



Innovating To Improve Financial Health

Impact and Insights From the Financial Solutions Lab, 2014-2022

December 2024



Acknowledgments



The Financial Solutions Lab was established in 2014 to cultivate, support, and scale innovative ideas that help improve financial health. It focused on solutions addressing acute and persistent financial health challenges faced by individuals with low to moderate incomes, Black and Latine communities, and other underserved consumers. The Financial Health Network managed the Financial Solutions Lab in collaboration with founding partner JPMorganChase and with support from Prudential Financial.



The Financial Health Network is the leading authority on financial health. We are a trusted resource for business leaders, policymakers, and innovators united in a mission to improve the financial health of their customers, employees, and communities. Through research, advisory services, measurement tools, and opportunities for cross-sector collaboration, we advance awareness, understanding, and proven best practices in support of improved financial health for all.

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Investing in Innovative Financial Health Solutions

The Financial Solutions Lab (FSL) was a crosssector initiative that catalyzed the development of innovative, technology-enabled strategies, products, and services that improve financial health in America. It developed a model to bring patient capital, deep financial services expertise, and national exposure to entrepreneurs building relevant, engaging, and scalable products designed to address the biggest financial problems facing consumers. At a time when the fintech landscape was growing rapidly, FSL claimed a distinct role in the space: an accelerator and broader innovation platform focused on solutions to meaningfully improve people's financial lives. By prioritizing its mission, FSL helped build a market for financial health-focused startups and allowed the solutions it invested in to sustainability grow.

Not only did FSL focus on spurring innovation, but it also presented a distinctive partnership model. As a collaboration between the nonprofit Financial Health Network and founding partner JPMorganChase, with additional support from Prudential Financial, FSL brought a unique combination of strengths to the table. The Financial Health Network offered deep insight into consumers' financial needs to guide FSL's focus, while JPMorganChase and Prudential Financial offered the resources and industry expertise to support entrepreneurs. Together, the organizations also leveraged their powerful networks to share insights with the broader financial ecosystem.

FSL was built on the belief that technological innovation was key for supporting the millions of Americans who struggle financially. It aimed to cultivate, test, and scale solutions with the

FSL by the Numbers

3 major programs 80+
participating fintechs
and nonprofits

15+ million
people earning
low to moderate
incomes served

30+ million
people served with
high-quality financial
health solutions

19 research and/or testing projects completed

\$3 billion collectively saved

\$420 million in avoided fees

\$200 million in debt settled

power to improve financial lives – with a focus on individuals earning low to moderate incomes and historically underserved communities. Over its nine-year tenure, FSL spurred a new generation of evidence-based solutions, sparked changes across the business and policy landscape, and positively influenced the lives of millions.

Today, FSL's legacy provides a roadmap to continue the critical work of advancing financial health.

Seventy percent of Americans are not Financially Healthy, and entrenched racial disparities remain.¹

Lessons learned from FSL can guide innovators as they respond to a changing marketplace, from unlocking the potential of AI to serving the needs of the fast-growing older adult population. Above all, FSL reminds us that designing for financial health is not just possible, but necessary, as we work to build a world where all can thrive financially.

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¹ Andrew Warren, Wanjira Chege, Kennan Cepa, & Necati Celik, "<u>Financial Health Pulse</u><u> 2024 U.S. Trends Report</u>," Financial Health Network, September 2024.

Creating Successful, Impactful Programs

FSL was initially conceived as an innovation platform that included an accelerator for early-stage fintechs creating financial health-focused products and services. Over time, FSL added two programs: The Exchange, which fostered high-impact partnerships between nonprofits and fintechs, and The Collaborative, which brought together cross-sector stakeholders to tackle consumer challenges that had few existing solutions.

Several factors helped to shape FSL's success, creating momentum across industries to advance financial health.

Cross-Sector Collaboration

FSL's focus on sparking connections across sectors, especially through the Exchange and Collaborative programs, was transformational for many participants. Fintechs brought fast access to information and scalable products with innovative user experiences, while nonprofits brought a high degree of trust among communities of people who earn low to moderate incomes and the ability to offer financial health support alongside other wraparound services, such as housing and career support. Beyond connecting with other participants, FSL portfolio companies also gained invaluable access to the Financial Health Network's Member community of financial institutions and major employers. FSL has helped bridge the gap between mainstream institutions and fintechs, encouraging many banks and credit unions to see these innovators as potential partners.



For example, FSL facilitated an introduction between Wright-Patt Credit Union (WPCU), the largest member-owned credit union in Ohio, and Even (now known as ONE@Work), a startup that helps people manage volatile income and expenses. The credit union was looking for fintech solutions that could help improve the financial health of their frontline staff. Within a few months, the two organizations set up a pilot with a dozen credit union employees.

FSL also helped Stackwell, a digital investment platform that helps Black Americans grow their wealth, find its initial collaboration with Prudential Financial. This partnership then went on to expand beyond FSL. With Prudential Financial's support, Stackwell launched two pilot programs. One pilot seeded investment accounts for Black-owned small businesses, and the other pilot focused on expanding access to investing for students at Historically Black Colleges and Universities (HBCUs) by seeding investment participation and building sustainable long-term investing behaviors. Prudential Foundation also recently made an additional investment to expand the pilot program to additional HBCU students.

Commitment to Continuous Learning

The Financial Solutions Lab was a testing ground for financial health innovation and yielded valuable lessons for the broader ecosystem. With a commitment to continuous learning, FSL completed 19 research and/or testing projects with participating portfolio companies and nonprofits on topics such as financial health for formerly incarcerated citizens, improving public and private benefits access, and closing racial wealth gaps. This research allowed FSL to drive greater impact, as its findings were widely disseminated and influenced investors, incumbents, and policymakers.

Equity-Driven Solutions

To deliver effective solutions to historically underserved communities, FSL knew it needed to prioritize investments in entrepreneurs with lived experiences. Over time, we took even greater steps to double down on our DEI commitment. We co-hosted dinners and networking events around the country to reach more Black and Latine entrepreneurs, updated our application process to include a stronger focus on DEI, and brought in an external advisor to support our portfolio companies in their own DEI journeys. Ultimately, these measures helped us select more diverse cohorts while providing opportunities to learn and grow in our equity commitment.

In the final year of the Financial Solutions Lab,

6 of the 7 (86%)

Exchange grantee organizations and

all six (100%)

Accelerator portfolio companies were led by women and/or people of color.



Dive Deeper Into Specific Topics

Fintech in the workplace for employee financial health

Fintech as a Solution for Employee
 Financial Health: Findings from Five
 Exploratory Studies

Justice-involved individuals and financial health

- <u>Financial Health and Criminal Justice:</u>
 <u>The Stories of Justice-Involved</u>
 Individuals and Their Families
- Financial Health and Criminal Justice: The Impacts of Involvement

Innovations in benefits policy and tools

- The Benefits Cliff Dilemma: Navigating Wage Increases and Public Benefits
- Nonprofit and Fintechs Improving Benefits Access

Racial equity in financial services

- Webinar: <u>Closing the Racial Wealth</u>
 <u>Gap Through Tech, Community, and</u>

 <u>Empowerment</u>
- Webinar: <u>Serving Consumers of Color</u> <u>Through Fintech Innovation</u>

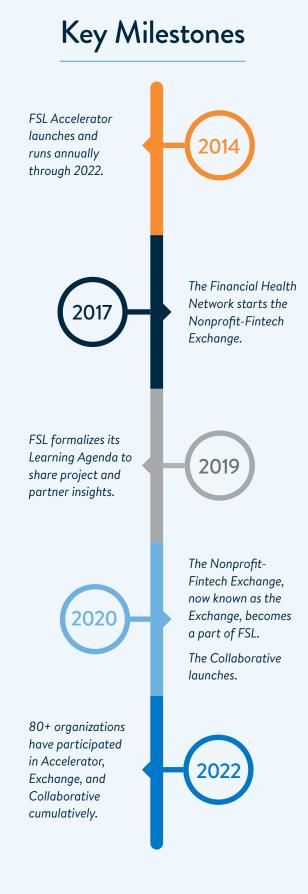
Financial Solutions Lab Programs

The Accelerator offered capital and resources to fintech entrepreneurs who were working to build and scale fintech solutions for individuals with low to moderate incomes, Black and Latine communities, and other underserved consumers. After launching its first cohort in 2015, it swiftly became one of the country's most prominent fintech accelerators focused on mission-driven organizations. In 2021, The Accelerator was named the Best Accelerator/Incubator by the Finovate Awards.

The Exchange forged partnerships between nonprofit and fintech providers to put effective financial health solutions into communities' hands faster. It provided grant funding and technical support to its participants; created a testing ground for piloting new strategies; and shared those insights with the broader ecosystem, including a guide on best practices for building nonprofit-fintech partnerships. Through the Exchange, fintechs gained direct insight from nonprofits on the financial needs of underserved communities, while nonprofits expanded their toolbox of resources to support clients' financial health.

The Collaborative convened nonprofits, fintechs, government entities, think tanks, financial institutions, and other diverse partners to work together on solutions for unmet financial health needs. Its inaugural project worked with 21 organizations to address the challenges faced by unemployed individuals who carry student loan debt.

To see all the companies who participated in the Financial Solutions Lab, please refer to the <u>Appendix</u>.



Far-Reaching Financial Health Outcomes

During its tenure, FSL became a force multiplier for a broader shift across the ecosystem toward financial health. By demonstrating that technology can drive responsible, profitable, and effective financial health products, FSL has created an enduring influence that continues to resonate across financial services, policy, and beyond.

JPMorganChase Shares What Works in Advancing FinHealth

As a founding partner of the Financial Solutions Lab, JPMorganChase shared its own learnings from the program. In its brief, JPMorganChase explains the opportunity it saw in leveraging technology to support those with low to moderate incomes, the expanding role of FSL, the insights it gathered, and how the organization is continuing to invest in solutions that improve financial health outcomes. Read the brief here.



Increasing Awareness of the Needs of Consumers With Low to Moderate Incomes

FSL illuminated the need for solutions that advance financial health, as well as the commercial viability of serving those most in need: consumers with low to moderate incomes. The evolution of the fintech landscape alongside the nation's unbanked population tells a compelling story. There are over 10,000 fintechs in the U.S. today and funding for fintech has nearly increased 80 times over 11 years.² Meanwhile, the unbanked population declined from 7.7% to 4.5% from 2013 to 2021 and the underbanked declined from 20% to 14.1%.

Beyond expanding banking access, FSL has spurred actors across the ecosystem to solve a range of financial health challenges – both by highlighting the needs of consumers with low to moderate incomes and creating a marketplace to serve them. Inspired by this national conversation, this increased awareness collectively supports marketplace efforts and pressures individual solutions to center consumer needs.

² "Fintech Companies in the USA | Full List 2023," Centre for Finance, Technology and Entrepreneurship, November 2021.

Supporting the Work of Early-Stage Fintech Founders

Capital is critical for entrepreneurs as they experiment with financial health solutions that haven't yet reached product-market fit or profitability. Many participants noted that FSL's funding was the most valuable resource they received – both because of the initial infusion of capital and because it signaled their credibility to other investors to marshal future fundraising efforts. That sentiment extended to Exchange grantees, who noted that FSL's grant funding was essential for getting innovations off the ground. By providing founders with access to capital as well as expert advisors free of charge, FSL enabled them to preserve their own scarce capital during their critical early days.

Beyond the impact of its funding, FSL was an avenue for founders and nonprofit leaders to connect with investors, peers, and strategic partners. Participants valued the opportunity to collaborate with like-minded founders and leaders, who became a trusted support network to support innovation. For example, a mentorship day with JPMorganChase caused Propel to pivot its business from enrolling new users in the Supplemental Nutrition Assistance Program (SNAP) to helping millions of existing SNAP users better manage their benefits. Today, Propel's app helps people check their Electronic Benefits Transfer (EBT) balance, find ways to earn and save money, and bank worry-free with no fees. It also offers discounts, jobs, tax filing, and government benefits information. In several cases, introductions between FSL participants and Financial Health Network Member companies led to partnerships and acquisitions.





Digit and Prism Money were among the FSL participants acquired by Financial Health Network Members. Digit was acquired by Oportun, while Prism Money was acquired by PayNearMe, a former Member.

\$1.2 billion

8

55

in follow-on funding raised by FSL Accelerator companies

companies acquired

total investments

New Approaches To Improve Financial Health

Through its Accelerator, Exchange, and Collaborative programs, FSL catalyzed solutions that cover a range of needs across a person's financial life, from building credit for the first time to saving for the future.

The First Wave of Al-Powered Navigation and Automation

A number of FSL's portfolio companies were pioneers in using Al in new and novel ways, like **Digit**, who was among the first wave of Al-powered chatbots and developed new ways of helping people save automatically. With emerging technologies like GenAl continuing to rapidly advance, we're seeing our portfolio companies continue to iterate and build even greater personalized experiences for their customers.



Digit, which was acquired by Oportun in 2021, uses AI to power its automated savings and budgeting features. Its app helped users save an average of 3% to 5% of their annual income and saved users over \$1 million a month in overdraft fees through its overdraft protection feature.



Home Lending Pal leverages Al to streamline and improve the mortgage lending process, with a focus on new and underserved homeowners. Key features include automated mortgage guidance, risk assessment and affordability analysis, and smart loan matching.



Brightside works with employers to connect employees with a live financial assistant to help them navigate immediate needs and improve long-term financial well-being. Assistants have a wide range of tools at their disposal to provide customized recommendations, including helping workers navigate the employer's benefits and programs, offering Brightsideled products or partnerships with other fintechs, and tapping into local resources.

Paving the Way for Digital Banking

In the early days of FSL, digital banking was still in its infancy, unlike today, where mobile banking apps have become essential tools for managing finances. We were fortunate to support some of the earliest innovators who recognized the potential of mobile banking to reach underserved and younger consumers. While not all services succeeded equally, the collective learnings from these FSL ventures helped pave the way for a new era in digital banking.

⋈ Albert

Albert is on a mission to help Americans get smarter about money by offering customers a new way to bank, save, and invest. The neobank targets Millennial and Gen Z consumers who can not only access a suite of financial tools, but also text or schedule a video call with a financial expert for advice.



Bee, a neobank focused on reaching the unbanked community, introduced some of the most sophisticated and user-centered solutions to date before its eventual dissolution. Launched in 2013, Bee led the way in educating investors about the opportunity to serve consumers that earn low to moderate incomes through alternative banking models. Several financial institutions have adopted Bee's innovations in user-centric design, from the way customers open accounts to the speed of funds delivery, while its approach to industry and governmental collaboration remains a model for other fintech founders to follow.

Credit Building in the Digital Age

For tens of millions of people in the U.S., subprime or limited credit histories prevent them from accessing credit that can help them secure housing or pursue education. Several FSL portfolio companies have been at the forefront of these challenges, successfully demonstrating that the responsible use of alternative data can unlock new paths to financial health.

Petal

Petal was created to help more people access and build credit through its credit cards. It also provides an app where Petal members can access budgeting tools and track their credit scores. In 2023, Petal raised \$35 million in funding and spun off its Prism Data business.



Nova Credit created the world's first cross-border credit reporting agency by building data partnerships across the world. Financial services providers can access unified consumer credit data from multiple sources, and immigrants can jumpstart their financial journey in the U.S. by using their foreign credit history to apply for credit cards, phone plans, and loans.



Esusu works directly with landlords and property managers to help tenants provide their payment history for rent or utility bills to the credit reporting system. The fintech's platform helps underserved renters build credit while also helping property owners increase revenue, reduce evictions, and fill vacancies.





The **Student Borrower Protection Center** (SBPC) and **Student Debt Crisis Center** (SDCC) addressed the student loan crisis during the COVID-19 pandemic – a time when many people's financial health was at risk of worsening. In the inaugural Collaborative program, they used data, messaging, and personalized support to quickly reach vulnerable borrowers and deliver income-driven repayment (IDR) plans. They identified 280,000 borrowers in the Bay Area who were eligible for IDR plans, reached about 70,000 borrowers through email, received more than 7,000 registrations for student loan repayment workshops, managed nearly \$20 million in student loan debt, and helped borrowers save more than an average of \$1,000 per month.



"The Financial Solutions Lab was instrumental in helping us grow our business and providing the expert insights we needed to expand our solution to more underserved consumers."

JIMMY CHEN, FOUNDER AND CEO, PROPEL "FinLab's ability to inspire changemakers is an important aspect of their impact. They are inspiring potential entrepreneurs and innovators who did not have a runway before."

TYLER SPALDING, DIRECTOR OF CORPORATE AFFAIRS, PAYPAL

"Everyone has a different experience with the program, but for us, we've received a lot of one-to-one support. The Financial Solutions Lab has essentially become an extension of our team. They've gone above and beyond to support us where we truly needed it."

LORI SHAO, FOUNDER AND CEO, FINLI



Influencing Incumbent Institutions, Policymakers, and Other Programs

In addition to catalyzing action across the fintech landscape, FSL has influenced incumbent companies across industries to prioritize financial health solutions that meaningfully improve the financial lives of their customers, employees, and communities.

- O HSBC provided \$10 million to **Nova Credit** for its Credit Passport solution, which translates consumer credit across geographical borders to provide people who are new to a country with access to financial products that require credit.³ With Credit Passport, HSBC can use a customer's global credit record and credit score, enabling the bank to extend credit to more people and make faster lending decisions.
- Amazon, Ocean Spray, and other large and small employers partnered with **Brightside**,
 Canary, and other FSL portfolio companies to provide emergency savings solutions to their workers many with the help of leading payroll provider ADP.⁴
- Prudential Financial partnered with **Stackwell** and The Student Freedom Initiative to launch the Student Investment Program, which aims to increase the investing confidence and financial well-being of students at historically Black colleges and universities and other minority-serving institutions.
- Walmart's fintech venture Hazel acquired Even (now known as ONE@Work) to connect the retailer's 1.6 million workers with earned wage access and savings tools.
- Several Exchange grantees have also gone on to establish partnerships, including **GreenPath** with OnPoint Credit Union, **SpringFour** with Purchasing Power, and **Stretch** with Highnote.

FSL also showed that systemic solutions are needed for these issues, urging movement on issues via policy.

- The Consumer Financial Protection Bureau's forthcoming rulemaking on consumer data rights is highly aligned with the Financial Health Network's 2017 consumer data rights principles, and subsequent research funded by the FSL has deepened our knowledge of the data rights landscape.
- In Washington State, FSL research on the financial challenges of citizens who are coming out of prison is informing new policies. For example, the Washington State Department of Commerce created the Community Reinvestment Project (CRP) to provide economic benefits to communities that were disproportionately harmed by the historical design of laws and penalties for drug possession.
- The White House recognized **Propel**, which connects millions of Americans with critical public benefits, for its work to help more Americans receive the Child Tax Credit and Earned Income Tax Credit. The company also drove Medicaid renewals through its Providers app, reaching more than 2.2 million Medicaid recipients.



³ Julie Muhn, "Nova Credit Lands \$10 Million from HSBC to Build Borderless, Consumer-Permissioned Credit Data," Finovate, September 2022.

⁴ Ann Carrns, "More Companies Offer Emergency Savings Option to Workers," The New York Times, October 2022.

FSL was one of the earliest accelerators to embrace fintech for social good. The field has continued to grow and now includes several notable examples.

- Innovate Financial Health (IFH) was a Toronto-based nonprofit that supported fintechs focused on improving the financial lives of Canadians. IFH's flagship program was the IFH Lab, which provided startups with access to capital, mentorship, and workshops. IFH was acquired by Fintech Cadence, Canada's fintech hub, in 2021.
 - JPMorganChase's Impact Finance and Advisory (IFA) team launched in 2018 to provide capital, financial products, and advice to financial intermediaries, funds, and companies that are advancing inclusive growth and racial equity. IFA focuses on five strategic areas, including financial health and wealth creation.
- The \$36 million <u>Discover Financial Health Improvement Fund</u> was created by Discover Bank in 2023 to support startups that are improving the financial health of people with low to moderate incomes, communities, and small businesses. The bank partnered with the Financial Health Network, ResilienceVC, and Chartline Capital to evaluate startups and manage the fund's investments.

Improving Lives Through Innovation

FSL participants have touched millions of lives through their innovative solutions and partnerships.

Served 30+ million

people, including over 15 million who earn low to moderate incomes Gave 5.3+ million

consumers access to planning tools

Provided 2.5+ million

consumers with access to financially healthy credit solutions

Helped 70,000+

consumers establish credit scores

Provided 3.9+ million

consumers with financial coaching and resources

What's Next for Financial Health Innovation?



While the Financial Solutions Lab and its portfolio companies have made great strides in connecting people across America with solutions that support financial health, our work is not done. Advancing financial health requires organizations and leaders across sectors to work together, and your involvement is essential in creating sustainable, inclusive, and impactful solutions. This is your moment to lead the way in building a world where everyone can achieve financial health. Join the financial health movement as we create effective solutions, establish impactful partnerships, and uncover new insights to help catalyze the next decade of financial health innovation.

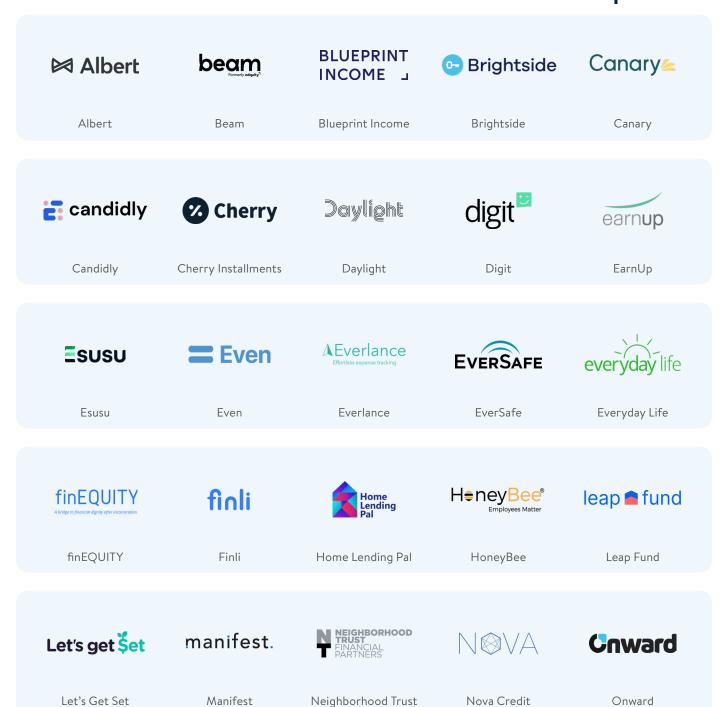
Work With Us: Create Lasting, Effective Change

As the leader of the financial health movement, the Financial Health Network brings deep industry expertise, powerful measurement and testing capabilities, and an extensive network to help organizations across sectors develop and distribute financial health solutions. Work with us to drive meaningful change and make a lasting difference in the lives of many. To learn more about our current programs and partnership opportunities, visit **finhealthnetwork.org**.

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Appendix

Financial Solutions Lab Accelerator Cohort Companies



Financial Solutions Lab Accelerator Cohort Companies

Petal









Petal

Pie for Providers

Point

Prism

Propel









Summer

SaverLife

Sigo Seguros

SixUp

Stackwell

Summer











Sunny Day Fund

Token Transit

Tomorrow

Upsolve

WiseBanyan















LISC HOUSTON

Local Initiatives Support
Corporation (LISC) Houston
and Benefit Kitchen, in
collaboration with Houstonbased civic technology nonprofit
Connective, studied how best
to embed Benefit Kitchen's
API-based benefits screener
into LISC Houston's Financial
Opportunity Center coaching
model and software, bridging
the benefits knowledge gap
for coaching staff and giving
clients standardized, up-to-date
benefits screening information.

The Flagstone Initiative and MoCaFi collaborated on a Community Emergency Fund to protect low-income renters in Oklahoma City. The project leveraged the Flagstone Initiative's access to aggregate data collected by its workforce housing partners and from one-on-one interviews and surveys with renters, and it was deployed through MoCaFi's on-demand fund distribution platform.

Nebraska Early Childhood
Collaborative and Pie for
Providers partnered to maximize
Nebraska child care providers'
income through subsidy funding
and automate calculations
for the state's billing process,
improving providers' financial
health and enabling the opening
of new government-funded child
care spots for Nebraska families.





Justine PETERSEN Housing and Reinvestment Corporation and LaunchCode designed credit and entrepreneurship programs to address the financial health of incarcerated and re-entering citizens in Missouri.





Justice Accountability
Center (JAC) of Louisiana
and DaisyDebt teamed up
to bring DaisyDebt's debt
dispute technology to formerly
incarcerated individuals,
including those in JAC's Reentry
Legal Clinics.





Anti-Recidivism Coalition (ARC) and Stretch Finance connected ARC's formerly incarcerated and returning citizen members with free checking accounts, debit cards, and tailored employment alerts





IRC Center for Economic
Opportunity and finEQUITY
helped formerly incarcerated
residents establish or improve
their credit through small-dollar
loans, smoothing the journey to
critical needs like housing and
employment.





Urban League of Essex County and MoCaFi offered a fullyfeatured mobile banking solution to assist returning citizen clients and their families, alongside Urban League of Essex County's wraparound services.





Canary integrated SpringFour's financial health resources into Grant Circle, which provides cash grants to people experiencing financial hardship.



Historically Black Colleges and Universities

Change Machine connected four North Carolina HBCUs with promising fintech products and engaged students in product testing and validation.





Compass partnered with NxtStep to build an enrollment, orientation, and financial coaching platform for participants in the federal Family Self-Sufficiency program.





Four of the Directors' Council's member nonprofits integrated Leap Fund's public benefits calculator program into their service delivery.





fINEQUITY paired its educational modules with Hebrew Free Loan Society's interest-free loan to help people who have experienced incarceration.





Neighborhood Trust provided its TrustPlus live financial coaching as an added feature for A.M. Money's student loan borrowers.





SaverLife and Steady leveraged prize-linked savings to improve the income and savings prospects of their members.





GreenPath partnered with EarnUp to create the Simple Payment Plan, an automated installment debt repayment service that provides ongoing financial coaching and guidance.

consumeraction







Consumer Action recruited four of its network affiliates to offer fintech products to clients. Fintech products distributed across the affiliates included Digit, SaverLife, and Self.

LendUp



SaverLife (previously EARN) partnered with LendUp to test if providing points towards the customer's journey on the LendUp Ladder impacted their likelihood of enrolling and saving.

Coward



Onward worked with Synapse to automate the process for workers to open savings accounts and access emergency loan products within the Onward app.















National Urban League (NUL) worked with its affiliate organizations to test a range of fintech tools with clients, gather feedback, and share it with the broader NUL network.





Credit Builders Alliance offered lenders in its network access to credit reports from Nova Credit, allowing lenders to underwrite newcomers by obtaining credit histories from their countries of origin.



Neighborhood Trust Financial Partners integrated Self's creditbuilding product into its Trusted Advisor platform, enabling counselors to enroll interested clients seamlessly.

UNIDOSUS

Oportun

UnidosUS partnered with Oportun to provide financial coaching to its customers and employees.





Accion referred applicants who had previously been denied credit because of high debt levels to LendStreet with the goal of increasing their future eligibility for a loan.

Financial Solutions Lab Collaborative Grantees





Student Borrower Protection Center

Student Debt Crisis Center



Alabama Appleseed Center for Law & Justice



Auburn University



Alabama Bureau of Pardon and Paroles



Greater Birmingham Ministries









Alabama Asset Building Coalition

The University of Alabama at Birmingham

Restorative Strategies, LLC

Anvo Organization









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The views and opinions expressed in the report are those of the authors and do not necessarily reflect the views and opinions of JPMorganChase, Prudential Financial, or their affiliates.

For more on the Financial Health Network, go to **finhealthnetwork.org** and join the conversation online:

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