About The Support Center

- Small business lender based in Raleigh, NC
- Serve North Carolina and parts of South Carolina
- 272 small business loans since 2010
- Average loan size of $70,000
TSC’s Data Collection

- Loan Application
  - Demographic information
  - Veteran status
  - Current jobs
  - Job creation/retention projections
  - Previous experience with accessing capital
  - Income Industry & sector
  - Geographic information: urban/rural, county, region

- Data entry
  - TEA X software
  - Summary data collected monthly for staff to access and use

TSC’s Data Collection

- Semi-Annual Surveys - Online
  - Conducted in July and January
  - Two surveys conducted so far

- Data collected:
  - Jobs created, saved, and eliminated
  - Benefits provided to employees
  - Average wages provided to management & non-management
  - Challenges faced
  - Use of credit cards prior to and after loan
  - Impact on borrowers’ personal quality of life
  - Income
  - Race & ethnicity
  - Customer service experience
Survey Outcomes

- Response rate
  - 89% first survey (incentive)
  - 72% second survey (no incentive)

- Data management
  - Some data is inputted into TEA
  - Most is in excel documents

- Results:
  - 454 net full-time equivalent jobs created or saved
  - Wages:
    - Management – 62% paid above “poverty” wage & 41% paid middle income wage or higher
    - Non-management- 48% paid above “poverty” & 22% paid middle income wage or higher

Survey Outcomes

- Results continued
  - Majority of borrowers offer some benefits
  - Credit card usage declined
    - Prior to getting a loan, usage was 50%; after it was 37%
    - Usage declined among those still using credit cards
  - 65% said TSC loan had a positive impact on quality of life
  - Questions on challenges & open-ended questions provide insight for loan performance
  - Customer service questions are great for marketing!
Using Data & Showing Impact

- Geographic impact: website, brochures, 1-pagers
- Policy reports - Economic Multiplier (Jan 2014)
- Funding applications

### Figure 2. Economic Impact of TSC's $3.6 Million in Loans for Saving Jobs

<table>
<thead>
<tr>
<th>Impact Type</th>
<th>Annual Average</th>
<th>Total for Both Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Effect</td>
<td>$661,691</td>
<td>$1,323,382</td>
</tr>
<tr>
<td>Indirect Effect</td>
<td>$217,015</td>
<td>$434,030</td>
</tr>
<tr>
<td>Induced Effect</td>
<td>$357,715</td>
<td>$715,430</td>
</tr>
<tr>
<td><strong>Total Effect</strong></td>
<td>$1,236,421</td>
<td>$2,474,842</td>
</tr>
</tbody>
</table>

### Figure 3. Economic Impact of TSC's $2.6 Million in Loans for Creating Jobs

<table>
<thead>
<tr>
<th>Impact Type</th>
<th>Annual Average</th>
<th>Total for Both Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Effect</td>
<td>$522,569</td>
<td>$1,045,138</td>
</tr>
<tr>
<td>Indirect Effect</td>
<td>$154,967</td>
<td>$309,934</td>
</tr>
<tr>
<td>Induced Effect</td>
<td>$272,022</td>
<td>$544,044</td>
</tr>
<tr>
<td><strong>Total Effect</strong></td>
<td>$949,558</td>
<td>$1,899,116</td>
</tr>
</tbody>
</table>

Challenges

- Storing & managing survey data
- Data collection during application process
- Integration with loan management software
- Fully utilizing survey data
- Managing funder requirements
More information

- TSC Website:
  - www.thesupportcenter-nc.org

- TSC Policy & Research
  - https://thesupportcenter-nc.org/impact/policy-research

- Email:
  - sknight@thesupportcenter-nc.org
In order to assess the needs of many business owners and entrepreneurs, we must carefully review and evaluate the effectiveness of our programs. Thank you for taking the time to complete this intake form. Information is used for evaluation purposes and is required by many of our government and private funding sources and sponsors.

**BUSINESS INFORMATION**

- **Trade Name of Business**
- **Date Business Established**
- **Legal Name of Business**
- **Date Incorporated and State**
- **Business Address including city, state, and zip**
- **Business Phone**
- **Business Fax**

**BUSINESS EMPLOYEE INFORMATION**

- **Current employees**
  - % Full-time
  - Average hourly wage – Full-time
  - % with benefits – Full-time
  - % who are women – Full-time
  - % who are minorities – Full-time

- **Proposed NEW employees (within the next 12 months)**
  - % Full-time
  - Average hourly wage – Full-time
  - % with benefits – Full-time
  - % who are women – Full-time
  - % who are minorities – Full-time

**Jobs lost if you do not receive financing**

- Do you expect to lose any jobs if you do not receive financing? [ ] Yes [ ] No
- If yes, how many full-time jobs will be lost? ______
- How many part-time jobs will be lost? ______

- Yes, explain why jobs will be lost, and how financing will enable you to retain them.
Mission Test
MISSION TEST - For-profit operating business (non-developer), including for non-504, majority owner occupied real estate projects

<table>
<thead>
<tr>
<th>Q1</th>
<th>Is the loan deemed to benefit low-income people?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>If the answer to one question in Q2 is no, the loan meets our initiation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q2</th>
<th>Is the applicant eligible to obtain financing or similar terms from a bank or credit union?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>If the answer to one question in Q3 is no, go to Q4.</td>
</tr>
<tr>
<td>No</td>
<td>The loan does not meet our initiation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q3</th>
<th>Is the loan project to have a positive impact on the quality of life in the local area?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>If the answer to one question in Q4 is no, the loan meets our mission.</td>
</tr>
<tr>
<td>No</td>
<td>(Ask, the loan does not meet our initiation.</td>
</tr>
</tbody>
</table>

Unless the question is marked with "*", all questions should be answered and all information provided, even if the answer to a question is no, so that we have baseline data for all loans.
<table>
<thead>
<tr>
<th>Q2</th>
<th>Is the applicant able to obtain financing on similar terms from a bank or credit union?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2.A</td>
<td>Has the business been denied credit by a bank or credit union for a similar amount and purpose in the past 12 months?</td>
</tr>
</tbody>
</table>
| Q2.B | Are our proposed loan terms more advantageous for the business than terms currently available from a bank or credit union? Even if a bank or credit union has offered to provide a loan of a similar amount and for a similar purpose, the bank/credit union terms may be on terms that are not as advantageous to the business as our proposed loan, since we can provide more flexibility, lower interest rates, and potentially lower fees.  Providing preferential terms helps small business as it is starting or expanding its operations.

<table>
<thead>
<tr>
<th>Answer</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes or No</td>
<td>Response by borrower</td>
</tr>
<tr>
<td>Existing</td>
<td></td>
</tr>
</tbody>
</table>

Check off boxes to indicate how our proposed loan terms are more advantageous.
Surveys: FTE Update

June 24, 2015

Dear [Name of Department or Individual]:

Thank you for your participation in the surveys conducted over the past months. As part of our continuous improvement efforts, we are sharing a summary of the FTE (Full-Time Equivalent) data collected in order to provide insights into our workforce and operations.

Survey Results:

- In total, we have [number] FTE employees across all departments.
- [Details of key findings, such as the distribution of FTEs by department or region, can be included here.]
- [Any additional insights or trends observed from the survey data.]

Next Steps:

- A detailed report will be shared with the Human Resources Department to inform our resource allocation strategy.
- We encourage all departments to review the survey results and provide feedback on how we can optimize our staffing levels.

If you have any questions or would like to discuss further aspects of the survey results, please do not hesitate to reach out to me.

Thank you for your continued support in making Bridgeway Capital a thriving organization.

Sincerely,

[Signature]

[Position]

[Name]

[Company Name]

[Address]

[Phone]

[Email]
Surveys: Service and Marketing
APPENDIX TBC: SERVICE AND MARKETING SURVEY FOR CUSTOMERS

Service
1) How would you rate your customer service experience with Bridgeway Capital?
   - Satisfied
   - Neutral
   - Dissatisfied
   - Other:

2) The process of acquiring financing from Bridgeway was efficient and uncomplicated.
   - Strongly agree
   - Agree
   - Neither agree nor disagree
   - Disagree
   - Strongly disagree

3) What were the two MOST challenging aspects of obtaining financing from Bridgeway Capital?
   - Finding the bank that best fit my business needs
   - Getting approval for my proposed overdrawn
   - Understanding how to fill out loan application
g   - Other:
     - If you selected "Other," please indicate the two MOST challenging aspects of obtaining financing from Bridgeway Capital

4) I would use Bridgeway Capital’s products and services again.
   - Strongly agree
   - Agree
   - Neither agree nor disagree
   - Disagree
   - Strongly disagree

5) I would recommend Bridgeway Capital to a friend or colleague.
   - Strongly agree
   - Agree
   - Neither agree nor disagree
   - Disagree
   - Strongly disagree

Marketing
1) What is the first company/organization that comes to mind when you think of nonprofit lending and economic revitalization?

2) How did you hear about Bridgeway Capital?
   - Memo
   - Breakout session (e.g., PMT Bank)
   - Referral from community development organization (e.g., Neighborhood Alliance)
   - Referral from business development organization (e.g., Chamber of Commerce)
   - Formal presentation
   - Individual meeting
   - Networking/opportunities
   - Email
   - Direct mail
   - Informational material
   - Social media
   - Regional magazine or newspaper
   - Other:
     - If you selected "Other," please provide how you heard about Bridgeway Capital

3) Please select the top two attributes that Bridgeway Capital should represent when communicating with customers.
   - Accessibility
   - Efficiency
   - Flexibility
   - Trustworthiness
   - Transparency
   - Reliability
   - Responsiveness
   - Other:
     - If you selected "Other," please specify what Bridgeway Capital represents when communicating with customers

4) What is the greatest value Bridgeway Capital provides to you?
   - Bridgeway provides nonprofit lending to organizations that cannot normally access credit
   - Bridgeway’s nonprofit lending products and services improve regional economic conditions
   - Other:
     - If you selected "Other," please state the value Bridgeway Capital provides to you

5) How would you rate Bridgeway’s visibility in western Pennsylvania?
   - Excellent
   - Above average
   - Average
   - Below average
   - Poor
Surveys: TA Effectiveness

Bridgeway Capital's 2015 Business Education Effectiveness Survey

1. What type(s) of technical assistance did you receive? (check all that apply)
   - Financial management
   - Marketing
   - Strategic planning
   - Other

2. If you selected "other," please elaborate on the form(s) of technical assistance you received.

3. Are your desired educational goals met in a timely manner?
   - Yes
   - No

4. If you answered "no," please elaborate on the issues you encountered.

5. How satisfied were you with the program overall?
   - Extremely satisfied
   - Satisfied
   - Somewhat satisfied
   - Dissatisfied
   - Extremely dissatisfied

6. How satisfied were you with the consultant(s) you worked with?
   - Extremely satisfied
   - Satisfied
   - Somewhat satisfied
   - Dissatisfied
   - Extremely dissatisfied

7. Please respond to the following statement: "Bridgeway Capital's business education program gave me the tools and knowledge I need to grow my business.
   - Strongly agree
   - Agree
   - Neither agree nor disagree
   - Disagree
   - Strongly disagree
8. How likely are you to recommend Bridgeway's business education program to other startup entrepreneurs and small business owners?
- Very likely
- Somewhat likely
- Neutral
- Somewhat unlikely
- Unlikely

9. How can we improve our business education program to better meet the needs of startup entrepreneurs and small business owners?

10. Do you know of any other startup entrepreneurs or small business owners that would benefit from Bridgeway's business education program? If so, please provide their basic contact information if you feel we should reach out to them.