



# Strategic Plan Summary

Prepared with assistance from:  
Rural Support Partners

**2021-2024**



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**The fund has not only helped our business be able to have access to capital, but it has given us the runway to continue to grow our team and serve our customers.**

**Vanessa Mathews**  
Founder and Chief Resilience Officer,  
Asfalis Advisors

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**Thank you for supporting me in this difficult moment. This grant has given me the impulse to go forward, to stay active in business and the opportunity for growth in the near future.**

**Hugo Cifuentes**  
Owner,  
Art Stone Design



# What We Do Goals

With our bearing set towards the above long-term impacts, and keeping the necessary preconditions in mind, CSBDF aims to achieve the following set of goals over the strategic plan period.



## Attract

Successfully attract historically underserved small businesses, with an increasing emphasis on businesses in high growth sectors, and provide them with affordable capital.



## Understand

Work to consistently meet the business development needs of historically underserved small businesses at key stages in their development.



## Improve

Improve CSBDF's self-sufficiency by creating a diverse asset portfolio with financial ratios that meet or exceed industry standards.



## Position

Position CSBDF as a well-known leader and valued practitioner who intentionally drives community and economic development through evidence-based interventions which support small business growth and sustainability.



## Maintain

Sustain existing partnerships while also cultivating new relationships with institutions who provide grant funds, affordable lending capital, and/or contract with CSBDF for services.

## Tracking Our Progress

### Indicators of Success

Changes due to our activities.

#### Lending Operations

1. Total loan numbers are growing.
2. Total capital deployment is growing.

#### Business Solutions Services

1. TA is focused on current and potential clients in a manner that promotes their success and builds our borrower pipeline.
2. The number of TA recipients is growing over time.

#### Influential Thought Leadership

1. We are visible both to our key stakeholders and the broader public.
2. People seek out our knowledge and value our input.
3. We have a growing set of influential partners.

#### Resiliency and Self-Sufficiency

1. We meet or exceed industry financial standards.
2. We have a valuable and growing base of financial, funder, and lender partners.

### Measured By

Data used to track our progress.

1. % increase in number of loans closed.
2. % increase in capital deployed.

1. % of TA clients that are current borrowers or loan applicants.
2. The availability of TA services to clients at key stages in their firm's development.

1. # of research citations annually.
2. # of quality publications each year.
3. # of current partnerships with community organizations, municipalities, education institutions, research institutions, and other mission-driven lenders.

1. Industry ratios are met or exceeded:
  - Self-Sufficiency Ratio  $\geq$  55%
  - Net Assets Ratio  $\geq$  40%
2. The financial, funder, and lender partners we have are invested in the long-term success of the organization.



# Where We're Going

## Strategic Road Map At-a-Glance



### Resources

### Activities

The services that drive our goals.

### Goals

What we aim to do over the next three years to make progress toward our long-term impacts.

### Indicators

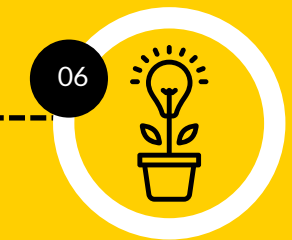
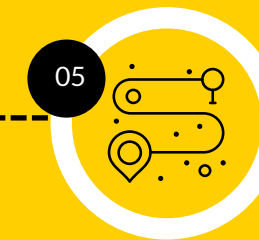
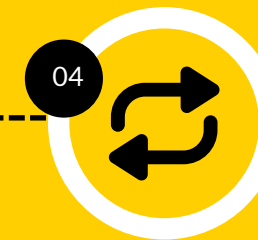
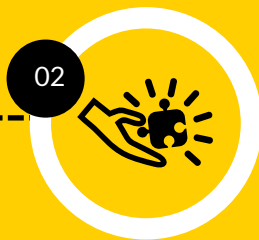
What we see changing as a result of our activities

### Pre-Conditions

Needed for long-term impacts to occur.

### Long-Term Impact

The ultimate outcome of our activities.



Staff  
Board  
Funders  
Partners

Lending  
Business Solutions  
Policy & Research  
Finance & Administration

- Successfully attract historically underserved small businesses, with an increasing emphasis on businesses in high growth sectors, and provide them with affordable capital.
- Consistently understand and meet the business development needs of historically underserved small businesses at key stages in their development.
- Position CSBDF as a well-known leader and valued practitioner who intentionally drives community and economic development through evidence-based interventions which support small business growth and sustainability.
- Improve CSBDF's self-sufficiency by creating a diverse asset portfolio with financial ratios that meet or exceed industry standards.
- Sustain existing partnerships while also cultivating new relationships with institutions who provide grant funds, affordable lending capital, and/or contract with CSBDF for services.

- Total loans and capital deployed are growing.
- Our TA helps clients succeed and builds a pipeline of borrowers.
- More businesses are receiving TA from us.
- We are visible and publish our research.
- Our knowledge is sought out and valued.
- We have a growing and influential array of partners.
- We are visible to potential borrowers, partners, and job applicants.
- We meet or exceed industry financial standards.

- Historically underserved communities have knowledge of and can access non-traditional lending capital and business services support.
- Stakeholders in economic and community development policy proactively identify and use evidence-based strategies.
- The CDFI industry and its funders value and promote the use of evaluation to make evidence-based decisions.
- Internal operations optimize staff talent and capacity while technology streamlines business processes.

- North Carolina is a place where entrepreneurs can start, grow, and thrive in their small business ventures because they have equitable access to capital.
- North Carolina's historically underserved communities are economically empowered and commercially vibrant because small businesses and their neighborhoods are supporting each other, both economically and socially.
- CSBDF is financially and operationally sound while being an innovative thought leader in the CDFI field.



Who We Are

# Our Guiding Values

*The strategic road map is based on a set of guiding values that will be the foundation of our activities. We have identified the following values as being critical in the pursuit of the strategic plan's goals:*



## Our Identity

Our brand symbolizes how we enact our theory of change in support of current and aspiring small business owners. The torch reflects a three-pronged commitment to help entrepreneurs grow and thrive through affordable financing, holistic business solution services, and evidence-based policy research. Starting and growing a small business venture is not easy. But we are dreamcatchers because our passion is helping small business owners reach their business ownership dreams.



**Embrace Diversity**

**Live with Integrity**

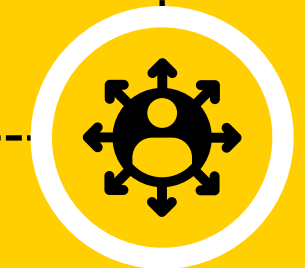


**Maintain Trust**



**Foster Stability**

**Be Efficient**



**Aligned Accountability**



**Carolina  
Small Business**  
DEVELOPMENT FUND

**We Are Dreamcatchers**

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