

Moving Mountains: Mountain BizWorks' 2003-2009 Strategic Plan

MISSION

Building economic opportunities through business development and capital

VISION

Since thriving small businesses are central to a vibrant regional economy, our vision is that every entrepreneur has access to business training, support, and capital for creating and sustaining successful businesses. Mountain BizWorks is the leading small business development organization in the region.

VALUES

We value serving ALL individuals who aspire to be entrepreneurs. We believe that people should be able to create a better life for themselves and their families through business ownership.

We believe that successful businesses create long-term social benefits and economic prosperity, particularly in underserved communities.

We value the dignity and work of each individual and encourage self-sufficiency, accountability and cooperation.

We are highly inclusive, participatory, and responsive; we value diversity among staff, board, and alumni.

We foster a team-oriented organization that values honesty, fairness, integrity, and life balance that encourages excellence, innovation, and growth.

We value being a community that bridges the gap between entrepreneurs of varying incomes, geographies and ethnicities.

We advocate for the interests of regional small businesses.

Mountain BizWorks is an entrepreneurial, nonprofit organization that operates with a double bottom line of social impact and financial viability -- ensuring a permanent resource for the region.

PEOPLE

Mountain BizWorks is foremost about people and their dream to create a different life for themselves and their families.

Mountain BizWorks serves all individuals who desire to be entrepreneurs and who may not have access to the business development services and financing they need to grow their new or existing business.

1. Services are accessible to all people, including those from traditionally underserved groups such as those who live in rural areas, are low income, are Latino or are African-American, or are women.
2. We are active in outreach to grassroots organizations and leaders.
3. We market our services to people with barriers such as lack of credit, collateral, or prior business experience.

By 2009, Mountain BizWorks will:

- Ensure that programs are accessible to all underserved participants
- Create and implement our marketing plan that will ensure continued high program utilization by African-Americans, Latinos and other ethnic minorities

Mountain BizWorks is a team-oriented organization that values honesty, fairness, professionalism and life balance.

1. Staff have the time, resources and the development opportunities they need to be effective.
2. The organization is structured to support staff and their ability to provide services.
3. We offer competitive compensation and benefits.

By 2009, Mountain BizWorks will:

- Maintain written policies and procedures for all products and services
- Update job descriptions and organizational structure annually
- Verify that salary/benefits are in-line with other local non-profits

SERVICES

Through a series of integrated services, Mountain BizWorks provides individuals a way to build and grow their businesses. Person by person, business by business, Mountain BizWorks builds communities from the ground up. We pursue the highest standards in our work.

Mountain BizWorks offers a continuum of services and provides the information, advice, support, and environment that facilitates success.

1. There is a full range of education and training for the aspiring entrepreneur.
2. Alumni have access to member services that bridges the gap between *Foundations* and other small business services.
3. Loan products bridge any financing gaps that prevent business growth.

By 2009, Mountain BizWorks will:

- Explore additional program offerings based on client demand and available resources
- Increase Mountain BizCapital's staff resources and available loan capital to \$2.7 Million

Mountain BizWorks is known as a community partner and the resource center for entrepreneurs in each of the 12 counties of WNC.

1. We have significant presence in each of the three regions that covers Mountain BizWorks' 12 county service area.
2. We partner with community organizations and leaders in all three regions.
3. We advocate on issues regionally, statewide and nationally that affects small business development.

By 2009, Mountain BizWorks will:

- Execute a targeted marketing campaign using the most effective media for each region
- Build and maintain relationships with key organizations and leaders
- Maintain strong national and regional presence in the microenterprise industry

RESOURCES

We believe microenterprise development is an effective strategy that results in long-term economic and social benefits. By creating an entrepreneurial and sustainable organization, Mountain BizWorks is providing a legacy for the next generation of small business owners.

Mountain BizWorks is an entrepreneurial, nonprofit organization that operates with a double bottom line of social impact and financial viability.

1. We evaluate our programs for social impact and financial viability.
2. We model our services and operations as a business.

By 2009, Mountain BizWorks will:

- Survey Mountain BizWorks Alumni to determine their business growth and our impact on them
- Implement our development plan for increasing organizational sustainability
- Develop means to measure BizWorks' return on investment
- Evaluate whether establishing additional social enterprise ventures like Mountain Made would contribute to the organization's mission and sustainability

Mountain BizWorks is financially sustainable.

1. We have a diverse funding stream.
2. We increase our financial autonomy.

By 2009, Mountain BizWorks will:

- Develop a diverse source of foundation and government grants
- Build a 90-day cash reserve

- Generate 30% of the operating budget each year from both earned income streams and contributions (individual and corporate)
- Implement rebranding and repositioning effort