

PROSPERITY
NOW



2025

ANNUAL REPORT

2025 Annual Report

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A Message from Our President & CEO

At Prosperity Now, we believe prosperity is shaped not only by economic growth, but by whether people can realistically access the systems, resources, and opportunities that help them build long-term financial stability.

In 2025, communities across the country continued navigating rising housing costs, economic uncertainty, workforce shifts, changing financial systems, and growing operational pressure on the organizations serving families and small businesses every day. These challenges reinforced something we have long understood: strong outcomes require stronger coordination between policy, markets, technology, capital, and community-based implementation.

Throughout the year, Prosperity Now continued evolving our role as a national intermediary helping connect those systems in practical ways. We expanded investments in practitioner infrastructure, community finance modernization, housing and small business partnerships, financial coaching systems, and field-driven implementation strategies designed to help organizations operate more effectively and sustainably over time.

This work included strengthening national practitioner infrastructure through expanding leadership in Children's Savings Accounts and family financial stability strategies, supporting housing and homeownership partnerships across the country, and continuing to elevate field-informed insight through research, storytelling, and cross-sector convenings.

Across all of this work, one theme became increasingly clear: communities do not need more disconnected solutions. They need systems that work better together.

Prosperity Now's role is to help make that coordination possible by connecting research, implementation, field experience, and institutional partnerships in ways that support long-term financial stability and economic mobility.

We are deeply grateful to the practitioners, partners, funders, policymakers, financial institutions, community leaders, and network members who continue to work alongside us. Your collaboration, expertise, and commitment make this work possible.

As we look ahead, Prosperity Now remains focused on strengthening the infrastructure, partnerships, and practical solutions that help communities navigate an increasingly complex economic environment. We believe durable progress depends on systems that are responsive, coordinated, and grounded in the realities people face every day.

Looking forward,

A handwritten signature in black ink that reads "Marisa Calderon". The signature is written in a cursive, flowing style.

Marisa Calderon



Introduction

In 2025, communities across the country continued navigating rising costs, economic uncertainty, workforce shifts, housing affordability pressures, and growing strain on the systems that support long-term financial stability.

At the same time, many organizations serving households and small businesses were asked to respond to increasingly complex needs while operating within fragmented systems and constrained resources.

Throughout the year, Prosperity Now focused on helping strengthen the infrastructure, partnerships, and implementation strategies communities rely on every day. This report highlights the organization's work across housing, entrepreneurship, child and family financial health, tax opportunity, practitioner infrastructure, and community finance systems during a year defined by both challenge and transformation across the country.

About Prosperity Now

Founded in 1979, Prosperity Now is a national nonprofit intermediary working to expand economic mobility and long-term financial stability by strengthening the systems that support households, small businesses, and communities across the country.

Prosperity Now works at the intersection of research, implementation, field infrastructure, community finance, and cross-sector partnership. The organization helps connect policy, markets, technology, and community practice to support practical solutions that respond to how people experience the economy in real life.

Through an 86,000-plus member network covering all 50 states and U.S. territories, Prosperity Now works alongside Community Development Financial Institutions (CDFIs), financial coaches, housing counselors, nonprofit organizations, local governments, financial institutions, researchers, philanthropy, and community leaders to strengthen operational capacity, improve coordination, and expand access to opportunity.

Our work spans housing and homeownership, entrepreneurship and small business growth, child and family financial health, tax and savings access, workforce and job quality initiatives, and emerging financial infrastructure. Across these areas, we focus on strengthening the tools, partnerships, and systems that help organizations better serve their communities.

In 2025, Prosperity Now continued expanding its role as a systems connector and implementation partner. This included advancing initiatives such as Prosperity Next, strengthening Children's Savings Account field coordination, supporting housing and small business partnerships nationwide, and launching the Prosperity Now Fund, the enterprise's emerging CDFI intermediary loan fund.

Prosperity Now Fund delivers low-cost capital to nonprofit Community Development Financial Institutions so they can expand financing, technical assistance, and community development activities in the communities they serve, including support for small businesses, housing development, and local economic infrastructure. In 2025, Prosperity Now Fund was selected as one of only 14 non-depository financial institutions nationwide to receive a Technical Assistance Award from the U.S. Department of the Treasury's CDFI Fund.

Throughout its work, Prosperity Now remains focused on helping institutions and communities move from ideas to implementation by strengthening the infrastructure, coordination, and partnerships required to support long-term economic mobility and financial stability.



As economic systems become increasingly interconnected and operationally complex, Prosperity Now has continued evolving how it delivers work across research, implementation, practitioner support, and cross-sector coordination.

Our Vision

We imagine a future where innovation creates jobs, grows businesses, and builds strong communities.

Our Mission

We inspire bold action and provide organizations with the tools, research, and resources needed to help people build prosperity so everyone can thrive.

Our Values

INNOVATION

We develop creative, practical solutions that lead to real progress.

PURPOSE

We lead with honesty, responsibility, and fairness – adapting to change with thoughtful and balanced decisions.

PARTNERSHIP

We believe collaboration creates stronger solutions and lasting change.

How We Work

Prosperity Now operates through an integrated model designed to connect research, implementation, practitioner support, and long-term systems coordination.

Our work is organized across **five portfolios** that reflect the core areas where we focus our expertise and partnerships: **housing and homeownership, entrepreneurship and small business, child and family financial health, tax opportunity, and field solutions.**

Across each portfolio, Prosperity Now delivers work through four organizational platforms:

PUBLIC POLICY

Informing policy solutions that expand economic opportunity and strengthen long-term financial stability.

APPLIED RESEARCH

Generating data, analysis, and field-informed insight that help institutions better understand economic conditions, implementation challenges, and emerging opportunities.

PRODUCTS AND TOOLS

Developing practical resources, technology, training systems, and implementation supports that organizations can deploy directly in their work.



This integrated approach is reflected in Prosperity Now's national network and convening work, which help connect local implementation experience with broader policy, operational, and economic conversations.

NETWORK ENGAGEMENT

Supporting practitioners and organizations through convenings, peer learning, technical assistance, strategic partnerships, and national coordination.

This structure allows Prosperity Now to move beyond broad issue framing toward implementation-focused solutions that connect policy, markets, technology, and community practice.

In 2025, the organization continued strengthening this integrated approach through expanded practitioner infrastructure, modernization initiatives, community finance partnerships, applied research, and field coordination efforts designed to help organizations operate more effectively in a rapidly changing economic environment.

A growing focus of this work is strengthening the infrastructure behind community implementation, including practitioner training systems, financial coaching tools, peer learning networks, operational support systems, and community finance coordination.

By aligning strategy, execution, partnerships, and field engagement, Prosperity Now helps institutions and communities move from ideas to implementation while building systems that are more coordinated, practical, and responsive to the realities households face every day.



Our National Reach

In 2025, Prosperity Now worked across all 50 states and U.S. territories through a national network of more than 86,000 network members, including community organizations, financial institutions, policymakers, researchers, practitioners, and cross-sector partners working to strengthen financial stability and expand economic opportunity nationwide.

Through this network, Prosperity Now helps connect research, implementation, and field experience, providing organizations with practical tools, training, peer engagement, and insights that support households, entrepreneurs, and communities navigating a rapidly changing economy.

Convening the Field Around Emerging Economic Challenges

In 2025, Prosperity Now continued convening practitioners, financial institutions, policymakers, funders, and community leaders through webinars, peer learning opportunities, technical assistance, and national events focused on operational challenges, implementation strategies, and field-informed solutions.

Throughout the year, we hosted **24 virtual events** that engaged nearly **6,500 participants** across the country. These sessions focused on timely economic issues affecting households, small businesses, and community organizations, while creating opportunities for shared learning, collaboration, and cross-sector problem-solving.

Throughout the year, Prosperity Now supported organizations navigating issues including:



Housing stability and pathways to homeownership



Tax season operations and Volunteer Income Tax Assistance (VITA) implementation



Supporting entrepreneurs through mergers and acquisitions



Capital access and procurement strategies for small businesses



Job quality and workforce development



Financial coaching and family financial stability

Across these engagements, Prosperity Now helped organizations strengthen implementation capacity, access practical resources, and share strategies responsive to changing economic conditions and operational realities.

Launching the Prosperity Action Network

A growing share of this coordination work is supported through the Prosperity Action Network, Prosperity Now's national engagement and collaboration platform designed to strengthen peer connection, shared learning, and field coordination across the organization's core issue areas.

The Prosperity Action Network supports collaboration across:

-  **Housing and homeownership**
-  **Tax opportunity**
-  **Child and family financial health**
-  **Entrepreneurship and small business**
-  **Field solutions**

The Prosperity Action Network creates opportunities for organizations to participate in webinars, exchange implementation strategies, access tools and resources, engage in peer learning, and stay connected to emerging trends affecting the communities they serve. It also helps Prosperity Now surface field-informed insight and strengthen coordination across its national network.

Advancing Solutions at the Prosperity Summit

In 2025, Prosperity Now brought together hundreds of practitioners, community partners, financial institutions, philanthropic organizations, entrepreneurs, and public sector leaders in Washington, D.C. for the 2025 Prosperity Summit.



Under the theme “Together We Thrive,” the Summit focused on practical responses to some of the nation’s most pressing economic challenges. Through plenary discussions, workshops, peer-led sessions, and networking opportunities, participants explored approaches to strengthening financial stability, supporting entrepreneurship, expanding pathways to homeownership, improving job quality, and building stronger local economies.

The Prosperity Summit functioned as a national coordination and idea-sharing platform where practitioners, institutions, and community leaders explored how systems, partnerships, and implementation strategies can better respond to changing economic conditions.

A major theme throughout the Summit was the future of housing and homeownership.

Discussions explored growing affordability pressures facing households nationwide alongside emerging approaches designed to expand access and preserve long-term stability. Conversations highlighted community-based ownership models, shared appreciation structures, housing supply innovation, and locally driven investment strategies, while also emphasizing the importance of trusted implementation infrastructure and consumer safeguards.

The Summit also elevated conversations around entrepreneurship, community reinvestment, and asset-building pathways. This included discussions featuring athletes, investors, entrepreneurs, and community leaders focused on reinvesting in local communities and expanding access to opportunity through business ownership, local investment, and community development initiatives.

Child Savings Accounts and family financial stability remained another major focus area throughout the Summit. Participants explored how savings infrastructure, tax systems, and early asset-building strategies can support long-term financial resilience and create stronger pathways to economic participation over time.



The Summit also served as a platform to elevate emerging ideas and implementation-ready solutions. This included the second annual Rise Challenge, a national open call designed to identify innovative approaches that strengthen how community capital is delivered, managed, and measured.

At the Prosperity Summit, Parlay Finance was named the 2025 Rise Challenge winner and was awarded a \$100,000 contract to further develop and implement Prosperity Now's solution supporting community lending infrastructure through its Prosperity Next initiative. The Rise Challenge reflected Prosperity Now's growing focus on practical innovation, operational infrastructure, and scalable tools that can help strengthen community finance systems nationwide.



In addition to technical learning and strategy discussions, the Prosperity Summit emphasized storytelling and community voice as important tools for connecting economic trends to lived experience and implementation realities. Prosperity Now hosted systems storytelling circles that brought together practitioners, policymakers, and community leaders to explore how personal financial experiences intersect with larger institutional and economic systems.

The 2025 Prosperity Summit was made possible through the support of sponsors, exhibitors, and partners committed to strengthening long-term financial stability and opportunity across communities nationwide.



The relationships, partnerships, and field coordination strengthened through this national network directly informed Prosperity Now's programmatic work throughout 2025.

Our 2025 Prosperity Summit Sponsors

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Association for Financial Counseling
& Planning Education

Foundation for Financial Planning

Change Machine

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Commonwealth

Nestment

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Programs & Achievements

In 2025, Prosperity Now worked alongside community organizations, financial institutions, housing practitioners, tax providers, entrepreneurs, and local leaders responding to rising economic pressure, shifting markets, and growing uncertainty for families and small businesses.

Across our work, one challenge became increasingly clear: many of the systems people rely on to build financial stability have not kept pace with how households live, work, borrow, save, and pursue opportunity today.

Housing costs continued rising faster than wages in many communities. Small businesses faced tighter access to capital and ongoing workforce challenges. Families navigated higher costs for childcare, groceries, insurance, and basic necessities while many local organizations were asked to serve more people with constrained resources.

Prosperity Now responded by helping strengthen the infrastructure communities rely on every day, including financial coaching systems, tax preparation networks, housing counseling partnerships, Entrepreneurial Support Organizations, practitioner training systems, and community lenders.

This work combined applied research, technical assistance, peer learning, cross-sector coordination, technology modernization, and implementation support designed to help organizations respond to immediate challenges while preparing for longer-term economic change.

Across each issue area, Prosperity Now continued serving as a connector between field experience, institutional partnerships, operational implementation, and emerging solutions designed to strengthen long-term financial stability and economic mobility.

Entrepreneurship & Small Business Support

Small businesses continue to play a central role in local economic stability, job creation, and household financial security. In 2025, Prosperity Now expanded efforts to strengthen the organizations and financial institutions that support entrepreneurs navigating changing market conditions, workforce pressures, and tighter access to capital.

Prosperity Now's Entrepreneurship and Small Business Network engaged more than 7,500 practitioners, Entrepreneurial Support Organizations (ESOs), CDFIs, lenders, and community partners nationwide through peer learning, technical assistance, Communities of Practice, and implementation-focused convenings designed to help organizations respond to evolving economic conditions facing small businesses and entrepreneurs.

Throughout the year, Prosperity Now convened discussions focused on capital access, workforce challenges, procurement pathways, operational sustainability, mergers and acquisitions strategies, entrepreneur readiness, and long-term business growth. Across these engagements, the organization

helped practitioners share practical implementation strategies, strengthen coordination, and identify approaches responsive to changing market conditions.



ADVANCING JOB QUALITY THROUGH SMALL BUSINESS SUPPORT

Prosperity Now continued advancing its Advancing Job Quality initiative, which supports small businesses implementing stronger workplace practices while helping Entrepreneurial Support Organizations strengthen technical assistance and peer learning opportunities for business owners.

This work included peer engagement, operational guidance, and field-informed discussions focused on workforce retention, employee engagement, skills-first hiring approaches, and long-term business sustainability.

Over a 17-month period, Prosperity Now partnered with three anchor organizations and engaged 60 ESOs through the Good Jobs Learning Collaborative. Participants completed nine learning sessions that combined virtual training, peer learning, and in-person train-the-trainer workshops.

This work extended into peer learning and implementation support through Communities of Practice and training labs hosted during the 2025 Prosperity Summit. Twenty-four small businesses participated in a Community of Practice focused on job quality strategies and operational sustainability. During the Summit, 74 participants joined the Advancing Job Quality Lab, with 60 participants completing the full 17-month training program and earning certificates.

Across the initiative, Prosperity Now helped organizations explore practical approaches to workforce retention, skills-first hiring, and sustainable business growth during a period of labor market transition.

SUPPORTING ENTREPRENEURS THROUGH THE GROWTH BUSINESS ACCELERATOR

Prosperity Now also continued expanding the Growth Business Accelerator (GBA), which supports ESOs and the entrepreneurs they serve through business coaching, peer learning, strategic guidance, and growth planning.

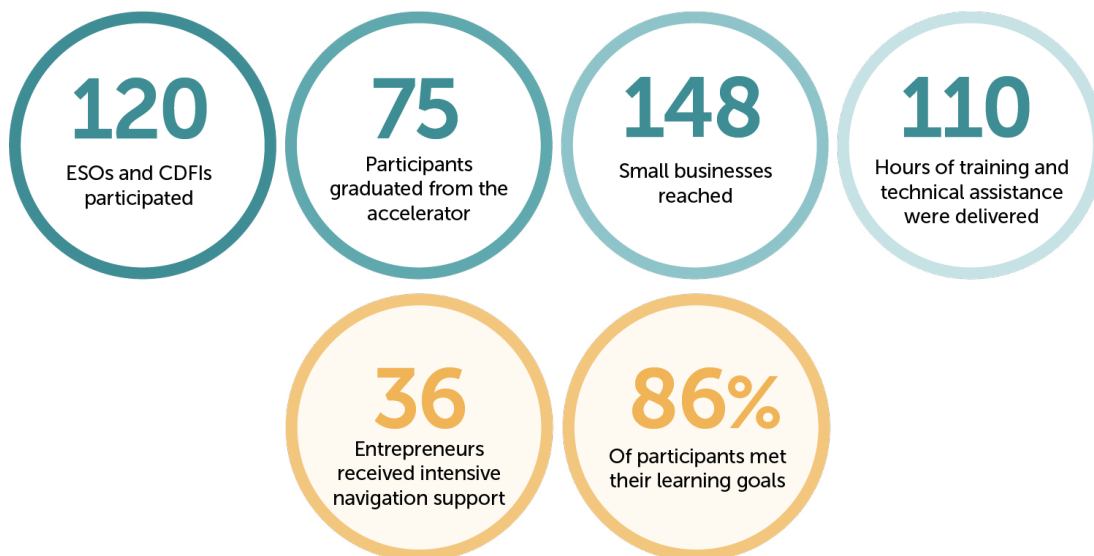
In 2025, Prosperity Now celebrated the first graduating cohort of the Growth Business Accelerator while continuing to support entrepreneurs navigating capital access, operational scaling, workforce management, and long-term business sustainability.

“It was especially inspiring to see how aligned this work is with the values of our community: resilience, innovation, and a strong commitment to building a better future.”

- Erika Loaiza,
Membership and Engagement Director,
Georgia Hispanic Construction Association



THROUGH THE GBA PROGRAM:



The initiative helped organizations strengthen practical support systems for entrepreneurs navigating changing market conditions, including business planning, operational readiness, workforce challenges, and access to capital.

Throughout the year, the organization highlighted entrepreneur experiences through business spotlights and storytelling initiatives designed to elevate implementation realities facing small business owners across different industries and communities.

STRENGTHENING SMALL BUSINESS OWNERSHIP PATHWAYS

In 2025, Prosperity Now also continued work examining long-term asset-building pathways for entrepreneurs, including business acquisition and ownership transition strategies.

Research conducted in partnership with The Enterprise Center and Vermont Slauson Economic Development Corporation explored mergers and acquisitions as a potential pathway for business growth and wealth-building among Black women entrepreneurs in retail. The report examined barriers related to access to capital, acquisition readiness, and operational scalability, while providing practical guidance for entrepreneurs and support organizations preparing businesses for long-term sustainability and ownership transition.

The work highlighted a broader economic challenge facing many entrepreneurs: businesses are often built to survive year to year, but not always structured to scale, transition ownership, or operate independently of the original founder.



Many of the challenges affecting entrepreneurs and small businesses also shaped the financial realities facing families and households throughout 2025, particularly as rising costs continued placing pressure on long-term savings and financial stability.



Child & Family Financial Health

In 2025, Prosperity Now continued work focused on helping children and families build long-term financial stability in an economic environment where many households continue to face rising costs, delayed wealth-building opportunities, and growing pressure on family finances.

Across the country, families are navigating higher housing costs, childcare expenses, healthcare costs, and increasing uncertainty about long-term financial security. At the same time, communities, schools, financial institutions, and local governments are increasingly recognizing that financial stability often begins long before adulthood.

Prosperity Now's work in this area focused on strengthening the systems, infrastructure, and partnerships that help children and families build assets earlier and more consistently over time. This included advancing Children's Savings Accounts, supporting child and family wealth-building strategies, strengthening field coordination, and helping communities translate long-term ideas into operational programs that can function at scale.

Throughout the year, Prosperity Now served as both a national intermediary and a practical implementation partner, helping local leaders, practitioners, policymakers, and financial institutions navigate the operational realities of launching and sustaining family financial security initiatives.

Prosperity Now also continued leading the Child and Family Financial Health Network, a national network of nearly 4,900 practitioners, policymakers, financial institutions, researchers, and community leaders working to strengthen child savings, family financial stability, and long-term asset-building strategies nationwide.

Throughout the year, Prosperity Now convened peer learning sessions, implementation discussions, and cross-sector collaborations focused on Children's Savings Accounts, Baby Bonds, family financial resilience, systems coordination, and operational

strategies designed to help communities build sustainable, long-term financial security infrastructure for children and families.

ADVANCING CHILDREN'S SAVINGS PROGRAMS NATIONWIDE

Prosperity Now continued serving as a national leader in the Children's Savings Account (CSA) field through research, technical assistance, field coordination, peer learning, and data collection efforts designed to strengthen long-term sustainability across CSA programs nationwide.

This work built on more than a decade of leadership supporting children's asset-building strategies and reflected growing momentum nationwide around early savings and long-term financial security initiatives.

In partnership with the Charles Stewart Mott Foundation and Brandeis University, Prosperity Now continued leading the annual CSA State of the Field Survey and related field infrastructure work. The initiative helped track participation trends, program structures, funding models, and implementation strategies across the country while creating shared visibility into how the field is evolving.

The 2025 State of the Field findings showed continued acceleration in CSA adoption nationwide:

7.3M+

More than 7.3 million children nationwide are now connected to a CSA

1M

Nearly 1 million additional children were connected to accounts in 2024 alone, representing a 15 percent increase year-over-year

85%

85 percent of new enrollments came through automatic enrollment models

70%

More than 70 percent of new accounts were opened through programs serving households at or below the federal poverty level

The findings reinforced a major operational lesson increasingly shaping the field: automatic enrollment models significantly improve participation and scalability by reducing barriers for families and simplifying implementation for local programs.

At the same time, the work highlighted an important transition underway nationally. As early cohorts of CSA participants approach high school graduation and postsecondary transitions, communities are increasingly focused not only on enrollment growth, but also on ensuring young people can successfully use these assets to support education, career development, entrepreneurship, housing, and long-term financial stability.

SUPPORTING FAMILIES THROUGH COMMUNITY-BASED SYSTEMS

Prosperity Now supported state and local leaders working to move CSA programs from concept to operational implementation.

This included technical assistance, peer learning, communications support, and implementation guidance focused on enrollment systems, program design, funding sustainability, data collection, family engagement, and cross-agency coordination.

For example, Prosperity Now supported the City of Rochester's launch of the R-Futures Fund, which will provide a \$500 deposit to every kindergartner in Rochester public schools beginning in fall 2025. Support included guidance on enrollment structures, communications strategies, and implementation coordination across agencies and partners.

This work increasingly focused on helping communities address practical operational questions tied to sustainability, including:

- Long-term funding strategies
- Data and evaluation capacity
- Family engagement
- Integration with other financial supports
- Aligning CSA programs with existing public systems and community institutions

Prosperity Now also worked to strengthen shared metrics, standard practices, and institutional learning across the field to help programs scale more sustainably over time.

ADVANCING CHILD ASSET BUILDING AND BABY BONDS CONVERSATIONS

In 2025, Prosperity Now continued supporting conversations around child asset-building policies and long-term savings strategies designed to help families build greater financial stability across generations.

This work built on Prosperity Now's longstanding leadership on Children's Savings Accounts, Baby Bonds, and intergenerational asset-building strategies. The organization continued producing research, convening stakeholders, and supporting state and local leaders exploring how early asset-building tools can help families prepare for future education, housing, entrepreneurship, and other long-term investments.

Prosperity Now's work in this area focused on helping policymakers and practitioners think beyond short-term financial assistance toward systems that help families build assets and financial resilience over time. This included supporting public education efforts, implementation planning, peer learning, and operational guidance for programs exploring long-term child savings and trust account models.

The organization also continued elevating practical considerations increasingly shaping the field, including:

- The importance of automatic account creation
- Sustainable funding structures
- Operational simplicity for families
- Integration with existing public systems
- Alignment between savings programs and trusted local institutions such as schools, tax preparation networks, and community organizations

DRIVING SUPPORT FOR CHILDREN AND FAMILIES THROUGH COMMUNITY ENGAGEMENT

With support from the Robert Wood Johnson Foundation, Prosperity Now launched *Driving Support for Children & Families through Policy, Narrative Change, and Mobilization*, an initiative focused on strengthening how community experience informs conversations around family financial stability, long-term savings, and economic opportunity for children and caregivers.

As part of this effort, Prosperity Now collected and elevated more than 30 community stories from families navigating rising costs, financial uncertainty, and barriers to long-term stability. These stories helped provide additional context for policymakers, practitioners, and field leaders working to design more practical and responsive approaches to child and family financial security.

The initiative also reinforced a broader organizational priority: ensuring that policy and program conversations remain grounded in the real-world experiences of households navigating today's economic conditions.

SUPPORTING FAMILIES THROUGH PLACE-BASED COLLABORATION AND SYSTEMS COORDINATION

In 2025, Prosperity Now continued serving as a national advisor within the Robert Wood Johnson Foundation's ECOSYS initiative, Supporting Policy Ecosystems to Make Children and Families a Priority, a multi-state effort focused on strengthening long-term family wellbeing through cross-sector collaboration, economic inclusion, and systems coordination.

Through this work, Prosperity Now supported state and local leaders across 12 states working to align child and family financial stability strategies with broader policy, implementation, and community systems. The initiative focused on helping communities strengthen coordination across sectors, improve governance structures, reduce implementation barriers, and build long-term operational capacity responsive to local conditions.

Prosperity Now's role within ECOSYS reflected the organization's broader intermediary approach: helping connect research, policy, implementation, and field experience in ways that allow national strategies to operate effectively at the local level. Across the initiative, Prosperity Now supported peer learning, technical assistance, implementation guidance, and cross-sector engagement designed to help state groups move from planning into operational execution.

The work also reinforced a broader institutional insight increasingly shaping Prosperity Now's approach nationwide: communities often do not need more disconnected programs, they need stronger coordination, clearer implementation pathways, and infrastructure that allows systems to work together more effectively over time.

In recognition of this work and continued alignment with the initiative's goals, the partnership was renewed in 2026, allowing Prosperity Now to continue supporting state-based collaboration and implementation efforts.



Housing affordability and long-term housing stability remained another major factor shaping household financial resilience across communities nationwide.

Housing & Homeownership

In 2025, Prosperity Now expanded work focused on housing stability, homeownership access, affordability, housing finance modernization, manufactured housing, and long-term community resilience during a period of sustained affordability pressure and growing uncertainty across housing markets.

Across many communities, rising housing costs, limited inventory, insurance pressures, and higher borrowing costs continued reshaping how households navigate renting, buying, rebuilding, and long-term financial planning. At the same time, housing practitioners, lenders, policymakers, and community organizations increasingly sought practical approaches that better reflect current economic realities facing first-time buyers and working households.

Through Prosperity Now's Housing and Homeownership Network, which includes more than 9,600 housing practitioners, lenders, policymakers, researchers, and community partners nationwide, the organization convened implementation-focused discussions designed to help communities respond to rising affordability pressures, housing instability, and evolving market conditions.

Throughout the year, Prosperity Now hosted learning sessions and policy discussions focused on housing counseling, sustainable homeownership, renter-to-owner pathways, housing affordability strategies, HECM counseling certification, manufactured housing, and long-term housing resilience.

These engagements generated more than 700 registrations and engaged hundreds of housing practitioners nationwide through conversations designed to strengthen housing counseling practices, improve long-term housing stability, and support practical responses to affordability pressures and disaster recovery challenges.

ADVANCING HOUSING INNOVATION AND COMMUNITY RECOVERY

Prosperity Now supported and participated in the Casita Coalition's 2025 "Build the Middle" National Housing Convening in Los Angeles, which brought together policymakers, practitioners, lenders, builders, researchers, and community organizations focused on expanding housing supply solutions such as accessory dwelling units (ADUs), middle housing, and innovative ownership models.

During the convening, Prosperity Now joined local leaders and partners for a recovery tour through wildfire-affected communities in Altadena, where discussions focused on rebuilding strategies, displacement prevention, housing resilience, and the role ADUs can play in long-term recovery and neighborhood stabilization.

Prosperity Now also participated in the National Housing Conference's Solutions for Affordable Housing convening, where policymakers, builders, lenders, researchers, and housing leaders explored strategies related to manufactured housing, ADUs, urban infill, and modular construction. During the convening, Prosperity Now President & CEO Marisa Calderon emphasized that housing innovation reaches scale only when policymakers, financial institutions, builders, and community organizations work in coordination.

These conversations reinforced a broader theme increasingly shaping Prosperity Now's housing

work: housing affordability is closely connected to workforce development, infrastructure, financing systems, local governance, insurance markets, and long-term economic mobility.

SUPPORTING HOUSING PRACTITIONERS AND POLICY DISCUSSIONS

Prosperity Now also continued participating in national housing policy and practitioner discussions through coalitions, advisory groups, and working groups focused on affordable housing preservation, manufactured housing, underserved mortgage markets, and housing finance modernization.

This included active participation in Underserved Mortgage Markets Coalition (UMMC) working groups engaging with FHFA, Fannie Mae, and Freddie Mac on Duty to Serve implementation priorities, low-balance lending, rural housing access, manufactured housing finance, affordable housing preservation, energy efficiency, and CDFI participation in housing markets.

The organization also continued serving in leadership and advisory roles across the housing field, including through engagement with the Homeownership Council of America and ROC USA, where discussions focused on down payment access, resident-owned communities, manufactured housing preservation, sustainable ownership pathways, and long-term housing affordability.

In addition, Prosperity Now participated in national housing policy conversations on Capitol Hill and at industry convenings focused on scalable housing solutions. This included participation in the National Summit on the Housing Affordability Crisis, where policymakers, lenders, developers, researchers, and advocates discussed housing supply, affordability, financing, adaptive reuse, and barriers to homeownership.

Prosperity Now leadership contributed perspectives related to housing finance modernization, valuation, affordability pressures, and opportunities to support rebuilding and recovery in disaster-affected communities.

INVESTING IN HOUSING RECOVERY AND COMMUNITY RESILIENCE

In response to growing disaster-related displacement and housing instability, Prosperity Now launched the Recovery Through Resilience Fund to support long-term housing recovery and financial stability in communities facing economic and environmental disruption.

Following the Eaton wildfire in Los Angeles, Prosperity Now joined the FORGE LA collaborative alongside the Urban Institute and several CDFIs, coordinated by The Center by Lendistry and supported by JPMorgan Chase. The collaborative focused on identifying practical strategies related to rebuilding, financing, insurance navigation, and long-term community stabilization. This work reflected a growing institutional focus on the relationship between housing resilience and economic resilience more broadly. Across many communities, recovery timelines, access to capital, insurance availability, and implementation coordination increasingly shape long-term household stability following disasters and economic disruptions.





As households navigated rising housing and living costs, tax season continued serving as one of the most important opportunities for many families to access financial relief, savings opportunities, and trusted financial guidance.

Tax Opportunity

In 2025, Prosperity Now continued expanding support for trusted, no-cost tax preparation and financial capability services that help households access critical tax credits, strengthen financial stability, and connect to longer-term wealth-building opportunities.

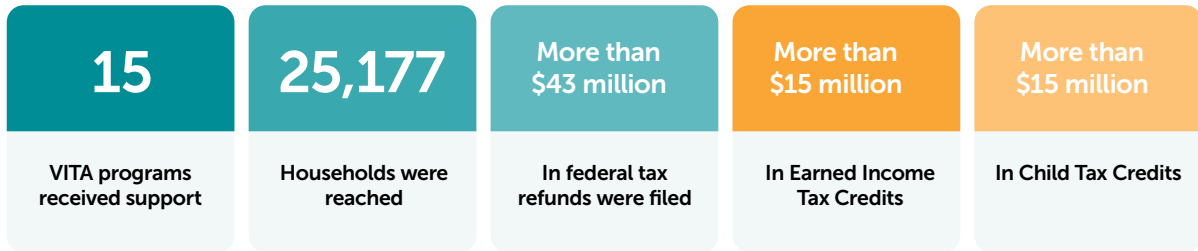
For many families, tax refunds represent the single largest lump-sum payment they receive each year. These refunds often help households catch up on bills, reduce debt, build emergency savings, manage rising living costs, or make investments tied to housing, transportation, education, or childcare. Tax season also remains one of the few moments each year when many households engage directly with trusted financial services and financial coaching support.

Throughout the year, Prosperity Now worked alongside Volunteer Income Tax Assistance (VITA) providers, community organizations, financial institutions, and national partners to strengthen the operational infrastructure supporting tax preparation services and related financial stability strategies nationwide.

STRENGTHENING VOLUNTEER INCOME TAX ASSISTANCE INFRASTRUCTURE

With support from the Wells Fargo Foundation, Prosperity Now provided funding, technical assistance, peer learning, and operational support to VITA providers serving communities across the country.

In 2025:



This work focused not only on helping households file accurate tax returns, but also on strengthening the long-term sustainability and implementation capacity of community-based tax preparation providers navigating growing demand and operational complexity.

Prosperity Now also continued supporting conversations around how tax infrastructure can connect more effectively with broader financial stability systems, including financial coaching, savings programs, child asset-building initiatives, and community-based lending support.

CONNECTING TAX OPPORTUNITY TO LONG-TERM FINANCIAL STABILITY

Prosperity Now also continued advancing conversations surrounding tax policy, household savings, and long-term asset-building opportunities.

Throughout 2025, the organization contributed public analysis, research, and field-informed insight focused on how tax systems intersect with rising household costs, savings behavior, and long-term economic mobility.

This work included supporting practitioners and partners exploring how tax filing systems can help families access emergency savings opportunities, Children's Savings Accounts, and other asset-building tools during key financial decision-making moments.

A key driver of this work is the Tax Opportunity Network, Prosperity Now's national network of more than 6,900 tax practitioners, nonprofit organizations, coalitions, and community partners working to strengthen free tax preparation services,

expand access to tax credits, and advance financial stability strategies nationwide.

Throughout the year, Prosperity Now convened Tax Opportunity Network members through national virtual learning sessions that engaged more than 770 people and nearly 500 synchronous participants and nearly 500 live participants. Topics included tax-time savings strategies, tax season implementation and operational debriefs, VITA best practices, year-round client engagement, and emerging conversations connecting tax filing systems with Children's Savings Accounts and broader asset-building strategies.

Prosperity Now also continued contributing to national conversations around child savings and tax-linked financial stability proposals, helping stakeholders navigate implementation questions tied to enrollment, administration, operational coordination, and long-term sustainability.

Across this work, Prosperity Now emphasized a broader institutional principle increasingly shaping its approach: financial stability is often strengthened when existing systems work together more effectively. Tax preparation networks, savings strategies, coaching systems, and community-based institutions can play a more connected role in helping households build long-term resilience over time.



Across each of these issue areas, Prosperity Now continued investing in the infrastructure, tools, and operational systems that help practitioners and organizations deliver services more effectively over time.



Field Solutions

Prosperity Now continued strengthening the infrastructure, tools, and partnerships that support practitioners, community lenders, and organizations working directly with households and small businesses across the country. In 2025, this work focused on modernizing operational systems, improving coordination across community finance networks, strengthening practitioner capacity, and elevating community-informed insight to better connect implementation realities with broader economic and institutional conversations.

Across these efforts, Prosperity Now continued serving as a national intermediary helping connect policy, technology, finance, and field implementation. The organization focused on strengthening the systems, infrastructure, and operational coordination that enable practitioners and community organizations to deliver services more effectively and sustainably over time.

STRENGTHENING PRACTITIONER INFRASTRUCTURE THROUGH CHANGE MACHINE

A major milestone in this work was Prosperity Now's announcement of its intent to acquire the Change Machine financial platform, a nationally recognized financial coaching and practitioner training system serving more than 13,000 practitioners across all 50 states.

Founded in 2005, Change Machine has helped establish nationally recognized approaches to financial coaching and practitioner development.

The platform's infrastructure includes:

COACH	a practitioner-facing coaching and case management system
LEARN	a training and certification platform
SHARE	a national peer-learning and collaboration network for practitioners

Through this acquisition and forthcoming integration, Prosperity Now is positioning itself to expand its role supporting financial coaches, housing counselors, workforce organizations, CDFIs, and community-based service providers delivering financial capability services nationwide.

As part of the transition planning process, Prosperity Now and Change Machine have begun exploring opportunities to modernize the platform to improve accessibility, scalability, operational efficiency, and long-term sustainability while maintaining the practitioner-centered approach that made Change Machine a trusted resource across the field.

Key modernization efforts underway include:

- 1** Expanding accessible learning infrastructure
- 2** Multilingual functionality, including Spanish-language content
- 3** Reducing administrative burden through improved automation and workflow tools
- 4** Building more flexible white-label capabilities that allow organizations to tailor coaching and training delivery to their own communities and programs

Prosperity Now also begun exploring responsible applications of AI and advanced technology to support practitioner workflows, improve training delivery, strengthen organizational coordination, and help practitioners navigate information more efficiently. This work is designed to support trusted frontline practitioners by improving operational efficiency, strengthening coordination, and expanding access to practical tools and resources.

The organization's long-term vision is to create a more resilient, scalable, and interoperable platform that supports practitioners serving families, entrepreneurs, renters, homebuyers, and small businesses across a wide range of economic circumstances.

EXPANDING COMMUNITY FINANCE INFRASTRUCTURE THROUGH PROSPERITY NEXT

In 2025, Prosperity Now continued advancing Prosperity Next, a national initiative focused on strengthening the infrastructure that helps community lenders, financial coaches, and local organizations deliver capital and financial services more effectively.

Across the country, many Community Development Financial Institutions (CDFIs) and mission-driven lenders continue operating with fragmented systems, manual processes, and limited operational infrastructure despite serving increasingly complex community needs. Prosperity Next was designed to help address these challenges by improving coordination, reducing administrative burden, and strengthening the systems that support community finance.

The initiative brings together financial coaching tools, workflow support systems, operational infrastructure, shared analytics, and long-term capital strategies designed to help community lenders operate more efficiently while maintaining strong local relationships and community trust.

In 2025, Prosperity Now focused on implementation planning, technology integration, governance structures, and partner coordination to support

future deployment and long-term scalability. The work also included strengthening shared reporting systems, improving operational workflows, exploring fraud-prevention capabilities, and supporting more coordinated approaches to community lending infrastructure.

Prosperity Next also continued integrating innovation through the RISE Challenge, which helps identify practical, implementation-ready solutions that can strengthen community lending and improve how organizations support entrepreneurs, small businesses, and families.

At its core, Prosperity Next reflects Prosperity Now's broader commitment to strengthening the infrastructure behind community finance so that local organizations can continue serving communities effectively in a rapidly changing economic environment.

LAUNCHING PROSPERITY NOW FUND

In 2025, Prosperity Now also began lending through Prosperity Now Fund, the organization's emerging CDFI intermediary loan fund.

Through Prosperity Now Fund, the organization delivers low-cost capital to nonprofit Community Development Financial Institutions so they can expand financing, technical assistance, and community development activities supporting small businesses, housing development, and local economic infrastructure.

In 2025, Prosperity Now Fund was selected as one of only 14 non-depository financial institutions nationwide to receive a Technical Assistance Award through the U.S. Department of the Treasury's CDFI Fund.

ELEVATING COMMUNITY VOICES THROUGH SHARE YOUR STORY

In 2025, Prosperity Now continued expanding Share Your Story, a national storytelling initiative originally launched at the 2024 Prosperity Summit to elevate the experiences of individuals and families navigating

economic challenges and connect those experiences to broader economic and institutional conversations.

The initiative was developed around the idea that community experience provides important insight into how systems function in practice. By elevating lived experience alongside research, implementation, and operational conversations, Share Your Story helps strengthen understanding of the barriers, tradeoffs, and realities households face navigating housing, savings, workforce systems, financial services, and economic instability.

In 2025, Prosperity Now expanded this work through systems storytelling activities integrated into convenings, practitioner conversations, and broader communications efforts. This included facilitated storytelling circles that brought together practitioners, policymakers, and community leaders to connect individual experiences to larger implementation and operational challenges.

“This session made me realize how important systems storytelling is, not just for communities, but also for people in positions of influence. It helps everyone see the bigger picture together and unpack complex issues in a more collective, inclusive way. I see it as a powerful tool to connect lived experience with systems-level thinking.”

— Systems Storytelling Session survey respondent, 2025 Prosperity Summit

The initiative also continued supporting Prosperity Now’s broader communications, engagement, and field-listening efforts by helping surface recurring themes and operational realities emerging across communities nationwide.

Through Share Your Story, Prosperity Now continued strengthening the connection between community experience, institutional decision-making, and implementation strategy so that conversations about economic mobility and financial stability remain grounded in the realities households and communities face every day.



The breadth of this work reflects Prosperity Now’s continued focus on strengthening long-term infrastructure, operational capacity, and cross-sector coordination in ways that support durable implementation and field sustainability.



Financial Stewardship

In 2025, Prosperity Now continued strengthening the financial and operational foundation needed to support long-term growth, innovation, and service to the field.

As a national intermediary working across housing and homeownership, entrepreneurship and small business, child and family financial health, tax opportunity, and community finance, we recognize that strong programs require strong institutions. Long-term success depends not only on programmatic excellence, but also on responsible stewardship, diversified revenue, disciplined financial management, and strategic investments that position the organization for the future.

Throughout the year, Prosperity Now continued expanding and diversifying its funding base, strengthening internal systems, improving financial planning and reporting, and investing in infrastructure designed to support long-term sustainability. These efforts included modernizing technology systems, strengthening operational capacity, expanding earned revenue opportunities, launching Prosperity Now Fund, and advancing

the acquisition of Change Machine as part of a broader strategy to build durable field infrastructure, diversify revenue, and strengthen long-term sustainability.

Support from philanthropic, corporate, public-sector, and community partners enabled Prosperity Now to continue investing in practitioner networks, applied research, technical assistance, technology modernization, and implementation-focused solutions that strengthen long-term financial stability and opportunity nationwide.

As Prosperity Now continues evolving its role as a national intermediary and implementation partner, we remain committed to transparency, accountability, and the responsible management of every dollar entrusted to our mission.

Statement of Functional Expenses

At Prosperity Now, strong financial stewardship is fundamental to advancing our mission and maximizing the value we deliver to the practitioners, organizations, and communities we serve. We are committed to managing resources responsibly, ensuring that every dollar entrusted to us supports activities that strengthen financial stability, expand opportunity, and improve the systems people rely on every day. Through disciplined budgeting, ongoing oversight, and transparent reporting, we seek to balance immediate programmatic needs with the long-term sustainability of the organization.

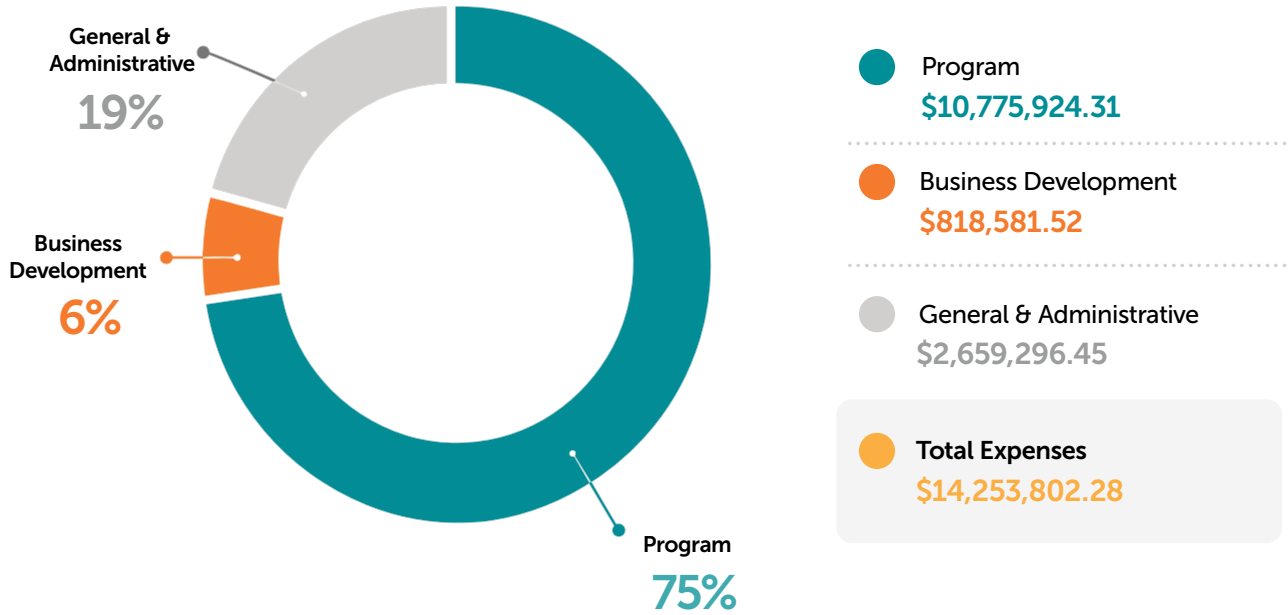
Our 2025 Statement of Functional Expenses reflects this commitment. Seventy-five percent of organizational expenditures directly supported programmatic activities in 2025, reflecting Prosperity Now's continued focus on delivering value to practitioners, organizations, and communities nationwide. This included applied research, practitioner support, technical assistance, technology modernization, community finance initiatives, national convenings, and field-building activities. These investments support Prosperity Now's ability to connect policy, implementation, technology, and partnerships in ways that help organizations expand their reach, strengthen their capacity, and serve more people in their communities.

At the same time, a portion of expenses supported management and general operations, which provide the essential infrastructure necessary for mission delivery. These investments supported financial management, business development, compliance, human resources, organizational governance, and technology infrastructure necessary to sustain and scale the organization's work. While less visible than direct programmatic work, these functions are critical to maintaining operational excellence, safeguarding resources, and ensuring accountability to funders, partners, and stakeholders. Maintaining this balance allows Prosperity Now to invest in both mission delivery and the systems required to support long-term effectiveness, accountability, and growth.

The Statement of Functional Expenses also includes fundraising costs, which represent staffing support and strategic investments in building and sustaining the diverse revenue streams needed to support our mission. Effective fundraising strengthens Prosperity Now's ability to respond to emerging opportunities, invest in innovation, and maintain the organizational capacity required to deliver long-term results.

Together, these expenditures reflect a thoughtful and balanced approach to resource allocation, one that prioritizes mission delivery while maintaining the strong operational foundation necessary for future growth and effectiveness.

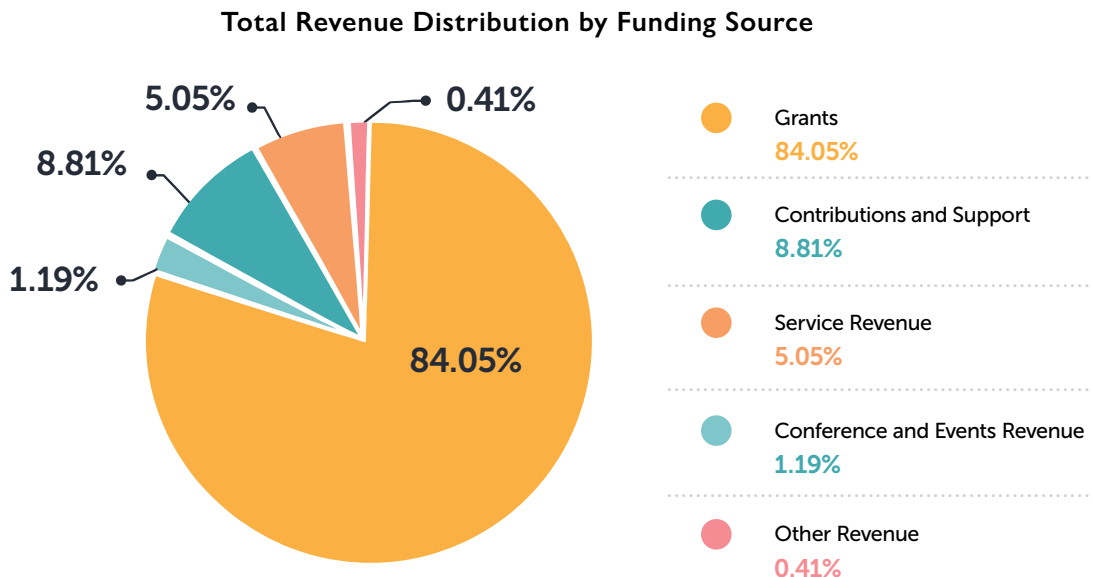
2025 Statement Of Functional Expenses



As we look ahead, Prosperity Now remains committed to transparency, accountability, and the prudent management of resources. We view financial stewardship not simply as an administrative responsibility, but as an essential component of advancing our mission and honoring the trust placed in us by supporters, partners, and the communities we serve.

Revenue Highlights

Prosperity Now’s revenue model reflects a deliberate strategy to cultivate diverse sources of support that advance our mission while strengthening long-term organizational sustainability.



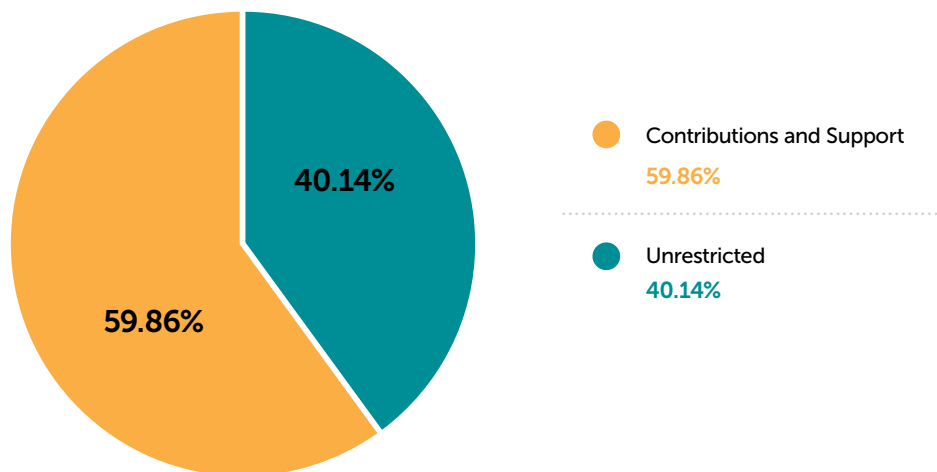
In 2025, grant funding represented the largest share of total revenue, accounting for 84.05 percent of organizational support. This category includes both competitive grants and strategic partnerships, two distinct but complementary sources of revenue that are reported together based on accounting and funding-source classifications. While competitive grants continue to provide critical support for research, policy development, and programmatic initiatives, strategic partnerships have become an increasingly important component of our funding portfolio, enabling deeper collaboration with philanthropic, corporate, and institutional partners that share our commitment to expanding financial stability and opportunity.

Additional revenue streams, including contributions and support, service revenue, conference and event revenue, investment income, and other revenue, strengthen the organization's financial foundation while creating a more diversified and resilient revenue model over time. Together, these sources help diversify support, reduce reliance on any single funding stream, and provide flexibility to respond to emerging opportunities and changing conditions.

While grants remain the largest source of support, Prosperity Now continued investing in strategies designed to diversify revenue over time through practitioner training, technology-enabled services, technical assistance, community finance initiatives, and mission-aligned enterprise activities. This work reflects a broader organizational commitment to building a more resilient and sustainable operating model that supports long-term growth while remaining grounded in mission.

Funding Flexibility

Total Revenue Distribution by Restriction



The distribution of revenue by restriction provides additional insight into how resources are aligned with mission priorities. In 2025, 59.86 percent of total revenue was classified as temporarily restricted. These funds were secured for specific programs, initiatives, or strategic priorities identified by funders and partners. Such restrictions reflect a shared commitment to achieving clearly defined outcomes and advancing targeted areas of work, including policy development, field engagement, research, practitioner support, and capacity-building efforts.

The remaining 40.14 percent of revenue was unrestricted, providing critical flexibility to invest in organizational capacity, pursue emerging opportunities, strengthen infrastructure, and support mission-critical activities that may not be covered by restricted funding. Unrestricted resources play a vital role in sustaining day-to-day operations, supporting innovation, strengthening technology and operational systems, and ensuring that Prosperity Now can adapt to changing circumstances while continuing to deliver value to the field.

Together, restricted and unrestricted funding create a healthy balance that allows the organization to meet specific program commitments while maintaining the agility, stability, and strategic flexibility necessary for long-term success.

Unrestricted funding also plays an important role in supporting organizational modernization, leadership development, technology investments, and new growth initiatives that strengthen Prosperity Now's long-term sustainability and ability to respond to emerging opportunities.

Investing in Innovation and Long-Term Sustainability

Prosperity Now believes that lasting results require more than successful programs. They require durable institutions with the infrastructure, expertise, and financial stability necessary to serve the field over time.

In 2025, the organization continued executing a deliberate strategy to strengthen long-term sustainability and reduce reliance on traditional grant funding alone.

A major milestone in this effort was the announced intent to acquire Change Machine, a nationally recognized financial coaching and practitioner training platform serving more than 13,000 practitioners across all 50 states and territories. Beyond expanding Prosperity Now's ability to support practitioners, the acquisition will create opportunities to diversify revenue through training, certification, technology licensing, technical assistance, practitioner engagement services, and expanded platform utilization.

The acquisition reflects a broader organizational strategy to build infrastructure that strengthens both mission delivery and financial sustainability. By integrating practitioner training, technology, implementation support, and community finance tools within a connected ecosystem, Prosperity Now is creating new pathways to generate revenue while increasing value delivered to the field. This approach enables the organization to expand mission delivery while developing revenue streams that are less dependent on traditional grant cycles.

The organization also continued advancing Prosperity Next, which is designed to modernize community finance infrastructure, improve operational efficiency for mission-driven lenders, and strengthen long-term coordination across the community finance ecosystem.

Alongside this work, Prosperity Now launched Prosperity Now Fund, an emerging CDFI intermediary loan fund that provides low-cost capital to Community Development Financial Institutions supporting small businesses, housing development, and community revitalization efforts.

Together, these investments represent a long-term strategy to strengthen field infrastructure, expand mission-aligned revenue opportunities, and position Prosperity Now for continued growth and sustainability.

The composition of our revenue reflects confidence in Prosperity Now's mission, leadership, and long-term vision. As we continue to evolve, we remain focused on strengthening the partnerships, infrastructure, and organizational capacity needed to support practitioners, communities, and the systems that serve them. Through disciplined stewardship and strategic investment, we are building a stronger foundation for long-term sustainability and growth.

Organizational Stewardship

BUILDING THE CAPACITY TO DELIVER AT SCALE

Sustaining long-term success requires more than strong programs. It requires the operational systems, financial discipline, and organizational infrastructure necessary to support growth responsibly.

In 2025, Prosperity Now strengthened financial planning, forecasting, budget management, and operational coordination across the organization. Investments in financial systems, reporting processes, and internal controls improved visibility into program performance and supported more proactive decision-making.

The organization invested in strengthening its financial and operational infrastructure through greater integration across accounting, budgeting, payroll, and expense management systems. These improvements increased visibility into program budgets, grant performance, and organizational financial health, enabling more consistent oversight and real-time decision-making.

Prosperity Now also conducted a comprehensive review of contracts, vendor relationships, and operational processes to identify efficiencies, reduce costs, streamline services, and ensure resources remained aligned with organizational priorities and capacity.

Finally, the organization invested in building internal capacity to support new lines of work, including the continued development of Prosperity Now Fund and the integration and management of Change Machine operations. These investments positioned the organization to support Community Development Financial Institutions (CDFIs), expand technical assistance offerings, and strengthen long-term organizational sustainability while maintaining operational discipline.

MODERNIZING SYSTEMS AND INFRASTRUCTURE

Throughout the year, Prosperity Now advanced a multi-year effort to modernize its core operational platforms and improve coordination across finance, programs, communications, and business development functions.

This work included a comprehensive review of the organization's technology stack to reduce fragmentation, improve interoperability, clarify system ownership, and strengthen organizational reporting capabilities. The resulting roadmap is helping align technology investments with core organizational functions, including program delivery, network engagement, fundraising, financial management, and operational performance.

Significant progress was also made in aligning financial, programmatic, and operational systems to enable more consistent reporting and greater transparency across teams. Improvements in data structures, grant coding, and reporting processes increased real-time visibility into organizational performance and strengthened the organization's ability to monitor progress against strategic goals.

Prosperity Now also began exploring responsible applications of automation and emerging AI technologies to improve efficiency, reduce manual reporting burdens, and strengthen knowledge sharing across the organization. These efforts are designed to enhance staff capacity while creating more scalable systems that support long-term growth.

Among the tools piloted during 2025 were:

Content Pre-Clearance Assistant

An AI-supported review tool that helps staff strengthen draft communications before formal review, improving first-pass quality, reducing rework, and supporting a more consistent organizational voice while preserving full editorial oversight.

Program Content Repurposer

An automated content transformation system that converts finalized reports and long-form materials into channel-ready communications assets. This approach accelerates publication timelines, extends the value of existing content investments, and supports a more coordinated communications strategy.

Website Tone & Terminology Auditor

A scalable content governance tool that evaluates website content against established brand standards and approved terminology, helping identify inconsistencies, outdated language, and tone misalignment while reducing manual review burdens.

Fundraising Insight Agent (Pilot)

A natural-language interface that allows staff to quickly access proposals, funder profiles, institutional knowledge, and historical materials. The tool is designed to improve proposal development, strengthen institutional memory, and support more informed, data-driven fundraising strategies, particularly as Prosperity Now integrates resources across new organizational platforms.

STRENGTHENING OPERATIONAL EXCELLENCE

Throughout the year, Prosperity Now strengthened core operational practices across project management, budget coordination, contract oversight, and cross-functional planning. These improvements enhanced collaboration between development, finance, programs, and communications teams while ensuring that organizational structures reflect both current realities and long-term sustainability goals.

The organization also strengthened forecasting processes by more closely aligning financial planning with business development activities, improving visibility into future funding opportunities and program-level performance. These enhancements support more proactive decision-making and help ensure the organization can adapt effectively to changing funding conditions.

INVESTING IN ORGANIZATIONAL READINESS

Across 2025, Prosperity Now continued building the leadership capacity, governance structures, and organizational practices required to deliver measurable results over time.

The organization refined its operating model to support clearer accountability, stronger cross-team coordination, and more consistent execution. This included the adoption of standardized project management practices, clearer ownership of major workstreams, and stronger alignment between organizational strategy and day-to-day operations.



Leadership capacity was further strengthened through intentional investments in the executive team. During FY2025, Prosperity Now expanded and realigned its leadership structure to better support organizational growth, operational excellence, innovation, and long-term sustainability. This included hiring a Chief Operating Officer to strengthen enterprise-wide operations and execution, promoting the Vice President of External Affairs to Chief Strategy & Innovation Officer to lead organizational strategy, growth initiatives, product development, and innovation efforts, adding a Chief Program Officer to strengthen program integration and execution, and elevating financial leadership through the promotion of the Chief Financial Officer. Together, these investments created a leadership team designed to more closely align strategy, operations, program delivery, innovation, and financial stewardship.

These changes, combined with stronger coordination across business development, finance, operations, strategy, and program functions, have supported more disciplined decision-making, improved organizational alignment, and helped ensure that new opportunities remain aligned with institutional capacity and long-term priorities.

Prosperity Now also continued strengthening internal controls and governance practices, reinforcing a culture of accountability and stewardship that is essential for managing complex partnerships, diverse revenue streams, and multi-year funding relationships.

We believe that durable community outcomes require durable institutions. The investments made in 2025 position Prosperity Now to continue serving as a trusted partner, convener, implementation leader, and field-building organization while creating the foundation for long-term sustainability and growth.

Looking Forward

In 2025, one theme continued emerging across communities, institutions, and sectors: the systems people rely on to build financial stability are becoming increasingly interconnected, complex, and operationally demanding.

Communities need more than isolated programs or short-term solutions. They need stronger coordination between the organizations, financial systems, policies, technologies, and implementation structures that shape economic opportunity over time.

Throughout the year, Prosperity Now continued working to strengthen that coordination by connecting research, practitioner experience, operational infrastructure, institutional partnerships, and field-informed implementation strategies across sectors.

Whether supporting Children's Savings Accounts, community lenders, housing partnerships, financial coaching systems, Entrepreneurial Support Organizations, or tax preparation networks, the organization remained focused on helping systems work better for the people and communities they are intended to serve.

As economic conditions and community needs continue evolving, Prosperity Now remains committed to building practical, durable infrastructure that helps practitioners, institutions, and communities navigate change while expanding pathways to long-term financial stability and opportunity.

We are grateful to the practitioners, funders, communities, and other partners who continue working alongside us in this effort.



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