Donors

Revenue can rise while the underlying donor base becomes less resilient.



The Fundraising Effectiveness Project, 2026 Q1 Report

© Armanino. All Rights Reserved.

About Planned Giving

Potential for Long-Term Charitable Giving

The Great Wealth Transfer: $124 trillion is expected to transfer between generations by 2048, with approximately **$18 trillion projected to go to charity**

Bequest giving increased nearly 20% year-over-year in 2025, showing the **fastest growth of any major source of charitable giving**

Three-quarters of Americans lack a will or estate plan, representing a significant opportunity to talk to donors about planned giving

A typical planned gift is **200 to 300 times** the size of a donor's largest annual gift

The average time from inception to realization for a planned gift is approximately **7 to 10 years**

Sources: CNBC, Indiana University Lily Family School of Philanthropy, Caring.com, Giving USA,

© Armanino. All Rights Reserved.

OBBBA and Philanthropy

Changes and Opportunities

New incentive for qualifying gifts by non-itemizers	New AGI floor for charitable giving (.5% individual, 1% corporate)	More emphasis on QCDs, DAFs, bunching and appreciated assets
Planned giving shifts from tax savings to legacy and impact	New opportunity for Scholarship Granting Organizations	Corporate giving may become more selective

Nonprofit priority: Build stronger donor relationships and make tax-efficient giving easier.

© Armanino. All Rights Reserved.

PARTICIPANT POLLING QUESTION

Which of the following presents the greatest challenge to your organization's long-term sustainability today? (Select up to 3)

A. Building a more diversified and predictable revenue stream
B. Recruiting, retaining, and supporting staff
C. Managing technology, data, and cybersecurity risks
D. Navigating compliance, governance, and regulatory requirements
E. Balancing growth with organizational capacity
F. Board alignment with organizational initiatives
G. Other

© Armanino. All Rights Reserved.

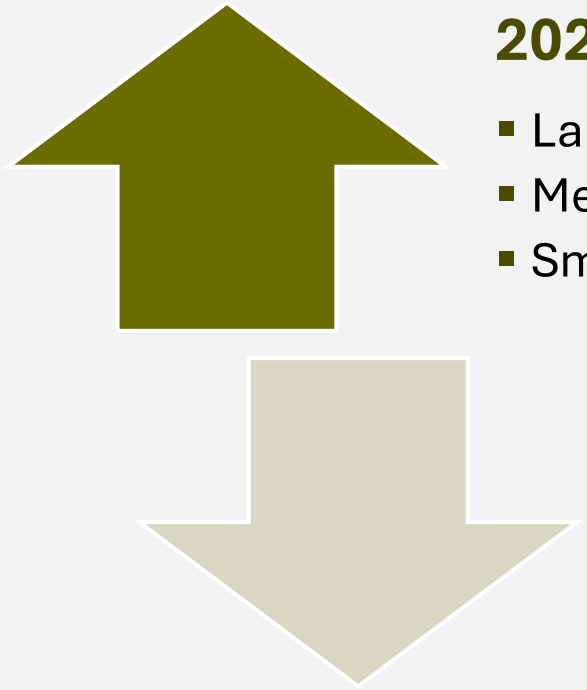
BUILD RESILIENCE

Let’s Talk About What It Takes

© Armanino. All Rights Reserved.

Revenue Diversification and Sustainable Growth

What's Happening in the Industry



2025 Average Growth YOY:

- Large ($10M+): 11.7%
- Medium ($1M-$10M): 2%
- Small (>$1M): 6.4%

Sustainability

- Recommended cash on hand is 3~6 months
- 52% of nonprofits have 3 months or less cash on hand, and 18% have one month or less cash on hand

Sources: Nonprofit Finance Fund, The NonProfit Times,

© Armanino. All Rights Reserved.

PANEL DISCUSSION

Workforce & Operating Capacity

Staff Shortage and Burnout in the Nonprofit Sector

The Realities of Staffing and Operating Capacities

- 65% of nonprofits say staffing shortages are hampering their ability to operate effectively
- 26% say that salary and benefits costs have increased significantly
- 77% experienced increased demand for services, while many simultaneously faced workforce and funding constraints
- 68% indicate that competitive salaries and benefits are a likely barrier to recruitment
- Nonprofits say that the lack of automation and efficiency (41%), manual time-consuming reporting (35%), lack of real-time visibility into key metrics (34%) are the biggest internal operational challenges they gave

Top 5 Ways Nonprofits Counter Increasing Costs

1. Eliminate or decrease travel (48%)
2. Use contractor workers and interns (42%)
3. Use volunteers (40%)
4. Eliminate or reduce staff education (40%)
5. Eliminate staff positions (40%)

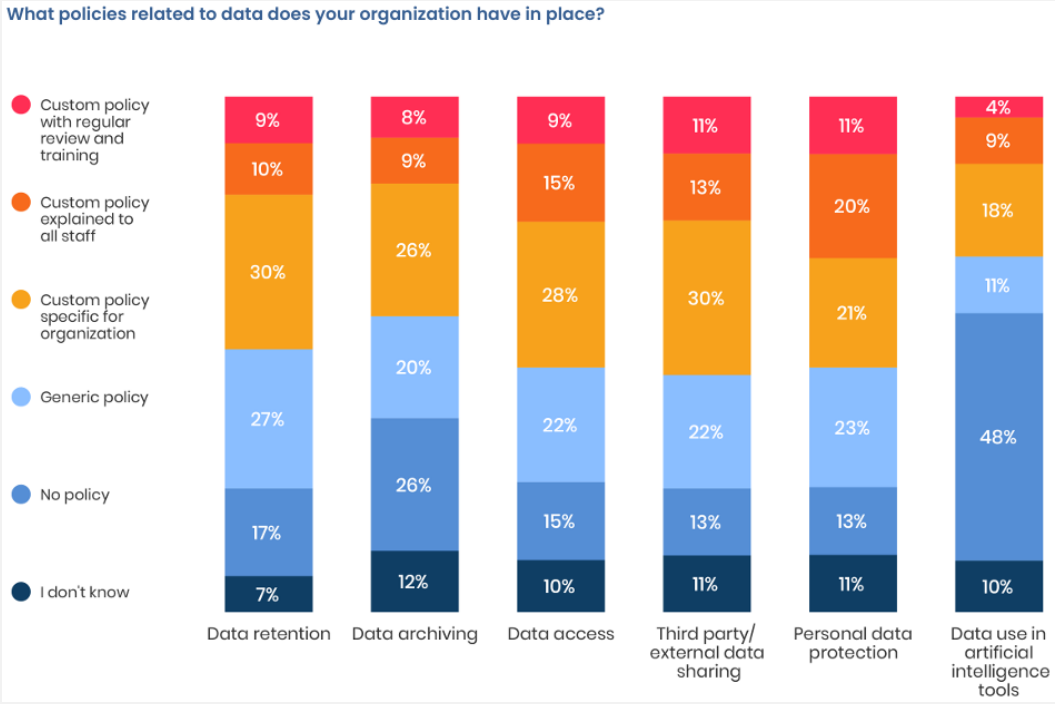
Sources: The NonProfit Times, The Independent Sector "ALICE in the Nonprofit Workforce", "Sage "2025 Nonprofit Technology Impact Report"

© Armanino. All Rights Reserved.

Technology, Risk, Compliance & Governance

Technology in the Nonprofit Sector

- 70% of nonprofits cite their general operating budgets as the most significant source of tech investment funds
- 45% believe that they are underinvesting in technology
- The biggest barrier to more investment in technology are lack of budget availability (77%), lack of grant or funder support (47%), and organizational culture (44%)
- 25% do not include technology investment in their multi-year strategic plans
- 70% invest in technology to improve inefficient processes, yet only 1% of technology budgets are allocated to staff training



Sources: NTEN "2024 Nonprofit Digital Investment Report", NTEN "2025 Data Empowerment Report".

© Armanino. All Rights Reserved.

Technology, Risk, Compliance & Governance

AI in the Nonprofit Sector



The Readiness Gap

- 80% have no acceptable use policy for AI, 76% lack a formal AI strategy
- 85% have a high interest in tools like Generative AI and Predictive Analysis
- 52% have yet to start planning AI for fundraising, but 14% aim to adopt it within six months
- 26~36% are “very confident” about their data-readiness for implementing AI



The Donor Transparency Gap

76% of donors say it’s important to understand when and how AI is being used by social impact organizations.

26% of organizations currently disclose this information in their communications

Sources: Tech Soup “The State of AI in Nonprofits”, Kindsight “2025 Report: Donor Perceptions of AI”, Blackbaud Institute “Bridging the AI Effectiveness Gap”

© Armanino. All Rights Reserved.

PANEL DISCUSSION

Final Reflections

What to Remember



© Armanino. All Rights Reserved.

PANEL DISCUSSION

Final Reflections

Lasting impact requires coordination across the entire organization, key stakeholders, supporters, and community members.

Look beyond the balanced budget.	Diversified revenue, healthy reserves and reliable cash flow create room to adapt.
Measure the strength behind the revenue.	Donor retention, relationships and pipeline health matter alongside dollars raised.
Start legacy conversations today.	Planned giving connects current donor relationships to lasting mission impact.
Build the capacity to deliver.	Set realistic goals, clarify ownership and invest in people and repeatable processes.
Pair technology with readiness.	Reliable data, staff training and clear governance support responsible use of technology.

© Armanino. All Rights Reserved.

PARTICIPANT POLLING QUESTION

After today's discussion, which areas do you feel is actionable in your organization in the short term? (Select up to 3)

A. Building a more diversified and predictable revenue stream
B. Recruiting, retaining, and supporting staff
C. Managing technology, data, and cybersecurity risks
D. Navigating compliance, governance, and regulatory requirements
E. Balancing growth with organizational capacity
F. Board alignment with organizational initiatives
G. Other

© Armanino. All Rights Reserved.

Questions?



SERIES CONCLUSION

What's Next?

- All session recordings from this series are available on the Armanino website
- We challenge you to consider the series theme in your next meeting - how can your organization better collaborate to drive impact?

© Armanino. All Rights Reserved.

Thank you for attending!

Additional questions or insights? We're eager to continue the conversation.

Yuki Mosher
Yuki.Mosher@armanino.com
Connect on LinkedIn >>

Katie Solomon
Katie.Solomon@armanino.com
Connect on LinkedIn >>

Briannah Grove
Briannah.Grove@armanino.com
Connect on LinkedIn >>

Matthew Petroski
Matthew.Petroski@armanino.com
Connect on LinkedIn >>

Armanino Operates in an Alternative Practice Structure:

Armanino’s accounting, consulting and technology experts combine technical know-how with firsthand industry knowledge. We’ve built AI into everything we do, so you have the power to innovate on your own terms. Build anything. Learn more at armanino.com.

"Armanino" is the brand name under which Armanino LLP and Armanino Advisory LLC, independently owned entities, provide professional services in an alternative practice structure in accordance with law, regulations, and professional standards. Armanino LLP is a licensed independent CPA firm that provides attest services, and Armanino Advisory LLC and its subsidiary entities provide tax, advisory, and business consulting services. Armanino Advisory LLC and its subsidiary entities are not licensed CPA firms.

© Armanino. All Rights Reserved.