



**Carolina
Small Business**
DEVELOPMENT FUND

Strategic Plan
2024-27



Who We Are



Our Vision

To create economic opportunity for all people.

Our Mission

Carolina Small Business Development (CSBDF) is a nonprofit and U.S. Treasury-certified Community Development Financial Institution (CDFI) that fosters economic development in underserved communities by providing capital, technical assistance, and policy research to light the way for small businesses.

Our Programs

Business Solutions
Vivid Digital Classroom
Western Women's Business Center
Programa Empresarial Latino

Our Three-Pronged Approach

- 1 Small Business Financial Capital
- 2 Evidence-Based Economic Development Policy Research
- 3 Holistic Business Solutions





Our Strategic Plan

As we strive to light the way for small businesses in North Carolina through our three-pronged approach, we continue to assess where we are as an organization and look ahead to the goals we would like to accomplish in the coming years.

Our 2024-2027 Strategic Plan builds on the work we have done over the past three years and looks ahead to the work we hope to accomplish over the next three. Our Strategic Plan is broken into four main areas:

Successfully attracting historically underserved businesses with an increasing emphasis on businesses in high growth sectors and providing them with affordable capital.

Working to consistently meet the needs of historically underserved businesses at key stages of their development.

Positioning CSBDF as a leader regarding research that informs key audiences about the organization's impact and the broader impacts of the CDFI industry, and positioning CSBDF as a leader with preferred business segments and stakeholders in the state of North Carolina.

Increasing CSBDF's self-sufficiency by creating diverse and strong revenue streams to allow CSBDF to maintain a healthy financial position while continuing to grow, and offering more services and financial aid to small businesses in North Carolina.



“I knew medicine, but I was no expert in finances. Working with CSBDF was phenomenal from my first phone call with them. They listened to what I needed, wanted, and was looking for. They took me by the hand and taught me how to get from point A to point B. They were instrumental in establishing my business.”

- CINTHIA PINEDA, AMAZING GRACE HEALTHCARE



Measuring Our Success

In implementing our Strategic Plan, we have developed indicators of our success through trackable data and key performance indicators. As we look to grow and continue serving North Carolina's small business ecosystem, we're using these metrics of success to determine our commitment to our Strategic Plan:

Strategic Plan Area 1

Successfully attracting historically underserved businesses with an increasing emphasis on businesses in high growth sectors and providing them with affordable capital.

PERFORMANCE MEASURES

- % increase in closed loans
- % increase in CSBDF capital deployed

Strategic Plan Area 2

Working to consistently meet the needs of historically underserved businesses at key stages of their development.

PERFORMANCE MEASURES

- % of current borrowers receiving Technical Assistance
- Net Promoter score of 8 or above for loan clients
- Number of businesses accessing Technical Assistance

Strategic Plan Area 3

Positioning CSBDF as a leader regarding research that informs key audiences about the organization's impact and the broader impacts of the CDFI industry, and positioning CSBDF as a leader with preferred business segments and stakeholders in the state of North Carolina.

PERFORMANCE MEASURES

- Number of publications and impact stories
- Number of presentations and brand awareness opportunities
- Partnerships with key community stakeholders

Strategic Plan Area 4

Increasing CSBDF's self-sufficiency by creating diverse and strong revenue streams to allow CSBDF to maintain a healthy financial position while continuing to grow, and offering more services and financial aid to small businesses in North Carolina.

PERFORMANCE MEASURES

- Increase in self-sufficiency ratio
- Number of days of operating cash on hand
- % change in net assets
- Net assets ratio



“The loan from CSBDF allowed me to sleep. As a business owner, you're constantly kept up thinking about how to make it through, but with CSBDF I sleep. They have allowed me to move forward instead of being stuck.”

- S. HOPE DAVIS, TEACH TECH U



Our Guiding Values

At CSBDF, we live by a set of guiding values that are the foundation of our activities. In making our previous Strategic Plan, we identified the following values as being critical in the pursuit of our goals, and we continue to uphold these as we move forward:



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 solutions, and evidence-based policy research. Starting and growing a small business venture is not easy, but we are here to light the way for North Carolina’s entrepreneurs.

Our Core Values

- Embrace Diversity
- Live with Integrity
- Be Efficient
- Aligned Accountability
- Maintain Trust
- Build Stability



“With CSBDF, the communication was always clear. It was so helpful to have people who understood what was going on. Carolina Small Business Development Fund has helped us feel comfortable being able to grow.”

- JOSEPHINE McCRANN, THREEHOUSE STUDIOS



“Talking to a big giant company is generic and can feel lonely. With CSBDF, it’s so much more personal. It’s an actual relationship. I didn’t feel like a customer, I felt like a partner. Without CSBDF, I don’t see how we could have grown like we did.”

- DANNY WILSON, PROFILE BUILDING SERVICES





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