



# WHERE WILL YOU GO?

2017 ANNUAL REPORT

ON THE ROAD LENDING  
OTR FUND I, LLC.







# LETTER FROM OUR FOUNDER



You have no doubt read the African proverb, “If you want to go fast, go alone. If you want to go far, go together.” Even the most self-reliant people can find that working with others makes a difference in the ability to make big things happen. Partnerships are all about leverage—gaining ground by taking advantage of someone’s help—and the best partnerships are mutually beneficial.

The longer we have worked, the more these relationships matter to us. We partner with our clients and their families, each of us drawing knowledge and strength from the other. We partner with investors, funders and board members, all of whom share their wisdom and resources to enable our organization to grow. We partner with employers, churches, and social service agencies that refer cherished people to our organization to help them gain mobility. And we partner with important companies who allow us to help them accomplish their own missions, while sharing their know-how to help us better accomplish ours.

This year brought some meaningful partnerships to On the Road Lending. Toyota invested more than \$1 million in our efforts to scale our services. Even more important than these generous gifts, Toyota is sharing its knowledge to improve our processes and build friendships. Toyota even loaned us one of the first Corollas built in this country, a 1987 model, which is displayed in our office.

We also established a strong relationship with ORIX Foundation this year and were excited to be one of only four organizations out of 165 applicants to be part of the 2017 Community Innovation Project, a unique grant opportunity that earned \$500,000 for our KEY program. JPMorgan Chase also became a strong partner, providing a \$100,000 grant for our mobility program and a technical services grant worth at least that much to help us analyze scaling into new markets.

I remember the day I got my driver’s license. I was standing around the house looking sheepish when my dad held up the car keys and asked, “So, where will you go now?” I’ll never forget the sense of wonder and freedom. We’ve certainly gone to new places this year in partnership with you!

My best,

**Michelle Corson**

*On the Road Lending Founder / Loan Fund Entities Managing Director*





LETTER FROM OUR  
**BOARD CHAIRMAN**



I have been a part of the On the Road Lending journey almost from its inception. As a father of three children, I understand the pride and love that comes from watching your kids mature and seeing who they become. I have many of those same feelings of satisfaction when it comes to On the Road Lending.

Initially, I sought to be a part of this organization's work because I believe in the concept of impact investing—a more sustainable approach than traditional philanthropy. On the Road Lending began with the intention of putting individuals and working families on a path to upward mobility. Financial returns were a secondary concern. This purposeful approach defines impact investing.

Along the way, On the Road Lending has truly created something new. I am so proud to let you know that we are maturing, gaining serious traction, and growing. We have come a long way since inception. Aided by major investments, we are scaling into a larger program and expanding into new markets, which is incredibly exciting.

As we grow, I am proud to say that On the Road Lending remains an organization with heart. We care about the community, the environment, and our clients. Our new Disaster Mobility Program (see page 10) is an example of how we have worked to find a creative solution to meet the mobility needs of struggling people. Houston lost more than a million cars in Hurricane Harvey, and we are working actively to get clients in the Houston area back into cars. Doing so, we save clients an average of \$4,000 each through our ability to source lower cost vehicles and to offer better loans.

Thank you for investing the time to learn about On the Road Lending's increasing impact. I hope investors and donors will be inspired by what they read in these pages and continue to support us in achieving our vision.

Sincerely,

**Jay Altizer**

*On the Road Lending Chairman / Falling Branch Advisors LLC Managing Director*

# SIERA

Siera is a 29-year-old who has been working full time and taking classes at Literacy Instruction for Texas to increase her earning power. Even though she had always had a job since she graduated from high school, she didn't have a credit history because she hadn't successfully paid off any loans. She also had some unpaid medical bills that were hurting her credit. Her older brother sold her his car for very little money, since she was only making \$7 an hour at the time. Then she had a wreck, and the car was totaled. Like so many of our clients, one stroke of bad luck made everything start to unravel. When Siera found On the Road Lending, she was relying on her aunt and uncle to give her rides to her job at a hotel. If they weren't available, she had to take Lyft, which was \$30 each way. Now with an affordable loan and a reliable car, Siera can attend classes again. She's also working with our financial coaches to pay her bills on time and build her credit.







# YASMIN

Genesis Women's Shelter referred Yasmin to us while she and her daughter, Yvette, were receiving help to escape domestic violence. One of our earliest clients, she became the second client to pay off her car note. This hard-working single mother has two degrees from the University of Mexico and is multi-lingual—as is her daughter. Today Yasmin has perfect credit and is enjoying having no car payment. In the near future though, she says that she plans to come back to On the Road Lending for a loan for a newer vehicle. Even though she could go to a conventional lender, she says she prefers to buy a car through us because she knows the important financial coaching services we provide will help her continue to improve her financial circumstances.



# DAVID

David remembers the days when his mother sold tacos every morning and tamales on Sundays to pay their bills. Some months their water would be shut off and others their phone would be disconnected. When he got to high school, he joined a gang, sold drugs and helped pay the bills. "I justified my actions with the excuse of having to help my mother," David says. "I remember being embarrassed because my mother was referred to as the taco lady. I look back now and admire her tenacity and sacrifice." David's actions caught up with him, and he was incarcerated. "In prison I was delivered from my gang affiliation and started seeking Christ with all my heart," David says. "I served as a translator for the church services and was elected as a peer educator for the Prison Entrepreneurship Program (PEP)." After his release, David went to work for PEP. With help from On the Road Lending, he now has a reliable car, is building his credit, is sending his mother and father money to help them with their finances, and is learning to budget and plan for the future. "My goal is to start a nonprofit that will help at-risk youth gain direction into manhood," he says.







# FELICIA

For victims of family violence, having a car can be the key to escaping and starting a new life. Felicia was one of those victims of abuse who has grown into a strong survivor. Like so many of our clients, her abuser ruined her credit and kept her trapped in a relationship by controlling her physically, emotionally and financially. Our partner agency Safe Haven helped her grow stronger, and we provided her with the loan for a reliable car that has helped her make a new life for herself. Now Felicia has two jobs and has taken a refresher course in her field of study. “I have learned from my past relationships and situations and am now focused on what is best for me. I know I have to make smarter decisions and wiser choices. My goal now is to save money for my future. I’m working on purchasing a home!” she says.





ON THE ROAD LENDING  
**COMPASSIONATE LENDING**







Hurricane Harvey destroyed more vehicles than any prior storm in United States history—by many counts up to one million cars were flooded. In response On the Road Lending started a new Disaster Mobility Program to get displaced workers into vehicles quickly and for the long-term to help people avoid job loss. We are saving families money by sourcing reduced-cost vehicles through our dealer network and trucking those cars to Houston.

The initiative's unique characteristics that distinguish it from our other programs include:

- Deferral of programmatic requirements until clients' lives are more stable
- Elimination of down-payment requirement
- Provision for accelerated underwriting and loan approval
- Deferral of several months of principal payments
- Interest-only payments for several months
- Offset of a portion of interest through donations

We are also providing support services to these families, including:

- Collaboration with insurance companies to assist with timely settlement
- Financial coaching and support throughout the 5-year loan period
- Guidance through the programmatic requirements when lives stabilize

We are working through partner agencies, including United Way of Greater Houston's THRIVE Partnership, to share case management and coordinate connecting client families with comprehensive services.



# INVESTING FOR THE **GREATER GOOD**





*At Toyota, we know a thing or two about going places. We are passionate about mobility, and our foundation is working to build a more joyful mobile society. Recently our tagline, "Let's Go Places," has taken on new meaning for we have gone somewhere new, making a home for ourselves in North Texas. We're learning the landscape and building partnerships, sharing our process knowledge and aligning ourselves with companies and organizations that share our values.*

*When we met On the Road Lending, we felt like we were looking into a mirror at a miniature version of ourselves. On the Road Lending cares about helping people go where they want to go, and we knew immediately that our partnership would be mutually beneficial. On the Road Lending is helping us work with many partners to create opportunities for mobility, both physical and economic, for all people. We are helping with technology and process improvement so that On the Road Lending can grow to serve more people in more communities. We're excited to be going places together.*

—MIKE GOSS, TOYOTA VICE PRESIDENT OF EXTERNAL AFFAIRS AND COMMUNICATIONS

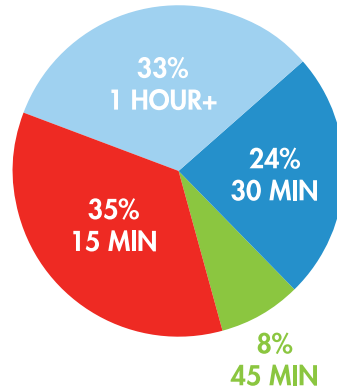


# MEASURING **OUR RESULTS**

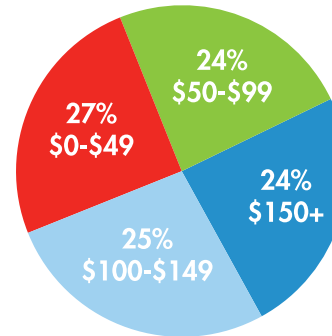




TIME SAVED WITH BETTER TRANSPORTATION



INCREASE IN MONTHLY SAVINGS



**97%**

reported their lives are **healthier** and **less stressed** today because they have reliable transportation

**3%**

**return paid** to investors each year of our existence

**58%**

of clients have earned **better jobs, raises, or promotions**

**35%**

**improved environmental impact** compared to the vehicles they previously drove

**83%**

are **paying loan payments on time**

**&**

**56%**

have **perfect payment performance**

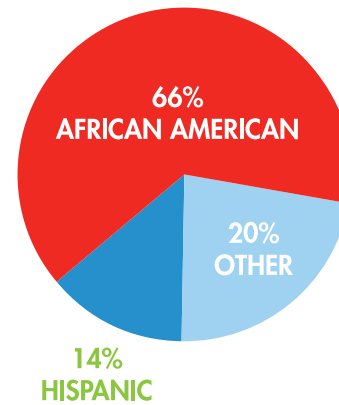
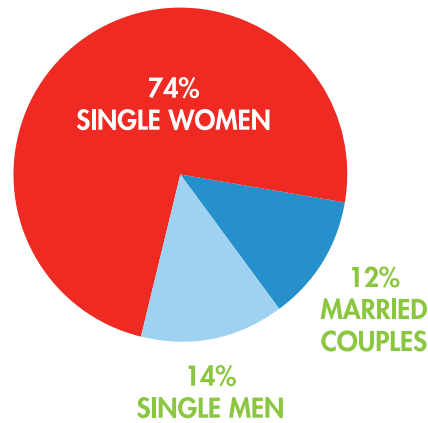




# OUR CLIENTS







**65%**  
BUY TOYOTAS

**\$32K**  
AVERAGE INCOME

**38**  
AVERAGE AGE



2017

# FINANCIALS





## ON THE ROAD LENDING

### 2017 INCOME

Grants	\$1,537,336
Gifts	\$93,250
Other income	\$12,450
<b>TOTAL INCOME</b>	<b>\$1,643,036</b>

### 2017 EXPENSES

Programmatic	\$915,094
General & administrative	\$87,336
Fundraising	\$12,400
<b>TOTAL EXPENSES</b>	<b>\$1,014,830</b>

## OTR FUND I, LLC

Auto notes originated, cumulative	\$1,945,000
Auto notes receivable, outstanding	\$1,245,000
Current assets	\$1,957,000
Defaults	1.6%
Capital loss per unit against market	-60%

Equity raised, 2017	\$475,000
Capital Raised, cumulative	\$2,055,000
Debt capital raised, 2017*	\$5,000,000
Available capital	\$1,450,000

\*subject to credit enhancement requirements

# 193

loans made to-date



LETTER FROM OUR  
**CHIEF OPERATING OFFICER**



On the Road Lending is truly a collaborative model. While many of our clients are typical working families, others represent vulnerable groups including victims of domestic violence, formerly incarcerated men and women, and veterans. We also work with senior citizens and first-time car buyers. As of my most recent count, we have more than 90 agencies and employers actively referring people who need help overcoming transportation barriers to On the Road Lending.

Some of these agencies asked us to create a special program, piloted in 2016 and substantially underway in 2017, to help people who were employable but lacking job stability. We designed our KEY program specifically to help this population. It received a significant endorsement this year when the ORIX Foundation selected it as one of only four programs (out of 165 applicants) to receive the prestigious 2017 Community Innovation Project award. Through this generosity, we are helping more than 50 people annually get provisional transportation as they work to qualify for our flagship Mobility Program.

One of our most important partners continues to be Toyota of Richardson. Out of 10 dealers across the state, we continue to rely on Toyota of Richardson as our lead dealer partner because of its commitment to excellence and the thoughtful way the team there treats our clients. More than 80% of our vehicles have been sourced through this valued partnership.

Thank you to all of our partners for an exciting year of growth!

Sincerely,

**Mary Burnett**

*On the Road Lending Chief Operating Officer*



A CAR IS  
**FREEDOM**



## ON THE ROAD LENDING AND LOAN FUND TEAM

**Michelle Corson**

*Founder On the Road Lending,  
Managing Director Loan Fund Entities*

**Mary Burnett**

*Chief Operating Officer On the Road Lending*

**Thomas J. Firnhaber**

*Compliance Loan Fund Entities*

**Karen Woodcock**

*Client Coach On the Road Lending*

**Shaylon Scott**

*Program Outreach Coordinator On the Road Lending*

**Linda Dixon**

*Partner Liaison On the Road Lending*

**Bonnie Thomas**

*Portfolio Manager and Closing Coordinator  
On the Road Lending and Loan Fund Entities*

**Ally Lising**

*Intake Specialist and Executive Assistant  
On the Road Lending and Loan Fund Entities*

## MARKETING

*On the Road Lending and Loan Fund Entities*

**Lauren Christensen, Graphic Design**

**Sarah Miller, Social Media**

**Sally Giddens Stephenson, Copywriting**

**John Sutton, Photography**

## ON THE ROAD LENDING GOVERNING BOARD

*Michelle Corson, Founder*

*Jay Altizer, Chair*

*Cynthia Pharr-Lee, Vice Chair*

*Maria Coello, Treasurer*

*Bradley P. Wilson, Secretary*

*Dr. David Chard*

*Peter DeTrempe*

*Robbie Matamoros*

*Brian Murphy*

*Trent Petty*

*Brian Shultz*

*Paula Stein*

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*John Castle*

*Florencia Velasco Fortner*

*Pat Alexander Hutton*

*Alfreda Norman*

*Aaron Satterthwaite*

*Becky Sykes*

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*Alfreda Norman*

*Aaron Satterthwaite*

*Lynne Scroggins*

## ADVISORS

*LEGAL* Jackson Walker

*FINANCIAL* Whitley Penn

*STRATEGY* Champion Impact Capital

## MAJOR FUNDERS 2017

*America First National Bank*

*BBVA Compass Foundation*

*Carl B. and Florence E. King Foundation*

*City of Dallas*

*The Dallas Foundation*

*Greater Houston Community Foundation*

*JPMC Foundation*

*Liberty Mutual Bank*

*ORIX Foundation*

*Perot Foundation*

*Sapphire Foundation*

*State Farm Foundation*

*Toyota Motor North America*

*United Way of Greater Houston*

*Wells Fargo Foundation*

## INVESTORS

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*Lucy Billingsley*

*Michelle & Larry Corson*

*Dain Ehring*

*Forrest Heglund*

*Trish Houck & Lyssa Jenkins*

*Albert Huddleston*

*John Hudspeth*

*Sharron Hunt/SLH Corp.*

*Inwood National Bank*

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*Mike Pacillio*

*Cynthia Pharr-Lee & Albert Lee*

*Judy Ruby-Brown*

*Barbara & Gene Sanger*

*Sapphire Foundation*

*Lynne Scroggins*

*Patsy Shockley*

*Thomas Heritage Foundation*

*Abby & Todd Williams*



**BETTER CAR BETTER JOB BETTER LIFE**

Join us and help get working families on the road to better lives.  
Learn more at [ontheroadlending.org](http://ontheroadlending.org).