



## Milestones

- 1984**
- The McKnight Foundation establishes Family Loan Program (originally the Single Parent Loan Program) in Minnesota, as a response to the findings of a focus group study with single mothers' faced with the impact of welfare reform.

- 1985-95**
- The McKnight Foundation expands program to 12 locations throughout Minnesota.

- 1996**
- McKnight Foundation partners with the Alliance for Children and Families (formerly called Family Service America) to replicate the program nationally while providing \$1.1 million in matching grants to Alliance and its members to establish loan programs.
  - 3 new program locations launched in 3 states (*Akron, OH; Kansas City, MO; Milwaukee, WI*).

- 1997**
- McKnight Foundation provides \$900,000 in matching grants to Alliance members to establish loan programs.
  - 3 new program locations launched for a total of 6 loan offices in 6 states beyond the original Minnesota program locations (*Burlingame, CA; Denver, CO; Indianapolis, IN*).

- 1998**
- The McKnight Foundation provides \$2.3 million in matching grants to the Alliance and its members to establish loan programs.
  - US Department of Transportation and the Welfare to Work Partnership highlights the loan program as a model for success at the September 14, 1998 Welfare to Work Transportation Summit.
  - Family Loan Program changes name to Ways to Work (WtW) and incorporates as a sister 501(c)3 organization to the Alliance.
  - 11 new program locations launched for a total of 17 loan offices in 14 states (*Atlantic City, NJ; Morristown, NJ; Chicago; Ft. Worth, TX; Baton Rouge, LA; Knoxville, TN; Lynchburg, VA; Moline, IL; San Jose, CA; Clearwater, FL*).

- 1999**
- McKnight Foundation provides \$600,000 in matching grants to Alliance members to establish loan programs.
  - McKnight Foundation provides \$5 million grant to Ways to Work, Inc. to expand the program under the new financing model.
  - Bank of America provides \$8 million in low-interest debt capital to Ways to Work, Inc. to expand the program.
  - Ways to Work, Inc. is certified by US Department of Treasury as a Community Development Financial Institution (CDFI)

- Congress appropriates \$1 million in US Department of Transportation funds for WtW programs in Alabama.
- 4 new program locations launched for a total of 21 loan offices in 15 states (*Buffalo, NY; Rochester, NY; Santa Rosa, CA; Lehigh Valley, PA*).

## 2000

- Ways to Work, Inc. launches second phase of national expansion by offering \$7.4 million in low-interest debt capital to help interested Alliance members establish and sustain local Ways to Work loan programs.
- US Department of Treasury awards Ways to Work, Inc. \$2 million for its national expansion plan through the CDFI Fund.
- John S. and James L. Knight Foundation awards \$1.9 million to Ways to Work, Inc. to support the national expansion plan.
- Congress appropriates \$2 million in US Department of Transportation funds for WtW programs in the southeast United States.
- 6 new program locations launched for a total of 27 loan offices in 18 states (*Canton, OH; Norfolk, VA; Santa Cruz, CA; Tucson AZ; Winston-Salem, NC; New Britain, CT*).

## 2001

- Ways to Work, Inc. successfully re-certified by the US Department of Treasury as a “Community Development Financial Institution” (CDFI).
- States of New Jersey and New York roll out statewide programs specifically modeled on Ways to Work.
- Congress appropriates \$3.75 million in US Department of Transportation funds for WtW programs in Ohio, Louisiana, and Pennsylvania.
- 13 new program locations launched for a total of 35 loan offices in 19 states (*Birmingham, AL; Camden, NJ; Danbury, CT; Honolulu, HI; Huntsville, AL; Miami, FL; Montgomery, AL; New Philadelphia, OH; Newark, NJ; Paramus, NJ; Pittsburgh, PA; Reno, NV*).

## 2002

- Annual loan volume grows to nearly \$3 million, an increase of 74% from 2001.
- Local programs surpass the \$26 million mark in local grant support.
- Congress appropriates \$2.575 million in US Department of Transportation funds for WtW programs in Illinois, Louisiana, Missouri, Oregon, and Washington.
- 4 new program locations launched for a total of 37 loan offices in 18 states (*Detroit, MI; Port Chester, NY; Mayville, NY; New York, NY*).

## 2003

- The Ways to Work system exceeds \$3.7 million in loans produced during a single year, 24% higher than prior year.
- Congress appropriates \$2.3 million in US Department of Transportation funds for WtW programs in California, Virginia, and Texas.

- 10 new program locations launched for a total of 42 loan offices in 19 states (*Jacksonville, FL; Lafayette, LA; Sisseton, SD; Sarasota, FL; Langhorne, PA; Pottstown, PA; St. Paul, MN; Lakeville, MN; Minneapolis (Pillsbury), MN; Phillipsburg, NJ*).

## 2004

- Ways to Work writes its 7,000<sup>th</sup> loan during 2004.
- Congress appropriates \$3.475 million in US Department of Transportation funds for WtW programs in Florida, Minnesota, and Wisconsin.
- 17 new program locations launched for a total of 55 loan offices in 23 states (*Champaign, IL; Chicago, IL; Brooklyn Park, MN; Golden Valley, MN; Minneapolis (Episcopal), MN; Kansas City, MO; St. Louis, MO; Pine City, MN; Portland, OR; Yakima, WA; Charleston, WV; Honolulu, HI; Shakopee, MN; Wilmington, DE*).

## 2005

- Ways to Work temporarily stepped back from its emphasis on geographic network growth (i.e. new locations). Focus in 2005 was on productivity improvements at existing loan offices.
- Contracted for a year-long retrospective evaluation of the program. Measurement activity is focused on economic and social outcomes for borrowers.
- Ways to Work approves its 10,000<sup>th</sup> loan and approaches \$21 million in loans provided to working poor families while increasing the 24-month repayment rate to just over 90%.
- 5 new program locations launched during 2005 for a total of 52 loan offices in 25 states (*Stroudsburg, PA; Milwaukee, WI; Oakton, VA; Arlington, TX; Fayetteville, TN*).

## 2006

- Ways to Work system exceeds \$5 million in annual loan originations during 2006.
- Ways to Work completes the retrospective evaluation of the program, releases the findings through national press releases and public radio announcements, and packages the results for distribution to prospective funders and other interested parties.
- Annie E. Casey Foundation provides a \$50,000 grant to Ways to Work, Inc. to help identify strategies to access Joint Access Reverse Commute (JARC) block grant funds and to help quantify the impact of Ways to Work loans on borrowers' credit scores.
- Liz Claiborne Foundation provides a \$25,000 grant to Ways to Work, Inc. to support program expansion in targeted areas of Pennsylvania.
- Designs, builds, and successfully pilots Ways to Work's third generation lending model. This centralized lending platform is based upon the systems and services of Metavante Corporation, Harland Financial Services, and M&I Support Services—all of which are world-class financial service providers.
- National office unveils its new website and releases proprietary software upgrade.

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**2007**

- Annual loan volume of \$4.5 million is a result of a 40% increase in productivity per office since 2004.
- Completed credit score impact study which presents the results of the analysis conducted in response to a series of questions regarding the change in credit scores experienced by WtW borrowers following program participation.
- Ways to Work releases “The JARC Formula Grant Program: A Federal Funding Opportunity for Low-Income Car Acquisition Programs.” This handbook was presented to the low-income car ownership field at the 2007 Car Ownership Policy and Practice Convening at the Annie E. Casey Foundation.
- Ways to Work, in collaboration with Growth Philanthropy Network, completed 5-Year Business Plan that focuses on taking WtW to a significantly larger scale and the initiation of a \$36 million capital campaign to support this growth.
- 2 new program locations launched during 2007 for a total of 44 loan offices in 21 states (*Green Bay, WI; Baltimore, MD*).

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**2008**

- Major philanthropic and other notable sources commit a combined total of \$2.6 million in grant funds to Ways to Work, Inc. for capacity building and operational support: The Annie E. Casey Foundation (\$750K); Kresge Foundation (\$1.5M); Philanthropic Collaborative (\$250K); CDFI Fund, U.S. Treasury Dept. (\$100K).
- Major capital investment firms and foundations commit nearly \$12.5M in debt capital to Ways to Work, Inc. for investment in consumer loans: Prudential Insurance Co. of America (\$5M); Annie E. Casey Foundation (\$3M); Bank of America (\$2.7M); Kresge Foundation (\$1.5M); Calvert Foundation (\$300K).
- Ways to Work, Inc. helped Alliance members secure more than \$1.8 million in Department of Transportation grants through the Job Access Reverse Commute (JARC) program.
- Ways to Work funds its 12,000<sup>th</sup> loan during 2008, and exceeds \$34 million in loans to working poor families since 1996, while providing financial education to more than 44,600 families.
- Ways to Work celebrated its 10<sup>th</sup> Anniversary at the 2008 WtW Institute. Additionally, special recognition was given to Carol Berde as retired Board Chairman, honoring her many years of service to the WtW program.
- 3 new program locations launched during 2008 for a total of 40 loan offices in 21 states (*Cedar Rapids, IA; Houston, TX; Nashville, TN*).