

# IMPACT REPORT



2025

prosperity  
initiative

# About Us

Our work is grounded in the understanding that strong, well-resourced nonprofits and their staff are essential to supporting young people across the cradle-to-career continuum.

Prosperity Initiative is focused on transforming the funding and structural conditions that shape nonprofit jobs and the services that young people rely on. We work across government, philanthropy, and nonprofits to advance solutions grounded in research and lived experience.

## Our Supporters



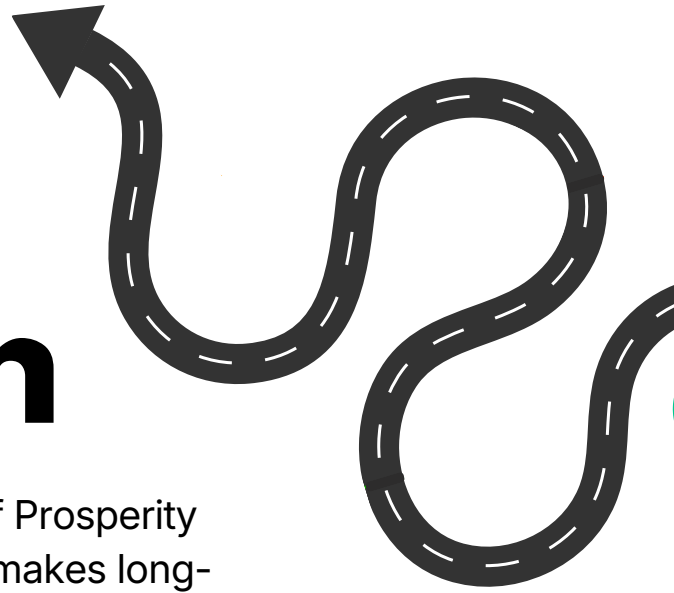
The **James Irvine**  
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WALTER & ELISE  
HAAS FUND



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i n i t i a t i v e

# Year One: Building Momentum



October marked one year since the founding of Prosperity Initiative. In our first year, we focused on what makes long-term systems change possible: relationships, shared understanding, and coordinated action. We engaged a growing network of nonprofit leaders, funders, and government officials committed to improving nonprofit job quality and strengthening the ecosystem of care for San Francisco's children, youth, and families.

## **The Moment:**

Across San Francisco, like the rest of the nation, nonprofits are navigating unprecedented challenges. Growing community needs are colliding with tightening budgets, shifting public resources, and heightened scrutiny of nonprofit work. At the same time, reductions in vital public benefits are placing additional strain on the organizations and staff who support children, youth, and families every day.

## **Looking Ahead:**

Insights from our first year are shaping our 2026 strategic priorities. These include innovative pilot efforts that strengthen nonprofit systems and workforce stability, as well as new approaches to coordination and alignment across sectors.

# Report Overview



Grounded in Prosperity Initiative's original research on San Francisco's youth-serving nonprofit workforce and informed by community voice, this impact report highlights our work across four core areas:

- Information and Resource Sharing
- Thought Leadership and Narrative Shift
- Policy and Systems Engagement
- Convenings and Field Alignment

## Shared Language

Throughout this report, we use the following terms to describe our work:

**Cross-Sector:** Refers to nonprofit, government, and philanthropy; the key three sectors our research identified as most influential in shaping nonprofit job quality and organizational sustainability.

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**Full-Cost:** A framework for understanding the cost of running effective, resilient organizations, including program expenses, fair compensation, and core infrastructure needed to address resource disparities and support high quality services. This report uses the term as defined by Nonprofit Finance Fund.

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**Ecosystem of Care:** The network of nonprofits, public agencies, funders, and partners that support children, youth, and families.

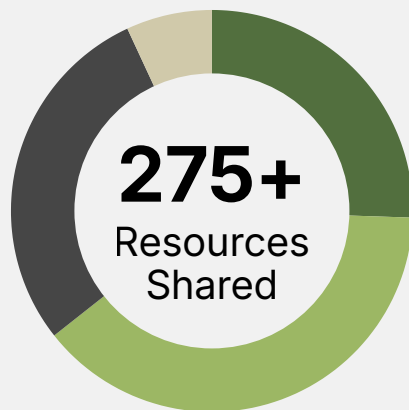
**Youth-Serving Nonprofits:** Organizations that provide services to young people including after-school programs, workforce development, mental health services, violence prevention, basic needs support, and more.

**Disclosure:** Some images and graphics in this report were generated using AI tools for illustrative purposes.

# Information & Resource Sharing

We served as a **consistent and trusted information hub** for San Francisco's youth-serving nonprofit sector, sharing timely policy updates, community activation notices, funding opportunities, and practical resources. Through curated, accessible communications, we helped organizations stay informed, aligned, and better equipped to support their staff and communities.

As a result, we made complex systems clearer and resources more accessible for **250+ professionals** across **140+ unique nonprofit organizations**.



**45+** Funding Opportunities

**70+** Policy & Systems Navigation Resources

**154** Capacity Building & Professional Development Resources

**13** Time-Sensitive Alerts & Coordination Notices

# Thought Leadership & Narrative Shift

We worked to shift how nonprofits and their staff are understood and valued. Through publications, presentations, and public engagement, we elevated nonprofits and their staff as essential to community wellness while advancing a more sustainable vision for the sector.

In our first year, we contributed to public dialogue through:

- **1 published op-ed** on protecting public funds for youth-serving nonprofits
- **4 speaking engagements or featured panels**, including leading a conference workshop focused on applying our original research into practice
- **9 original thought leadership pieces**, including challenges to current media narratives and interviews with sector experts
- **A featured interview on the Fund the People podcast**, elevating San Francisco's nonprofit workforce challenges to a national audience

Together, these efforts advanced a narrative linking nonprofit job quality and organizational sustainability with strong outcomes for young people.



# Policy & Systems Engagement

We increased accessibility to complex systems and policy processes ensuring provider voices informed key decisions that shape services for San Francisco's children, youth, and families.

## Process Tracking

We monitored **13 policy, budget, and governance processes** impacting San Francisco's children, youth, and families, **across city, state, and federal systems**. This included:

- Ballot Measures and Local Legislation
- State and Federal Policy Shifts
- Nonprofit Oversight and Monitoring Changes
- Budget Cycles and Fiscal Shifts

## Produced Tools

We produced **10 briefs, summaries, and talking points** to translate complex policy and systems developments into clear, actionable information for nonprofits and community members. We also developed **4 memos** for government officials, elevating provider perspectives to inform public decision-making.

## Engaged Decision-Makers

We engaged in **ongoing dialogue with key public leaders on the impact of system and policy shifts** on nonprofits and young people. This included engagement with:

- The Mayor's Office
- **8** City departments
- **8** Board of Supervisors offices
- **9** State and national policy leaders

# Convening For Collective Action

In 2025, we convened **350+ nonprofit leaders, funders, and public officials** through two complementary approaches:

## Nonprofit Sector Convenings

Through regular convenings and responsive coordination, we created trusted spaces to elevate provider voices and inform collective priorities. These spaces engaged **50+ unique nonprofit organizations and coalition leaders** to surface shared challenges, community needs, and strategies in support of a thriving San Francisco for children, youth, and families and the nonprofits that serve them. **The insights and priorities surfaced through these convenings directly informed the development of shared messaging and tools used in subsequent policy and systems engagement.**

## Cross-Sector Convenings

Hosted **3 cross-sector convenings** that brought together **320+ nonprofit leaders, funders, and public officials** to network, facilitate shared learning, and inspire collective action. These spaces were **intentionally designed to foster cross-sector collaboration that rarely occurs in traditional settings.**



**Methodology note:** Convenings include events hosted or co-hosted by Prosperity Initiative. Participation in external convenings is reflected under thought leadership or policy and systems engagement, as appropriate.

# Flagship Convening

## Children, Youth, & Family Summit



Co-hosted with the Family Services Alliance, the summit was a first-of-its-kind convening that brought together nonprofit leaders, funders, and government officials. The convening focused on strengthening San Francisco's ecosystem of care and elevating the critical role of nonprofits and their workforce.

The day-long Summit featured **3 panels and 22 speakers** and was made possible with the support of **nearly 20 community partners and supporters**.

### Summit participation by sector:



## Shared Priorities

Across conversations, summit participants consistently lifted up **4 strategic priorities for collective action**:

1. **Funding the full cost** of nonprofit services
2. **Transforming funder practices** in support of nonprofit job quality
3. **Intentional cross-sector collaboration** to drive more coordinated action
4. **Reducing bureaucracy and administrative inefficiencies** across all sectors

# Community Voices

## Meet Hattie

Former Nonprofit  
Professional | SF Parent

"Without nonprofits, I don't know where I'd be. They stepped in when I lacked resources and presence."



## Meet Brandon

Youth Workforce  
Development Program  
Manager

"The greatest compliment I got from a student this year was 'I want to take your job'. Our best programs are the ones that inspire our youth."



## Thank YOU For Being Part of This Work

With your support, we became a trusted convener within San Francisco's ecosystem of care. We are excited to pilot new approaches and deepen engagement for a more sustainable and impactful nonprofit sector.

### Your support enables us to:

- **Pilot innovative initiatives** that strengthen nonprofit job quality and organizational sustainability
- **Continue hosting cross-sector convenings** that facilitate shared learning and inspire collective action
- **Elevate provider voices to inform key decisions** that shape services for San Francisco's children, youth, and families.

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