



# 2026-28 STRATEGIC FRAMEWORK

**MISSION** To grow a thriving ecosystem of support for underserved entrepreneurs.

**VISION** All entrepreneurs have access to the resources they need to succeed, creating family economic mobility and community prosperity.

**\$3.6M**

in **SAVINGS** for small business service providers through our **SHARED SERVICES CENTER**

**3:1**

**LEVERAGE RATIO** for members receiving catalytic capital from our **IMPACT FUND**

**100%**

**MEMBER ENGAGEMENT** in our **ADVOCACY** to amplify the voice of small businesses

CAMEO Network's 2026-28 Strategic Plan reflects our commitment to the longevity and growth of the small business development field and our members' important work. It is built on the belief that meaningful interventions—those that build capacity, streamline operations, and amplify a collective voice—can help organizations do more with less for the entrepreneurs at the heart of our mission. We will:

-  **Strengthen California's Entrepreneurial Ecosystem**
-  **Enhance Select Ecosystems Beyond California**
-  **Enhance the Capacity of Ecosystem Players Nationwide**
-  **Maximize the Value of CAMEO Network Membership**
-  **Build CAMEO Network's Financial Strength**
-  **Invest in Organizational Development**

# STRATEGIC PLAN CROSSWALK

# 2026-2028

Impact Objectives	Strategies	Ecosystem Impact by Stakeholder	Coaching	Capital	Connections	Culture	Climate
Strengthen California's Entrepreneurial Ecosystem	Strengthen our role as a lender in CA and expand the state's ecosystem access to patient, responsible lending capital through our Impact Fund	Members, Small Business Owners		●	●		
	Establish ourselves as the go-to convener of entrepreneurial ecosystems, guiding mission-based providers to develop collaborative plans that address gaps and strengthen the 5 Cs	California Ecosystems*			●	●	
	Advance policy solutions that expand opportunity for microbusinesses in California, create visibility for our members, and position the state as a national model for inclusive entrepreneurship	California Ecosystems*				●	●
Enhance Ecosystems Beyond California	Expand the reach of our Impact Fund to support emerging and established mission-based lenders in ecosystems outside CA	Members, Small Business Owners		●	●		
	Expand our ecosystem assessment and planning work to support emerging and established mission-based providers to collaborate in ecosystems outside CA	Select Ecosystems* Across the Nation			●	●	
Enhance the Capacity of Ecosystem Players Nationwide	Lead CDFIs, mission-based lenders, and TA providers nationwide to create operating efficiency and cost savings through consolidation and back-office support in our Shared Services Center	Members	●		●		
	Leverage high-quality training and consulting to help organization leaders and staff create efficient, adaptable organizational systems that can endure shifting political and economic pressures	Members, Non-Member Participants	●		●		
	Equip members to advocate and activate their small business clients as advocates, expanding participation in policy debates that shape our ecosystems	Members, Small Business Owners			●	●	●
	Elevate the voice of CAMEO Network members and small business owners in national policy debates	Members, Small Business Owners				●	●
Maximize Member Value	Develop a data-driven member engagement strategy focused on orienting new members to CAMEO Network's offerings and deepening connections with less-engaged members	Members			●		
Build Financial Strength	Increase earned income to strengthen CAMEO Network's overall financial position						
	Enhance fund development to secure new and increased contributions for CAMEO Network from diverse funding sources						
Invest in Organizational Development	Develop strategic partnerships to create new organizational capacity or expertise						
	Align staff development with organizational strategic priorities to increase in-house expertise and enhance current capacity						
	Enhance internal operating infrastructure to sustain CAMEO Network's high-quality mission delivery and high-touch organizational culture						
	Enhance leadership effectiveness and sustainability through targeted development and continuity planning						

\* CAMEO Network includes small businesses, the organizations and institutions that serve them, policymakers, public agencies, and other non-traditional community-based partners that serve entrepreneurs as stakeholders in entrepreneurial ecosystems.

