U.S. Small Business Administration

Strategic Plan

Fiscal Years 2014 – 2018

DRAFT

U.S. Small Business Administration
2014 – 2018 Strategic Plan

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Message from the Administrator

When, following the suggestion of President Eisenhower, Congress passed the Small Business Act and created the U.S. Small Business Administration (SBA) in 1953, its stated mission was to "aid, counsel, assist and protect, insofar as is possible, the interests of small business concerns," and also ensure small businesses a “fair proportion” of government contracts.

Sixty years later, the landscape of the nation has changed substantially, but SBA’s mission and its commitment to the interests of America’s small businesses remain the same.

During the past six decades, SBA has helped tens of millions of small businesses start, grow and succeed by expanding access to capital, federal contracts, counseling and entrepreneurial education. In addition, SBA disaster loans have helped more than a million homeowners and renters, and hundreds of thousands of businesses recover and rebuild their lives.

America’s 28 million small business owners drive job creation and innovation across our economy--creating two out of three net new private sector jobs, and employing more than half of our nation’s workforce. SBA is committed to giving these entrepreneurs the tools and resources they need to strengthen our economy, drive American innovation, and increase our global competitiveness.

This Strategic Plan provides a framework that will strengthen, streamline, and simplify SBA’s programs while leveraging partnerships across the government and private sector to maximize the tools small business owners and entrepreneurs need to strengthen our economy, drive American innovation, and increase our global competitiveness. The SBA will have three overarching goals for the next five years:

1. Grow businesses and create jobs
2. Serve as the voice for small business
3. Build an Agency that meets the needs of today’s and tomorrow’s small businesses

Each goal contains objectives which are directly tied to performance both at the individual level and Agency-wide

I am pleased to submit the SBA’s new Strategic Plan. These are challenging times, and the SBA’s role in helping small businesses grow and create jobs has never been more important.

Sincerely,

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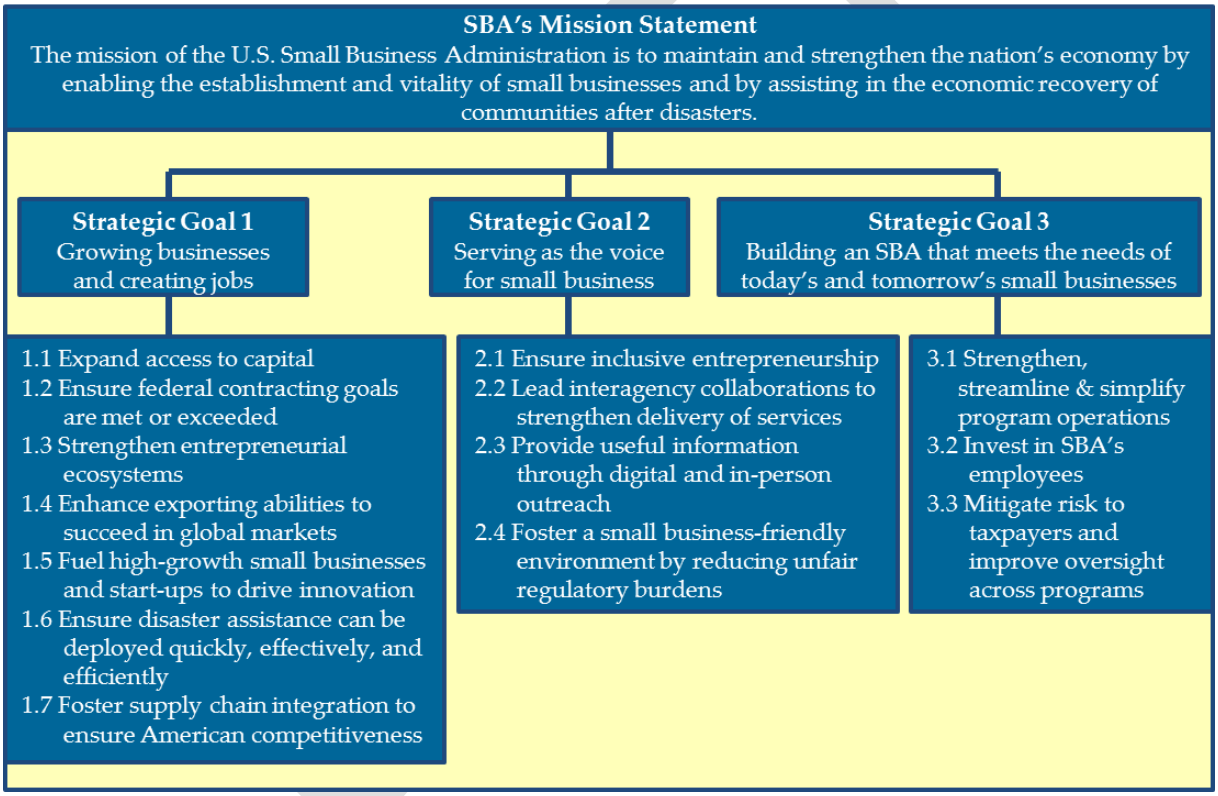
Overview

America's 28 million small business owners are the engine of job creation and economic growth in this country, creating two out of every three net new jobs in the United States, and employing over half of the nation's workforce. The U.S. Small Business Administration (SBA) ensures that these businesses have the tools and resources they need to start and expand their operations and create good jobs that support a growing economy and strong middle class.

The SBA has a proven track record of assisting America's small businesses by increasing and improving access to capital, federal contracting opportunities, entrepreneurial development, and disaster assistance. The Agency also boosts America's long-term competitiveness by improving the entrepreneurial ecosystem to ensure small business owners and entrepreneurs are well positioned to take advantage of new opportunities and new markets as the economy improves.



The SBA has four core values that guide the work of employees each day:

- ✓ **Outcomes Driven**: We will clearly define the outcomes we are targeting and ensure that our programs, processes and policies are aligned in achieving them
- ✓ **Customer Focused:** We serve people and will be responsive to their needs, both in the services we provide and in how we deliver them
- ✓ **Employee Enabled**: Our people extend the hand of service to Americans every day, and we must ensure employees have the tools, the training, and the support to be effective
- ✓ **Accountable, Efficient and Transparent**: We have a bedrock obligation to the taxpayer to manage efficiently, invest capital prudently, and be open and honest about our results

Strategic Goal One – Growing businesses and creating jobs

Strategic Objective 1.1 – Capital

Expand access to capital through SBA's extensive lending network

Access to capital is critical to the long-term success of America's small businesses. When credit markets froze during the height of the financial crisis in 2008, small businesses were hit hard by diminished access to capital and falling sales. The top priority at the SBA was getting lending flowing to small businesses at this critical juncture. As the markets have improved, the SBA is working to ensure that remaining gaps in the commercial markets are filled and that small businesses across the country are well positioned to take advantage of opportunities as the economy strengthens. The SBA also continues to streamline and simplify its loan program to make its products more attractive to lenders and borrowers.

- **Lead Office:** Office of Capital Access
- **Programs/Activities:** 7a Loan Guarantees, 504 Certified Development Loans, Secondary Market Guarantee, Microloans, Surety Bond Guarantees, Small Business Development Centers (SBDCs), Women's Business Centers (WBCs), SCORE
- **Strategies:**
    1. *Offer loan guarantee products to assist small businesses in obtaining financing when they do not qualify for conventional credit*
    2. *Strengthen and expand the network of lenders offering SBA products*
    3. *Leverage network of resource partners to assist small business owners in accessing capital*
    4. *Offer a guarantee surety bond product for small and emerging contractors*

Strategic Objective 1.2 – Contracting

Ensure federal contracting goals are met and/or exceeded by collaborating across the federal government to expand opportunities for small businesses and strengthen the integrity of the federal contracting certification process and data

Small business contracting is a win-win: the federal government gets to work with the most innovative small businesses in America today, and small businesses get critical revenue to build and scale their operations. SBA's goal is to make sure that all federal agencies meet or exceed their targets for federal prime contracting dollars awarded to small businesses. The SBA is improving coordination and communication across the federal government, facilitating matchmaking events, increasing online trainings and holding senior officials accountable for meeting their agencies' small business goals. The SBA also continues to simplify access to federal contracting opportunities and educate small businesses on the contracting opportunities available to them. The SBA is also streamlining the certification process and data for federal contracting and continues to aggressively root out fraud, waste and abuse in small business contracting to ensure that contracting dollars go to deserving small businesses.

- **Lead Office:** Office of Government Contracting & Business Development
- **Programs/Activities:** Small Business Procurement Set-Aside, 8(a) Business Development, 7(j) Technical Assistance, HUBZone, Women-Owned Small Business Federal Contracting, Service-Disabled Veteran-Owned Small Business Procurement, Procurement Assistance, Mentor-Protégé, Size Standards
- **Strategies:**
    1. *Ensure federal agencies are meeting their small business contracting goals*
    2. *Simplify access to federal contracting; attract and educate small businesses on contracting opportunities*
    3. *Improve certification process and data for federal contracting*
    4. *Increase small business contracting through training of the federal contracting force*

Strategic Objective 1.3 – Entrepreneurship

Strengthen entrepreneurial ecosystems through a variety of strategic partnerships to provide tailored training, mentoring and counseling services that support entrepreneurs during every phase of their business growth

Entrepreneurs and small business owners who have a long-term counseling, training and/or mentoring relationship have more sales, more hires and more economic impact on their communities. SBA's resource partner network – including 63 small business development centers (SBDCs) with over 900 outreach locations, over a hundred women's business centers (WBCs), and 12,000 SCORE volunteers – assists more than one million business owners and entrepreneurs each year, providing valuable counseling and mentoring for every stage of business growth and development. The SBA also leads and builds partnerships with other agencies and private sector partners to support robust entrepreneurial ecosystems across the country. For instance, regional innovation clusters bring together small businesses and entrepreneurs with venture capitalists, universities and regional industry leaders who can help leverage a region's unique assets to turn entrepreneurial ideas into high-growth small businesses.

- **Lead Office:** Office of Entrepreneurial Development
- **Programs/Activities:** Small Business Development Centers (SBDCs), Women's Business Centers (WBCs), SCORE, Online Training Center, Boots to Business, Regional Innovation Clusters, Entrepreneurship Education [Proposed], Emerging Leaders
- **Strategies:**
    1. *Harness SBA's nationwide network of resource partners*
    2. *Improve entrepreneurial ecosystems through cross-agency partnerships*
    3. *Provide services through public-private partnerships*
    4. *Offer tailored training through structured programs and online access*

Strategic Objective 1.4 – Exports

Enhance the ability of current and future small business exporters to succeed in global markets by expanding access to financing, counseling, training and other export tools

Export sales contribute to a strong middle class by fueling economic opportunity and jobs in communities across the United States, while the countries buying American products gain access to some of the highest-quality products and services in the world. Today, nearly 96 percent of consumers and over two-thirds of the world's purchasing power reside outside the United States. Small businesses that can tap into this global market have the potential for vast expansion and growth, with small businesses now constituting 34 percent of total export dollars and comprising approximately 97.8 percent of all exporters.

- **Lead Office:** Office of International Trade
- **Programs/Activities:** International Trade (loan programs and counseling and training programs), State Trade and Export Promotion (STEP) Program [Proposed]
- **Strategies:**
    1. *Expand market export opportunities*
    2. *Provide access to trade financing*
    3. *Provide tailored training and counseling to lenders and small businesses*

Strategic Objective 1.5 – High-Growth and Start-ups

Fuel high-growth entrepreneurship, innovation and job creation by providing the tools small businesses need to start and grow their businesses

High-growth businesses create nearly all of our net new private sector jobs in today's economy. Through longer-term "patient" capital, growth accelerators, and federal R&D grants, the SBA plays a critical role in the ongoing success of high-growth small businesses and entrepreneurs, providing the opportunities that help small businesses go on to create jobs and sustain the cycle of American entrepreneurship and innovation.

- **Lead Office:** Office of Investments and Innovation
- **Programs/Activities:** Small Business Investment Companies (SBIC), Small Business Innovation & Research (SBIR), Small Business Technology Transfer (STTR), Growth Accelerators [Proposed]
- **Strategies:**
    1. *Grow the deployment of long term capital*
    2. *Improve Small Business Innovation Research (SBIR/STTR) operations, outreach and commercialization*
    3. *Strengthen the accelerator network*

Strategic Objective 1.6 – Disaster Assistance

Ensure that SBA's disaster assistance resources for businesses, non-profit organizations, homeowners and renters can be deployed quickly, effectively and efficiently in order to preserve jobs and help return small businesses to operation

Returning small business operations to normal in the wake of a disaster is critical to ensuring that local economies regain traction as quickly as possible and are once again able to contribute to the economy and create jobs. The SBA – in coordination with the U.S. Federal Emergency Management Agency (FEMA), other federal agencies, the American Red Cross and others – helps small businesses prepare for disaster and provides direct low-interest loans to small business owners, homeowners and renters to help them recover in the aftermath of a disaster.

- **Lead Office:** Office of Disaster Assistance
- **Programs/Activities:** Disaster Loans, Disaster Assistance, SBDCs, WBCs, SCORE, Field Office Outreach
- **Strategies:**
    1. *Promote disaster preparedness*
    2. *Strengthen disaster operations to enhance effectiveness and responsiveness*
    3. *Utilize SBA's nationwide infrastructure for short and long term recovery*

Strategic Objective 1.7 – Supply Chain

Ensure the competitiveness and innovation of American manufacturing and supply chains by building capacity and supporting integrated networks of small business suppliers that encourage insourcing and the expansion of U.S. operations

Across the country, manufacturing and production are coming back to the United States. The reality is that large manufacturers need a diverse and nimble network of small suppliers. These suppliers make large companies more efficient, more productive and more globally competitive. A strong supply chain of small businesses can be a determining factor for locating production in a particular area. To build capacity and depth in America's small business supply chain, the SBA continues its leadership role in the American Supplier Initiative, an Administration-wide effort focused on investing in — and building capacity throughout — the nation's small business supply chain through: increased market access for small businesses; counseling and mentoring services to assist small suppliers; ready sources of capital to support sales, and; addressing the skills gap facing many small manufacturers and suppliers.

- **Lead Office:** Office of Government Contracting & Business Development
- **Programs/Activities:** American Supplier Initiative, Match-Making Events, Regional Innovation Clusters, Small Business Procurement Set-Aside
- **Strategies:**
    1. *Ensure small businesses have the capital, opportunities, skills and capabilities to become part of private sector supply chains*
    2. *Connect small businesses and large corporations to enable more small businesses to become part of commercial supply chains*

Strategic Goal Two — Serving as the Voice for Small Business

Strategic Objective 2.1 – Inclusive Entrepreneurship

Ensure inclusive entrepreneurship by expanding access and opportunity to small businesses and entrepreneurs in communities where market gaps remain

Underserved communities – including women, minorities, veterans and others – often have extreme difficulty in accessing capital, counseling and federal contracting opportunities as market gaps remain. SBA's unique products, services and programs provide a path to business ownership for these populations which have been hard-hit by the recession and suffer from disproportionately high levels of unemployment. The SBA will continue to work collaboratively with community development partners, credit unions, minority associations and others to tailor programs to meet their needs and ensure that SBA's programs remain accessible to underserved communities.

- **Lead Offices:** Office of Entrepreneurial Development, Office of Capital Access, Office of Government Contracting & Business Development
- **Supporting Offices:** Office of Native American Affairs, Office of Veterans Business Development, Office of Investments and Innovation
- **Programs/Activities:** 8(a) Business Development, 7(j) Technical Assistance, HUBZone, Women-Owned Small Business Federal Contracting, Service-Disabled Veteran-Owned Small Business Procurement, Native American Outreach, Boots to Business, Veterans Business Outreach Centers (VBOCs), Small Business Procurement Set-Aside, 7(a), 504, Microloans, SBIC, SBIR, STTR, SBDCs, WBCs, SCORE
- **Strategies:**
    1. *Expand access to capital, counseling and contracting for small businesses and entrepreneurs in underserved communities*
    2. *Help veterans become small business owners*
    3. *Create entrepreneurial empowerment in Native American communities*

Strategic Objective 2.2 – Collaboration

Lead and collaborate with other agencies to strengthen and streamline the delivery of programs, resources and services for small businesses

The SBA is the voice of small business and works to advocate for the interests of small business owners and entrepreneurs across government agencies. In this capacity, the Agency takes a leadership role in ensuring effective delivery of federal small business programs and services, collaborating across a broad array of agencies. The Agency is a leading participant in interagency collaborations that focus on innovation, place-based and sector-based growth, government contracting, veterans and reservists, disaster recovery, access to capital for small business owners and entrepreneurial education. The SBA will continue to foster interagency collaborations that leverage and align Agency activities across the federal government to reach more small businesses more efficiently than ever before.

- **Lead Office:** Office of the Administrator

- **Programs/Activities:** Regional Innovation Clusters, Small Business Procurement Set-Aside, Boots to Business, BusinessUSA, American Supplier Initiative, Disaster Assistance, Field Office Coordination
- **Strategy:**
    1. *Lead and collaborate as a partner on administration-wide initiatives that support small business*

Strategic Objective 2.3 – Outreach

Provide timely, instructive and useful information to the small business community through SBA's extensive digital and in-person outreach efforts

The SBA works to ensure that entrepreneurs and small business owners can effectively access and navigate small business programs across the federal government. In an increasingly tech-driven economy, the SBA has taken significant steps to upgrade and enhance its website to better meet the needs of small businesses and give entrepreneurs more ways to access the Agency's tools and resources. The SBA co-leads the BusinessUSA initiative with the Department of Commerce to provide small businesses with an easy-to-use, consolidated website and toll-free telephone number for the many government small business resources found in ten federal agencies. This "No Wrong Door" approach for small businesses and exporters creates a common platform to match businesses with the services relevant to them, regardless of which agency houses the pertinent information and resources. When significant legislation such as the Affordable Care Act affect the small business landscape, SBA leverages its nationwide network of field offices and resource partners to conduct outreach to hundreds of thousands of small business owners.

- **Lead Offices:** Office of Communications & Public Liaison, Office of Field Operations
- **Programs/Activities:** SBA.gov, BusinessUSA, Field Office Outreach
- **Strategies:**
    1. *Implement a consolidated platform for businesses to access services to help them grow*
    2. *Strengthen SBA's stakeholder outreach and brand*

Strategic Objective 2.4 – Reduce Regulatory Burdens

Foster a small business-friendly environment by encouraging federal agency awareness about the impact of unfair regulatory enforcement and compliance efforts, reducing burdens on small business and improving small business research

The SBA plays a critical role in the Administration's ongoing efforts to reduce regulatory barriers to entrepreneurship, innovation, and American competitiveness. As part of the Start-Up America initiative, government leaders met with more than 1,000 entrepreneurs across the country to talk about ways to reduce barriers for small business growth. These conversations continue to guide SBA policy and programmatic decisions. In addition, SBA's National Ombudsman plays a key role in helping small business owners deal with specific regulatory burdens and challenges that result from federal agency processes. Furthermore, the SBA is focused on and committed to not only compiling internal SBA data to inform programmatic decisions, but also partnering with the key federal agencies to gather the most robust data sets to make informed policy.

- **Lead Offices:** Office of the National Ombudsman, Office of Advocacy
- **Programs/Activities:** Ombudsman, Office of Advocacy
- **Strategies:**
    1. *Maintain an Ombudsman to receive comments from small business and liaise with federal agencies*
    2. *Identify and reduce regulatory burdens on entrepreneurs and small businesses*
    3. *Advocate for improved data collection on small business activity*

Strategic Goal Three — Building an SBA that Meets the Needs of Today's and Tomorrow's Small Businesses

Strategic Objective 3.1 – Program Operations

Streamline, simplify, and strengthen SBA's core programs and operations to ensure that they are high performing, effective and relevant to the needs of the small business community

Entrepreneurs, small business owners and lenders have limited time and resources. The SBA works to continuously strengthen, streamline and simplify its programs to meet their needs. For example, the SBA has strengthened its human resource capabilities; improved processes for managing fraud, waste and abuse, and; made strategic investments in its physical and IT infrastructure. These ongoing efforts have contributed to improved delivery of services and more efficient processes. The SBA also continues to move from paper-based processes to electronic platforms and to reduce overhead through its efforts to promote effective and efficient operations which include reducing travel expenses, consolidating real estate, improving fleet management and reducing redundancies in IT functions.

- **Lead Office:** Office of the Chief Operating Officer
- **Programs/Activities:** Program Management & Administration
- **Strategies:**
    1. *Implement process and operational improvements to simplify and speed up the delivery of SBA's programs and services and to improve customer satisfaction*
    2. *Ensure efficient and effective management of agency financial and acquisition resources*
    3. *Implement and maintain modern, secure and reliable information technology systems and services*

Strategic Objective 3.2 – Employees

Invest in the Agency's employee recruitment, hiring, training, work-life programs and performance management so employees are engaged to more effectively serve small businesses

The SBA continues to make training and leadership development an Agency priority. The SBA has launched a new Leadership Development program and is working to ensure that across the Agency there is a strong career path for the next generation of SBA leaders. The SBA will continue to invest in its workforce through training and professional development programs, cultivating internal staff members with demonstrated leadership potential, and designing a strategic onboarding process to

attract new employees and adapt them to the organization's culture with a high level of motivation. These investments are the result of feedback from the annual Employee Viewpoint Survey, and are effective strategies aimed at improving the Agency's annual employee survey "overall employee satisfaction" rating.

- **Lead Office:** Office of Human Resource Solutions
- **Programs/Activities:** Program Management & Administration
- **Strategies:**
    1. *Recruit and maintain a diverse, high-performing, outcome-driven workforce*
    2. *Offer high-value learning and leadership opportunities*
    3. *Foster an inclusive organizational culture that inspires employee engagement, cooperation, and fairness, empowering employees to realize their full potential*
    4. *Modernize and integrate human resource systems*

Strategic Objective 3.3 – Risk Mitigation

Mitigate risk to taxpayers and improve oversight across SBA programs

Taxpayers, including entrepreneurs and small business owners, expect that their tax dollars are being used wisely. SBA programs give taxpayers a strong "bang for the buck," and the Agency will continue to find ways to mitigate risk while ensuring that small businesses have access to and fully benefit from the Agency's programs. With an outstanding loan portfolio of over $100 billion, oversight of small businesses' eligibility in tens of billions of government contract set-asides, a network of hundreds of grantee partners delivering counseling and training to over a million clients a year, and direct fiscal responsibility for a nearly $1 billion annual budget, the SBA has an extraordinary responsibility to taxpayers to mitigate risk and conduct oversight of its programs.

- **Lead Offices:** Office of Credit Risk Management, Office of Government Contracting & Business Development, Office of Field Operations, Office of Entrepreneurial Development, Office of the Chief Financial Officer, Office of Investments and Innovation, Office of Disaster Assistance, Office of International Trade
- **Programs/Activities:** Program Management & Administration, 7a Loan Guarantees, 504 Certified Development Loans, Microloans, Small Business Procurement Set-Aside, 8(a) Business Development, HUBZone, SBDC, WBC, SCORE, SBIC, Disaster Assistance
- **Strategies:**
    1. *Use technology and targeted reviews to conduct effective risk management*
    2. *Ensure integrity of contracting programs and combat fraud, waste and abuse*
    3. *Maintain strong internal controls and decrease improper payments*

Priority and Performance Goals

The Small Business Administration uses a variety of performance goals to provide targeted outcomes for the Agency to pursue each year that will further the strategic objectives detailed above. Every two years, a handful of these performance goals will be elevated to priority goal and receive even more robust attention at senior leadership meetings and include dedicated strategies, detailed milestones and quarterly targets, and public reporting on Performance.gov.

The current listing of priority and performance goals:

Strategic Objective	Goal
1.1 Capital	**FY14/15 Priority:** Expand access to capital by increasing active lender participation who approve 5 or more loans in a fiscal year in the 7(a) and Microloan programs by 5 percent by September 30, 2015
1.1 Capital	Jobs supported through SBA's lending programs
1.2 Contracting	**FY14/15 Priority**: Maximize small business participation in federal government contracting to meet the statutory goals and reduce participation by ineligible firms
1.3 Entrepreneurship	Training clients and long-term counseling clients reached by in-person and online training and counseling
1.4 Exports	**FY14/15 Priority:** Expand access to export financing by increasing the number of lenders providing finance solutions to 555 and the number of small business exporters receiving financing through SBA loan programs to 1,480 by September 30, 2015
1.5 High-Growth & Start-Ups	SBA debenture leverage committed to SBICs
1.6 Disaster Assistance	**FY14/15 Priority**: Increase the response rate for disaster survivor loan applications by 10 percent by September 30, 2015
1.6 Disaster Assistance	Customer satisfaction for disaster loan approvals
2.1 Inclusive Entrepreneurship	Underserved small businesses assisted by capital assistance and contracting programs
2.3 Outreach	Average number of monthly SBA.gov site visits
2.4 Regulatory Burdens	Maintain membership in Regional Regulatory Fairness Board and identification of burdensome rules/regulations
3.1 Program Operations	SBA contracts awarded to small businesses
3.1 Program Operations	Overall information technology satisfaction
3.2 Employees	Reduce time-to-hire
3.3 Risk Mitigation	Reviews of credit programs, contracting programs and OED resource partners

Per the GPRA Modernization Act requirement to address Cross-Agency Priority Goals in the agency strategic plan, the annual performance plan, and the annual performance report please refer to www.Performance.gov for the agency's contributions to those goals and progress, where applicable. The SBA currently contributes to the following CAP Goals: Export, Entrepreneurship and Small Business, Veteran Career Readiness, Real Property, and Data Center Consolidation.

Federal Program Inventory

The Small Business Administration (SBA) was selected along with other trade, export and competitiveness agencies to pilot the Federal Program Inventory. During the pilot phase, SBA developed its approach by defining programs that contribute to the Agency's mission and support its strategic goals and objectives. The published report contains a full inventory of the SBA's 32 inventoried programs. The report is available here: http://www.sba.gov/sites/default/files/files/SBA%20Program%20Inventory.pdf

To identify the programs, SBA used GAO's program definition of "an organized set of activities directed toward a common purpose or goal that an agency undertakes or proposes to carry out its responsibilities" as a starting point. We then identified SBA's organized sets of activities that impact our intended recipients (i.e., disaster and small business loans), activities that impact public outcomes (the creation of jobs) and activities that have an impact on the budget. However, we only included programs that are permanent in nature so we did not include pilot programs in this inventory. This program inventory has also been cross-referenced against the CFDA Catalog of Federal Domestic Assistance programs. Pilot programs that are included in the draft Strategic Plan are marked as [Proposed] to reflect their now-temporary nature. Please refer to http://www.Performance.gov for program contributions to our Agency Priority Goals and Cross-Agency Priority (CAP) Goals.

Program Evaluation(s)

The SBA uses a variety of methods and tools to evaluate its programs including independent evaluations, and Office of Inspector General and General Accountability Office reports and evaluations.

- ✓ Independent evaluations are conducted on behalf of the SBA for the purpose of evaluating program effectiveness.
- ✓ The SBA's Office of Inspector General, an independent oversight office within the SBA, conducts audits, investigations, and reviews relating to the Agency's programs and support operations.
- ✓ The General Accountability Office, an independent organization established by the Congress, conducts program evaluations and analysis and makes recommendations to improve practices and operations of the programs that it reviews.
- ✓ The SBA has requested funding in its budget submissions to conduct independent program evaluations and is participating in a pilot effort to evaluate its Business Technical Assistance program.

Other Information

External Factors

A variety of factors beyond the SBA's control can affect the attainment of the objectives identified in this Strategic Plan. The following matrix identifies those external factors.

Factor	Objectives Impacted
The number of men and women who wish to start or grow a small business.	1.1., 1.3., 1.4, 1.5
The SBA relies on other Federal agencies to meet targets and to maintain appropriate data quality standards for reporting contract awards to small businesses.	1.2., 2.1.
The level of risk that the SBA can afford within its budget limits the development of new guarantee products and/or delivery methods.	1.5., 3.3.
Economic factors including inflation, sector changes, growth rates, unemployment trends and the availability of capital can impact portfolio performance as well as demand for the SBA's programs.	1.1., 1.2., 1.4, 2.1
Availability of local matching funds for resource partners (e.g., state and local governments, colleges and universities, private sector)	1.3., 1.5.
Local disasters	1.1., 1.2., 1.6
Changes resulting from Congressional mandates and Presidential directives	1.1., 1.2., 1.3., 1.4., 1.5., 1.6., 1.7., 2.1., 2.2., 2.3., 2.4., 3.3
Availability of lender networks, lending partners, and private equity in underserved markets	2.1.
Reaching out to underserved markets where access to credit is constrained may result in the Agency increasing its credit risk.	2.1.
Legislative changes that limit the SBA's ability to impose accountability requirements on lender and finance partners.	3.3.
Since the SBA has a fixed annual budget, significant variances in the number and scope of disasters can lead to additional funding requirements via supplemental appropriations, which are not assured. SBA's annual disaster loan budget assumes an average disaster season.	1.6.
There may be instances where the catastrophic disaster damage is so extensive that long-term financial recovery provided by the SBA is not the immediate concern of the disaster victims. The primary concern may instead be emergency food and shelter. The SBA may be prepared to make and distribute loans, but the disaster victims may not be ready to make long-term recovery decisions. This can also impact the SBA's ability to meet its goals.	1.6.
The SBA relies on many partners across government to deliver timely financial assistance to disaster applicants. Those partners can face many challenges, including providing access to records and services during disaster. This lack of access can have a dramatic effect on the SBA's ability to provide timely assistance.	1.6.

Factor	Objectives Impacted
Security concerns, immigration and health care, and many other issues drive regulators to promulgate laws and regulations that increase the cost of doing business for the small business owner.	1.2., 2.3., 2.4.
The cooperation received from other agencies to provide compliance links for SBA.gov and BusinessUSA.gov	2.2., 2.3.
There are continued attempts to push the SBA to address issues beyond the authority of the Small Business Act and applicable laws and regulations. If enacted, some of these changes would have the Agency essentially duplicate the activities of other Federal organizations.	2.2.
The Agency is to be a responsible steward within its programs. The SBA also has the obligation to avoid the unnecessary duplication of programs and responsibilities with other Agencies.	2.2., 2.3.
As Congress passes laws amending the Small Business Act or other laws to require the Agency to undertake broader responsibilities, the policy focus of the SBA is diluted to incorporate those issues.	1.2., 2.2., 2.2.
The objectives of other Federal entities occasionally conflict with those of the SBA. There are legitimate differences of opinion among agencies over contracting priorities, policy decisions and research development programs. Within the interagency review process, all agencies are required – on occasion – to compromise to benefit the Nation as a whole.	1.2., 2.2., 2.3., 2.4.
The cost of capital may rise which will impact the ability of entrepreneurs to obtain financing.	1.1., 1.4., 1.5.

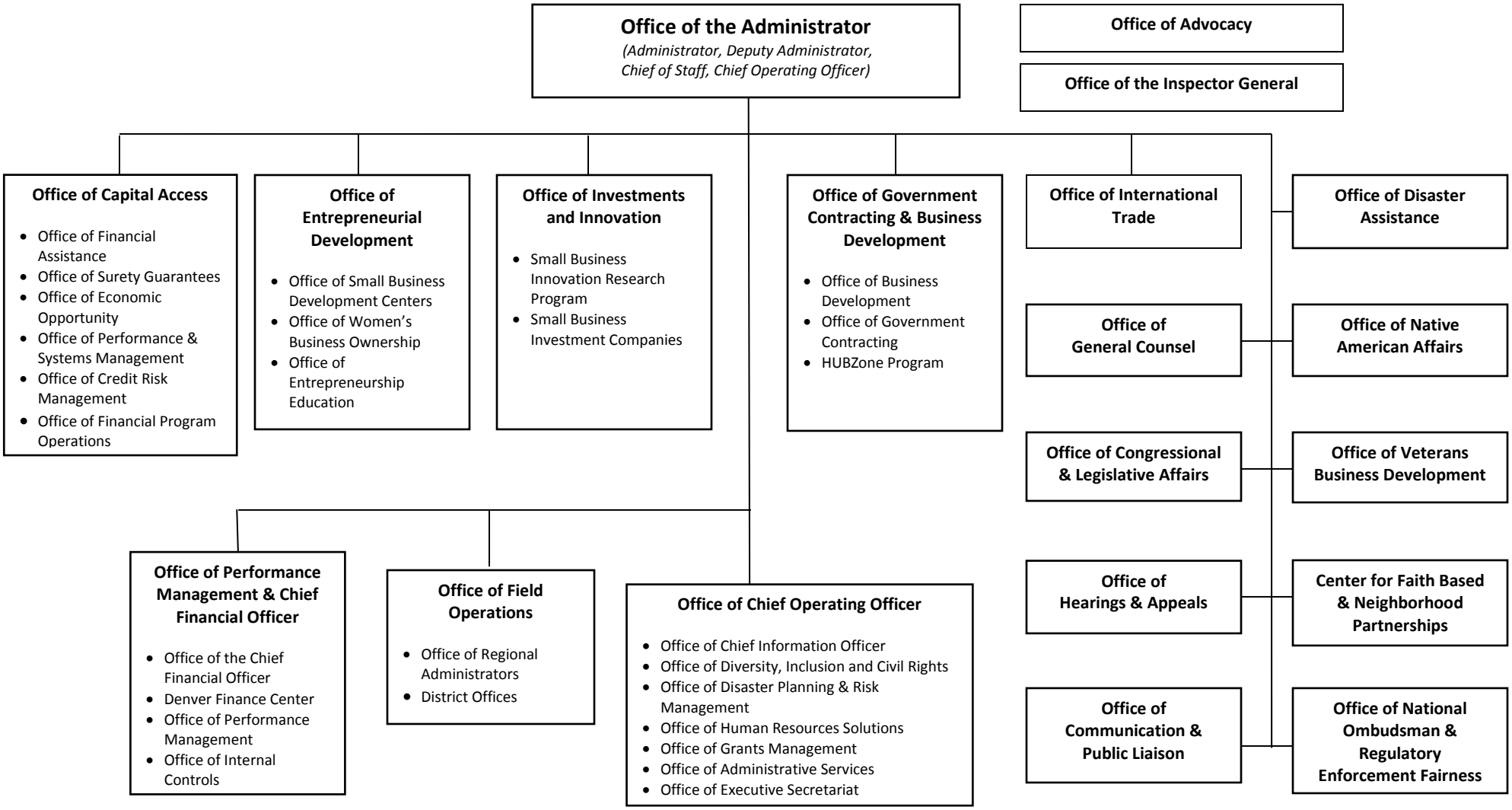
Major Management Priorities and Challenges

A list of SBA's ongoing major management challenges as identified by the Office of Inspector General can be found on the Agency's Annual Financial Report, released each November. The latest copy can be found here:
http://www.sba.gov/about-sba/sba_performance/performance_budget/agency_financial_reports

Stakeholder Engagement

In order to solicit, gather, analyze, apply and respond to input from interested parties regarding the draft Strategic Plan, SBA plans to perform outreach with Senate staff, the Office of Management and Budget, and SBA employees in the early fall and the broader public thereafter. The SBA has already consulted with the House Small Business Committee on this draft plan. The draft plan represents a slight update of the existing 2011-2016 Strategic Plan which received significant input from twenty-one stakeholder groups, agency employees, and comments from the Federal Register. For stakeholder outreach on this plan, SBA will capture all comments received and track actions taken regarding those comments. All relevant comments will be presented to and discussed with senior SBA leaders and the draft plan will be amended accordingly.

Organization Structure



Organization Map

The SBA's headquarters building is located in Washington, D.C., while its business products and services are delivered with the help of 10 regional offices, 68 district offices, their corresponding branch offices, and a vast network of resource partners in all 50 states, the District of Columbia, Puerto Rico, American Samoa, the U.S. Virgin Islands, and Guam.

Contact SBA: Useful Sites and Numbers

The SBA home page is www.sba.gov. Information on SBA programs may be accessed from this site. Several of the more frequently visited sites are listed here.

SBA INFORMATION	
About SBA	www.sba.gov/about-sba
SBA Direct	www.sba.gov/sba-direct
SBA Strategic Plan	www.sba.gov/AgencyStrategicPlan
SBA Performance, Budget and Planning	www.sba.gov/performance

STARTING AND MANAGING A BUSINESS	
What is a Small Business?	www.sba.gov/content/am-i-small-business-concern
Thinking about starting a business?	http://www.sba.gov/thinking-about-starting/
Resources	
Local Assistance	www.sba.gov/local-assistance
Lender Resources	www.sba.gov/lender_resources
Financing Growth	www.sba.gov/content/financing-growth
Explore Exporting	www.sba.gov/exporting
Health Care	www.sba.gov/healthcare

LOANS and GRANTS	
Small Business Loans	www.sba.gov/financialassistance
Bonds	www.sba.gov/content/surety-bonds-explained www.sba.gov/content/tax-exempt-bonds
Grants	www.sba.gov/content/facts-about-government-grants

CONTRACTING	
Government Contracting	www.sba.gov/contracting
Contracting Opportunities	www.sba.gov/contracting-opportunities
Register as a Contractor	www.sam.gov
Size Standards	www.sba.gov/size

COUNSELING and TRAINING	
Online Training	www.sba.gov/training
SBDCs	www.sba.gov/sbdc
Women's Business Centers	www.sba.gov/content/womens-business-centers
SCORE Counselors	www.sba.gov/score
Veterans Outreach	www.sba.gov/content/veterans-business-outreach-centers

DISASTER ASSISTANCE	
Disaster Assistance	www.sba.gov/disaster
Disaster Area Office Locations	www.sba.gov/about-offices-list/4
Response Office Locations for a Declared Disaster	Go to www.sba.gov/content/current-disaster-declarations and then select the disaster/affected area in question
FEMA Information	www.fema.gov

ADDITIONAL RESOURCES	
Office of Advocacy	www.sba.gov/advocacy
Office of the National Ombudsman	www.sba.gov/ombudsman
Office of the Inspector General	www.sba.gov/oig

Facebook: www.facebook.com/sbagov
Twitter: www.twitter.com/sbagov
YouTube: www.youtube.com/sba

SBA National Answer Desk (Toll Free) (800) 827-5722
Disaster Customer Service Center (Toll Free) (800) 659-2955