



**U.S. Small Business Administration**  
**FY 2017 CONGRESSIONAL BUDGET JUSTIFICATION**  
**AND**  
**FY 2015 ANNUAL PERFORMANCE REPORT**

**APPENDICES**

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## Appendix 1 – Appropriations Language

### SALARIES AND EXPENSES

For necessary expenses, not otherwise provided for, of the Small Business Administration, including hire of passenger motor vehicles as authorized by sections 1343 and 1344 of title 31, United States Code, and not to exceed \$3,500 for official reception and representation expenses, \$275,033,000: *Provided*, That the Administrator is authorized to charge fees to cover the cost of publications developed by the Small Business Administration, and certain loan program activities, including fees authorized by section 5(b) of the Small Business Act: *Provided further*, That, notwithstanding 31 U.S.C. 3302, revenues received from all such activities shall be credited to this account, to remain available until expended, for carrying out these purposes without further appropriations: *Provided further*, That the Small Business Administration may accept gifts in an amount not to exceed \$4,000,000 and may co-sponsor activities, each in accordance with section 132(a) of division K of Public Law 108–447, during fiscal year 2017: *Provided further*, That \$6,100,000 shall be available for the Loan Modernization and Accounting System, to be available until September 30, 2018. (*Financial Services and General Government Appropriations Act, 2016.*)

### OFFICE OF INSPECTOR GENERAL

For necessary expenses of the Office of Inspector General in carrying out the provisions of the Inspector General Act of 1978, \$19,900,000. (*Financial Services and General Government Appropriations Act, 2016.*)

### OFFICE OF ADVOCACY

For necessary expenses of the Office of Advocacy in carrying out the provisions of title II of Public Law 94–305 (15 U.S.C. 634a et seq.) and the Regulatory Flexibility Act of 1980 (5 U.S.C. 601 et seq.), \$9,320,000, to remain available until expended. (*Financial Services and General Government Appropriations Act, 2016.*)

### ENTREPRENEURIAL DEVELOPMENT PROGRAM

For necessary expenses of programs supporting entrepreneurial and small business development, \$230,600,000, to remain available until September 30, 2018: *Provided*, That \$115,000,000 shall be available to fund grants for performance in fiscal year 2017 or fiscal year 2018 as authorized by section 21 of the Small Business Act: *Provided further*, That \$31,000,000 shall be for marketing, management, and technical assistance under section 7(m) of the Small Business Act (15 U.S.C. 636(m)(4)) by intermediaries that make microloans under the microloan program: *Provided further*, That \$15,000,000 is available for the State Trade and Export Promotion Grant program, unless the State Trade Expansion program is enacted, in which event such amount shall be available for the State Trade Expansion program. (*Financial Services and General Government Appropriations Act, 2016*)

### DISASTER LOANS PROGRAM ACCOUNT (INCLUDING TRANSFERS OF FUNDS)

For administrative expenses to carry out the direct loan program authorized by section 7(b) of the Small Business Act, \$185,977,000 to be available until expended, of which \$1,000,000 is for the Office of Inspector General of the Small Business Administration for audits and reviews of disaster loans and the disaster loan programs and shall be transferred to and merged with the appropriations for the Office of Inspector General; of which \$175,977,000 is for direct administrative expenses of loan making and servicing to carry out the direct loan program, which may be transferred to and merged with the appropriations for Salaries and Expenses; and of which \$9,000,000 is for indirect administrative expenses for the direct loan program, which may be transferred to and merged with the appropriations for Salaries and Expenses: *Provided, That, of the funds provided herein, \$158,829,000 shall be for major disasters declared*

*pursuant to the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122(2)); \$151,179,000 is for direct administrative expenses of loan making and servicing to carry out the direct loan program; and \$7,650,000 is for indirect administrative expenses for the direct loan program: Provided further, That the amount for major disasters under this heading is designated by Congress as being for disaster relief pursuant to section 251(b)(2)(D) of the Balanced Budget and Emergency Deficit Control Act of 1985 (Public law 99-177), as amended. (Financial Services and General Government Appropriations Act, 2016.)*

#### BUSINESS LOANS PROGRAM ACCOUNT (INCLUDING TRANSFER OF FUNDS)

For the cost of direct loans, \$4,338,000, to remain available until expended: *Provided*, That such costs, including the cost of modifying such loans, shall be as defined in section 502 of the Congressional Budget Act of 1974: *Provided further*, That subject to section 502 of the Congressional Budget Act of 1974, during fiscal year 2017 commitments to guarantee loans under section 503 of the Small Business Investment Act of 1958 shall not exceed \$7,500,000,000: *Provided further*, That during fiscal year 2017 commitments for general business loans authorized under section 7(a) of the Small Business Act shall not exceed \$27,000,000,000 for a combination of amortizing term loans and the aggregated maximum line of credit provided by revolving loans: *Provided further*, That during fiscal year 2017 commitments for loans authorized under subparagraph (C) of section 502(7) of The Small Business Investment Act of 1958 (15 U.S.C. 696(7)) shall not exceed \$7,500,000,000: *Provided further*, That during fiscal year 2017 commitments to guarantee loans for debentures under section 303(b) of the Small Business Investment Act of 1958 shall not exceed \$4,000,000,000: *Provided further*, That during fiscal year 2017, guarantees of trust certificates authorized by section 5(g) of the Small Business Act shall not exceed a principal amount of \$12,000,000,000. In addition, for administrative expenses to carry out the direct and guaranteed loan programs, \$152,726,000, which may be transferred to and merged with the appropriations for Salaries and Expenses. (Financial Services and General Government Appropriations Act, 2016.)

#### ADMINISTRATIVE PROVISIONS (INCLUDING CANCELLATION AND TRANSFER OF FUNDS)

Sec. 520 Not to exceed 5 percent of any appropriation made available for the current fiscal year for the Small Business Administration in this Act may be transferred between such appropriations, but no such appropriation shall be increased by more than 10 percent by any such transfers: *Provided*, That any transfer pursuant to this paragraph shall be treated as a reprogramming of funds under section 608 of this Act and shall not be available for obligation or expenditure except in compliance with the procedures set forth in that section.

*Sec. 521 For loans and loan guarantees that do not require budget authority and the program level has been established in this Act, the Administrator of the Small Business Administration may increase the program level for such loans and loan guarantees by not more than 15 percent: Provided, That prior to the Administrator implementing such an increase, the Administrator notifies, in writing, the Committees on Appropriations and Small Business of both Houses of Congress at least 15 days in advance.*

*Sec. 522 Of the unobligated balances available for the Certified Development Company Program under section 503 of the Small Business Investment Act of 1958, as amended, \$55,000,000 are hereby permanently canceled: Provided that no amounts may be cancelled from amounts that were designated by the Congress as an emergency requirement pursuant to the Concurrent Resolution on the Budget or the Balanced Budget and Emergency Deficit Control Act of 1985, as amended*

*Sec. 523 Section 7(m) of the Small Business Act (15 U.S.C. 636(m)) is amended —  
(a) in paragraph (4) —*

- (1) by striking subparagraph (E); and
  - (2) by redesignating subparagraph (F) as subparagraph (E); and
- (b) in paragraph (7), by striking subparagraph (B).

Sec. 524 SMALL BUSINESS DEVELOPMENT CENTER AND WOMENS BUSINESS CENTER PROGRAM EVALUATIONS.

(a) Section 21(a)(7)(A) of the Small Business Act (15 U.S.C. 648(a)(7)(A)) is amended by—

- (1) striking the word “or” at the end of clause (i);
- (2) striking the period at the end of clause (ii) and insert “; or”; and
- (3) adding the following new clause (iii):

“(iii) the Administrator considers such a disclosure to be necessary for the purpose of conducting a program evaluation.”.

(b) Section 29(n)(1) of the Small Business Act (15 U.S.C. 656(n)(1)) is amended by—

- (1) striking the word “or” at the end of subparagraph (A);
- (2) striking the period at the end of subparagraph (B) and insert “; or”; and
- (3) adding the following new subparagraph (C):

“(C) the Administrator considers such a disclosure to be necessary for the purpose of conducting a program evaluation.” (Financial Services and General Government Appropriations Act, 2016.)

## Appendix 2 – Data Validation and Certification

Managing for results and integrating performance with budget information require valid, reliable, and high-quality performance measures and data. The SBA faces many challenges in acquiring high quality data on both outputs and outcomes. In addition to using output data internally from its own systems, the SBA relies on data from resource partners and other federal agencies and local governments to assess its accomplishments and effectiveness. Limitations such as the lack of relevant data for measures, the accuracy and timeliness of data, and the reporting capacity of quality data remain major issues for the Agency. Improving data quality continues to be a high priority for the SBA, as demonstrated by the creation of the Office of Performance Management within the Office of the Chief Financial Officer. The SBA vigorously pursues the following strategies to address the shortcomings of its data quality:

- *Ensuring the validity of performance measures and data.* The SBA does this through assessing the relevancy of performance measures and data on an annual basis.
- *Fostering organizational commitment and capacity for data quality.* Achieving data quality through (1) training managers to make sure they understand the need for quality data, how to develop valid performance measures and how to ensure data quality; and (2) managers attesting to the quality of the data under their management.
- *Assessing the quality of existing data.* Audits and reviews ensure the quality of its financial data systems. However, the SBA must assess the quality of loan and program data provided by its resource partners and will include data verification in its lender and resource partner oversight.
- *Responding to data limitations.* It is not enough to identify data quality problems. Where there are data limitations, the SBA is working hard to improve quality. In the meantime, the SBA will recognize where there are data limitations and specify the steps being taken to improve the data.
- *Reconciling finances and performance costs.* The SBA will continue to ensure the accuracy of this cost-related performance data by reconciling that information with its financial statements. Achieving this important reconciliation means that the Agency has strengthened the integration of its financial and performance information.
- *Review every indicator as to the quality of the data.* Every indicator has been reviewed and has been rated at least “acceptable.” Any indicator that does not meet the standards of acceptability is rejected as an indicator for this report.

The SBA prepares data validation and certification forms for all performance indicators. These forms are published on [www.sba.gov/performance](http://www.sba.gov/performance).

## Appendix 3 – SBA Programs and Offices

**Office of Advocacy.** The Office of Advocacy is an independent voice for small business within the federal government. It represents the interests of small businesses, small organizations, and small governmental jurisdictions and supports economic research and regulatory interventions to reduce barriers that impede small business growth.

**Office of Capital Access.** The Office of Capital Access assists small businesses in obtaining capital via the 7(a) loan, 504 loan, and Microloan programs, and bonds through the Surety Bond Guarantee program. It provides oversight of lenders and helps fill credit market gaps with an emphasis on underserved communities.

**Office of the Chief Operating Officer.** The Office of the Chief Operating Officer is charged with leading SBA's operations to achieve the mission of the Agency. It ensures that the program offices are able to meet their goals and are supported through transparent coordination of human resources, information technology, facilities, disaster planning, risk management, security, and grants management.

**Office of Communication and Public Liaison.** The Office of Communication and Public Liaison communicates the Agency's programs and priorities to small businesses, resource partners, and the public at large by working with media outlets, developing social media content, creating user-friendly online resources, crafting high quality marketing materials, organizing events to gain feedback from small businesses, coordinating strategic partnerships, and overseeing faith-based initiatives.

**Office of Congressional and Legislative Affairs.** The Office of Congressional and Legislative Affairs assists in the development of SBA legislative programs and serves as the communications focal point on legislation and congressional activity. It monitors legislation and policies introduced by Congress and government agencies to determine their effects on the SBA and small business and serves as liaison with legislative personnel at the White House, Office of Management and Budget, and other federal agencies.

**Office of Disaster Assistance.** The Office of Disaster Assistance provides affordable, timely, and accessible financial assistance (low-interest, long-term loans) to homeowners, renters, and businesses following a disaster. The Disaster Loan program is the only form of SBA assistance that is not limited to small businesses.

**Office of Entrepreneurial Development.** The Office of Entrepreneurial Development provides business advising, mentoring, and training assistance through its resource partner network composed of small business development centers, women's business centers, and SCORE, as well as through the Regional Innovation Clusters, Entrepreneurship Education, SBA Learning Center, and Emerging Leaders programs. In addition, SBA's district offices support coordination between resource partners and small business communities.

**Office of Field Operations.** The Office of Field Operations is SBA's front-line operating team. Most SBA programs and services are executed when small businesses connect with one of the 68 district offices with locations in each state and territory. The district offices are managed through ten regional offices headed by a Regional Administrator.

**Office of General Counsel.** The Office of General Counsel provides legal advice in support of all SBA programs and initiatives. It helps minimize the Agency's legal risks and costs, reduce litigation exposure, and monitors compliance with applicable statutes, regulations, executive orders, and other legal requirements.

**Office of Government Contracting and Business Development.** The Office of Government Contracting and Business Development provides assistance to small businesses competing for federal contracting opportunities through the government-wide prime and subcontracting programs. It oversees the HUBZone, 8(a) business development, 7(j) technical assistance, women-owned set-aside, and service-disabled veteran-owned set-aside programs. The office also sets size standards for small businesses, which determine the size a business must be to be considered a small business.

**Office of Hearings and Appeals.** The Office of Hearings and Appeals provides an independent, quasi-judicial appeal of certain SBA program decisions. It formally adjudicates disputes arising in numerous jurisdictional areas.

**Office of the Inspector General.** The Office of the Inspector General is an independent office within the SBA to conduct and supervise audits, investigations, and other reviews relating to Agency programs and supporting operations; detect and prevent waste, fraud, and abuse; and promote economy, efficiency, and effectiveness in the administration and management of SBA programs. The Inspector General informs the SBA Administrator and the Congress of any problems, recommends corrective actions, and monitors progress in the implementation of such actions.

**Office of International Trade.** The Office of International Trade enhances the ability of small businesses to export and compete in the global marketplace by facilitating access to capital, providing technical assistance, ensuring the consideration of small business interests in trade negotiations, and contributing to the U.S. government's international commercial and economic agenda.

**Office of Investments and Innovation.** The Office of Investments and Innovation assists high-growth small businesses through the Small Business Investment Company, Small Business Innovation Research, Small Business Technology Transfer, and other tailored programs that drive innovation and competitiveness.

**Office of National Ombudsman.** The Office of National Ombudsman works with federal agencies that regulate small business to provide a means for businesses to comment on enforcement activities, including audits, on-site inspections, and compliance assistance. It maintains a five-member Regulatory Fairness Board in each of SBA's ten regions to hold public hearings on small business concerns.

**Office of Intergovernmental Affairs.** The Office of Intergovernmental Affairs provides outreach and communications efforts to strengthen ties with federal, state, and local governments. It houses the Office of Native American Affairs that coordinates initiatives and develops policies to ensure that SBA assistance is made available to American Indians, Alaska Natives, and Native Hawaiians.

**Office of Performance Management and the Chief Financial Officer.** The Office of Performance Management and the Chief Financial Officer oversees Agency strategic planning and performance management, financial management, and acquisitions. It is responsible for Agency disbursements and coordination of budgeting, financial analysis and modeling, and internal controls.

**Office of Veterans Business Development.** The Office of Veterans Business Development ensures availability of small business programs for veterans, service-disabled veterans, reserve component members, and their dependents or survivors. It accomplishes its work through veterans business outreach centers, the Boots to Business program, Entrepreneurship Boot Camp for veterans with disabilities, and partnerships with federal agencies and SBA resource partners.

## Appendix 4 – Glossary

**504** – 504 Certified Development Loan program

**7(a)** – 7(a) Loan Guaranty program

**8(a)** – 8(a) Business Development program

**ACSI** – American Customer Satisfaction Index

**AFV** – Alternate Fuel Vehicle

**B2B** – Boots to Business

**BDMIS** – Business Development Management Information System

**CA** – Community Advantage pilot loan

**CAP** – Cross-Agency Priority Goal

**CBJ** – Congressional Budget Justification, an agency’s annual budget request to Congress

**CDC** – Certified Development Company

**COOP** – Continuity of Operations Plan

**DATA Act** – Digital Accountability and Transparency Act

**EBV** – Entrepreneurship Boot Camp for Veterans with Disabilities

**EIDL** – Economic Injury Disaster Loan

**FAR** – Federal Acquisition Regulation

**FEMA** – U.S. Federal Emergency Management Agency

**FTE** – Full Time Equivalent, the workload of an employed person; an FTE of 1.0 means that the person is equivalent to a full-time worker, while an FTE of 0.5 means that the worker is only half-time

**FY** – Fiscal Year, federal government’s fiscal year that begins October 1 and ends September 30

**GPRAMA** – GPRA (Government Performance and Results Act) Modernization Act of 2010

**GSA** – General Services Administration

**HUBZone** – Historically Underutilized Business Zone

**IPC** – Interagency Policy Committee

**IT** – Information Technology

**Jobs Act** – Small Business Jobs Act of 2010, may also be referred to as SBJA

**LINC** – Leverage Information Network access to Credit

**LMAS** – Loan Management and Accounting System

**L/LMS** – Loan and Lender Monitoring System

**NEI/NEXT** – National Export Initiative

**NWBC** – National Women’s Business Council

**OCFO** – Office of the Chief Financial Officer

**OCIO** – Office of the Chief Information Officer

**OCRM** – Office of Credit Risk Management

**ODA** – Office of Disaster Assistance

**ODICR** – Office of Diversity, Inclusion and Civil Rights

**OEO** – Office of Economic Opportunity

**OHRS** – Office of Human Resource Solutions

**OIA** – Office of Intergovernmental Affairs

**OIG** – Office of the Inspector General

**OMB** – U.S. Office of Management and Budget

**ONAA** – Office of Native American Affairs

**ONO** – Office of National Ombudsman

**OPM** – U.S. Office of Personnel Management

**OSDBU** – Office of Small and Disadvantaged Business Utilization

**OSTP** – White House Office of Science and Technology Policy

**PCR** – Procurement Center Representative

**PII** – Personally Identifiable Information

**PRIME** – Program for Investment in Micro-Entrepreneurs

**R&D** – Research and Development

**SBA** – U.S. Small Business Administration

**SBA Express** – Provides selected lenders with a 50 percent guaranty on their loans in exchange for the ability to primarily use their own application and documentation forms, making it easier and faster for lenders to provide small business loans of \$250,000 or less

**SBDC** – Small Business Development Center program

**SBDCNet** – National information clearinghouse that provides small business research services to small business development center counselors in all states and territories

**SBIC** – Small Business Investment Company

**SBIR** – Small Business Innovation Research

**SBPAC** – Small Business Procurement Advisory Council

**SBWG** – Small Business Working Group

**SCORE** – A volunteer organization sponsored by the SBA that offers mentoring and training for small business owners who are starting, building, or growing their businesses

**SDVOSB** – Service-Disabled Veteran-Owned Small Business

**SOP** – Standard Operating Procedure, the primary source of the Agency's internal control

**STEP** – State Trade and Export Promotion program

**STTR** – Small Business Technology Transfer program

**SUMIC** – ScaleUp Manufacturing Investment Company program

**TPCC** – Trade Promotion Coordinating Committee

**USDA** – U.S. Department of Agriculture

**USGBS** – U.S. Global Business Solutions

**USM** – Underserved Markets, specific underserved populations (i.e., veterans, women, and minorities) and underserved places (HUBZone, low-moderate income, and Empowerment Zones)

**USTR** – U.S. Trade Representative

**VBOC** – Veterans Business Outreach Center

**VERA/VSIP** – Voluntary Early Retirement Authority/Voluntary Separation Incentive Payment

**VBOC** – Veterans Business Outreach Center

**V-WISE** – Veteran Women Igniting the Spirit of Entrepreneurship

**WBC** – Women's Business Center

**WOSB** – Woman-Owned Small Business



## Appendix 5 – Performance Indicators Table

### Strategic Goal One – Growing Businesses and Creating Jobs

#### Objective 1.1 Expand access to capital through SBA’s extensive lending network

Priority Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of New 7(a) Lenders	Target	N/A	N/A	N/A	N/A	325	325		
	Actual	N/A	N/A	312	306	308	292		
	Variance	N/A	N/A	N/A	N/A	-5%	-10%		
<b>Additional Information:</b> A new 7(a) lender is any lender that has not approved a loan in the previous two fiscal years. While the SBA did not meet its FY 2015 target, the number of 7(a) loans increased by 23% from FY 2014, leading to a record year of approvals in volume and dollars. The FY 2016-2017 Agency Priority Goal focuses on maintaining active lenders.									
Performance Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Billions of Dollars of Lending Supported by 7(a) and 504 Loans	Target	20.2	23.7	22.4	23.7	24.3	24.8	30.9	34.4
	Actual	22.4	30.5	30.3	29.6	28.7	33.3		
	Variance	11%	29%	35%	25%	18%	34%		
<b>Additional Information:</b> The sum of the dollars of 7(a) loans approved is equal to the dollars of lending supported. For 504 loans supported, the calculation is the sum of 504 loans approved multiplied by 2.25, which represents the additional amount of private loan capital.									
Performance Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Jobs Supported by 7(a), 504, Microloan and Surety Bond Guaranties	Target	777,335	641,400	574,800	654,000	674,850	688,650	711,400	726,900
	Actual	583,737	700,736	609,437	621,869	615,364	728,820		
	Variance	-25%	9%	6%	-5%	-9%	6%		
<b>Additional Information:</b> The SBA established this performance goal in FY 2011 and has provided historical data for context. Continuation of the streamlining process had a positive impact on jobs supported in FY 2015.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Billions of Dollars of 7(a) Loans Approved and Supported	Target	11.1	12.8	13.2	14.5	14.8	15.1	21.0	24.3
	Actual	12.4	19.6	15.2	17.9	19.2	23.6		
	Variance	12%	53%	15%	23%	30%	56%		
<b>Additional Information:</b> Improvements in 7(a) loan delivery and reduced fees continue to make 7(a) loans attractive to small businesses and small business lenders.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Small Businesses Assisted by 7(a) Loans	Target	37,500	40,700	40,000	38,700	39,500	39,500	45,000	55,000
	Actual	41,705	46,749	39,022	40,574	45,730	55,742		
	Variance	11%	15%	-2%	5%	16%	41%		
<b>Additional Information:</b> 7(a) loan activity increased across all loan sizes but the streamlined processing for loans under \$350,000 was particularly effective in increasing the number of small businesses assisted by 7(a) loans.									

Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Cost of 7(a) Loans per Small Business Assisted	Target	N/A	N/A	N/A	N/A	N/A	N/A		-
	Actual	2,280	1,882	2,400	1,858	1,888	1,130		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
<b>Additional Information:</b> This performance indicator is being discontinued in FY 2016. It does not accurately portray the costs to deliver programmatic outcomes.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Jobs Supported by 7(a) Loans	Target	625,500	474,100	470,000	547,200	558,100	569,300	580,100	591,000
	Actual	473,502	582,707	454,814	483,976	503,853	623,466		
	Variance	-24%	23%	-3%	-12%	-10%	10%		
<b>Additional Information:</b> 7(a) loan activity increased across all loan sizes but the streamlined processing for loans under \$350,000 was particularly effective in increasing the number of small businesses assisted by 7(a) loans.									
Priority Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Active Lending Partners Providing 7(a) Loans	Target	2,800	3,000	2,700	2,800	2,850	2,850	2,400	2,500
	Actual	3,061	3,537	2,476	2,345	2,244	2,163		
	Variance	9%	18%	-8%	-16%	-21%	-24%		
<b>Additional Information:</b> The FY 2010 and FY 2011 results are a cumulative two year goal, so the FY 2011 actual is a two-year cumulative number. Beginning in FY 2012, the indicator is reported annually. Bank mergers have impacted the number of active lending partners providing 7(a) loans. SBA's FY 2014-2015 Priority Goal to increase new and returning 7(a) lenders has reduced the decline from FY 2012 to FY 2014. This measure will be a FY 2016-2017 Agency Priority Goal which will focus on maintaining active lenders.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Billions of Dollars of 504 Loans Approved	Target	4.0	4.8	4.1	4.1	4.2	4.3	4.4	4.5
	Actual	4.4	4.8	6.7	5.2	4.2	4.3		
	Variance	10%	0%	63%	27%	0%	0%		
<b>Additional Information:</b> The SBA established this performance indicator in FY 2010. The number of CDCs is decreasing and the results of FY 2012 and FY 2013 demonstrate higher funding levels from the Small Business Jobs Act.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Billions of Dollars of 504 Loans Supported	Target	9.1	10.9	10.9	9.2	9.5	9.7	9.9	10.1
	Actual	10.0	10.9	15.1	11.7	9.5	9.7		
	Variance	10%	0%	64%	27%	0%	0%		
<b>Additional Information:</b> The metric is calculated by summing the dollars of 504 loans approved and then multiplying by 2.25, which represents additional amount of private loan capital.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Small Businesses Assisted by 504 Loans	Target	5,600	8,100	6,800	6,400	6,500	6,500	6,700	6,800
	Actual	7,664	7,752	9,038	7,502	5,725	5,618		
	Variance	37%	-4%	33%	17%	-12%	-14%		
<b>Additional Information:</b> While the SBA did not meet the FY 2015 target, continued streamlining to the loan process and the elimination of unnecessary regulatory burdens on CDCs and loan eligibility restrictions should have a positive impact on future results.									

Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Cost of 504 Loans per Small Business Assisted	Target	N/A	N/A	N/A	N/A	N/A	N/A		
	Actual	4,728	5,017	4,383	5,269	8,155	7,123		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
<b>Additional Information:</b> This performance indicator is being discontinued in FY 2016. It does not accurately portray the costs to deliver programmatic outcomes.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Jobs Supported by 504 Loans	Target	133,000	88,800	75,900	79,400	81,000	82,600	84,300	86,000
	Actual	82,543	87,337	116,569	90,257	66,744	61,454		
	Variance	-38%	-2%	54%	14%	-18%	-26%		
<b>Additional Information:</b> While the SBA did not meet the FY 2015 target, continued streamlining to the loan process and the elimination of unnecessary regulatory burdens on CDCs and loan eligibility restrictions should have a positive impact on future results.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Active Lending Partners Providing 504 Loans	Target	267	267	267	267	267	240	240	240
	Actual	267	249	256	247	228	228		
	Variance	0%	-7%	-4%	-7%	-15%	-5%		
<b>Additional Information:</b> The SBA reviewed the activity levels of CDCs, and worked diligently to address underperforming CDCs in order to continue improving program delivery. The SBA continues to actively recruit new CDC candidates.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Contract Value (Billions) of Bid and Final Bonds	Target	3.50	3.32	3.70	3.70	5.70	6.50	6.75	7.10
	Actual	4.00	3.66	3.92	6.15	6.41	6.35		
	Variance	14%	10%	6%	66%	12%	-2%		
<b>Additional Information:</b> A new underwriting unit was formally established, which has helped to strengthen relationships with surety agents.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Bid and Final Bonds Guaranteed	Target	7,200	7,600	8,850	8,850	13,500	13,750	14,000	14,700
	Actual	8,348	8,638	9,503	12,866	12,384	11,480		
	Variance	16%	14%	7%	45%	-8%	-17%		
<b>Additional Information:</b> The SBA established this performance indicator in FY 2010. In FY 2015, the Agency produced fewer bonds but supported a larger number of jobs from these bonds.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Jobs Supported by SBG	Target	6,100	64,000	14,900	14,900	23,000	24,000	32,000	34,000
	Actual	14,080	17,421	24,774	32,000	28,887	27,300		
	Variance	131%	-73%	66%	115%	26%	14%		
<b>Additional Information:</b> The SBA developed a more precise methodology in FY 2010 to calculate the number of jobs supported. It now collects the data directly from the surety bond contracts. A new underwriting unit was formally established, which has helped strengthen relationships with surety agents. The number of jobs created and retained is greater on large contracts.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Cost of SBG per Job Supported	Target	N/A	N/A	N/A	N/A	N/A	N/A		
	Actual	439	279	221	184	171	168		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
<b>Additional Information:</b> This performance indicator is being discontinued in FY 2016. It does not accurately portray the costs to deliver programmatic outcomes.									

**Objective 1.2 Ensure federal contracting goals are met and/or exceed by collaborating across the federal government to expand opportunities for small businesses and strengthen the integrity of federal contracting certification process and data**

Priority Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of Federal Contract Dollars Awarded to Small Businesses	Target	23.00%	23.00%	23.00%	23.00%	23.00%	23.00%	23.00%	23.00%
	Actual	22.70%	21.70%	22.30%	23.40%	24.99%	Data Lag		
	Variance	-1%	-6%	-3%	2%	9%	N/A		
<b>Additional Information:</b> The data supporting the FY 2014-2015 Priority Goals are not finalized until the third quarter of FY 2016. Every two years, the SBA works with each federal agency to set their prime and subcontracting goals. The SBA ensures that the sum total of all of the goals exceeds the 23% target established by law.									
Priority Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of 8(a) Approved Applications	Target	N/A	N/A	N/A	N/A	N/A	Baseline	600	TBD*
	Actual	N/A	N/A	N/A	419	391	568		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
<b>Additional Information:</b> *The goal is to increase the number of approved applications by 5% from the previous fiscal year.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of Contracts Awarded to Disadvantaged 8(a) Small Businesses	Target	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
	Actual	7.95%	7.67%	8.00%	8.61%	9.46%	Data Lag		
	Variance	59%	53%	60%	72%	89%	N/A		
<b>Additional Information:</b> The data supporting the FY 2015 performance indicators are not finalized until the third quarter of FY 2016.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of Contracts Awarded to Women-Owned Small Businesses	Target	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
	Actual	4.04%	3.98%	4.00%	4.32%	4.68%	Data Lag		
	Variance	-19%	-20%	-20%	-14%	-6%	N/A		
<b>Additional Information:</b> The data supporting the FY 2015 performance indicators are not finalized until the third quarter of FY 2016. The shrinking of the gap demonstrates the efforts being made toward achieving the WOSB goal.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of Contracts Awarded to Service-Disabled Veteran-Owned Small Businesses	Target	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
	Actual	2.50%	2.65%	3.03%	3.40%	3.68%	Data Lag		
	Variance	-17%	-12%	1%	13%	23%	N/A		
<b>Additional Information:</b> The data supporting the FY 2015 performance indicators are not finalized until the third quarter of FY 2016. A concerted effort to meet the SDVOSB in FY 2013 and FY 2014 resulted in this performance measure exceeding the target in FY 2014.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of Contracts Awarded to HUBZone Firms	Target	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
	Actual	2.77%	2.40%	2.01%	1.76%	1.82%	Data Lag		
	Variance	-8%	-20%	-33%	-41%	-39%	N/A		
<b>Additional Information:</b> The data supporting the FY 2015 performance indicators are not finalized until the third quarter of FY 2016. The decline in HUBZone performance continues to be a reflection of the redesignation. An analysis of industries most impacted will enable the SBA to market the program more effectively.									

Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Jobs Supported	Target	637,000	572,000	572,000	572,000	501,113	501,113	500,000	500,000
	Actual	637,156	609,333	527,000	479,515	549,000	Data Lag		
	Variance	0%	7%	-8%	-16%	10%	N/A		
<b>Additional Information:</b> The data supporting the FY 2015 performance indicators are not finalized until the third quarter of FY 2016.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Surveillance Reviews Completed	Target	N/A	N/A	Baseline	30	30	30	30	30
	Actual	N/A	N/A	30	31	41	30		
	Variance	N/A	N/A	N/A	3%	37%	0%		
<b>Additional Information:</b> The SBA introduced this performance indicator in FY 2013, and historical data have been provided for context.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Cost per Job Supported from Prime Contracting	Target	N/A	N/A	N/A	N/A	N/A	N/A		
	Actual	45.99	44.53	53.37	45.85	49.90	35.94		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
<b>Additional Information:</b> This performance indicator is being discontinued in FY 2016. It does not accurately portray the costs to deliver programmatic outcomes.									

**Objective 1.3 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**

Performance Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of SBDC, WBC, and SCORE Clients Trained	Target	N/A	N/A	Baseline	695,000	705,000	701,000	734,000	635,000
	Actual	752,588	689,114	739,616	663,525	688,688	599,990		
	Variance	N/A	N/A	N/A	-5%	-2%	-14%		
<b>Additional Information:</b> In FY 2015, SCORE streamlined its training curriculum condensing multi-sessions into a single session to better serve clients which explains the decrease. SBDC resources shifted to providing more counseling hours per client which resulted in fewer clients trained.									
Performance Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of SBDC, WBC, and SCORE Clients Advised and Mentored	Target	N/A	N/A	Baseline	200,000	373,000	402,000	424,700	368,200
	Actual	404,739	364,344	399,620	348,519	379,210	345,163		
	Variance	N/A	N/A	N/A	74%	2%	-14%		
<b>Additional Information:</b> In FY 2015, SCORE clients engaged in repeat consultations as their business needs evolved and personal advisor relationships were cultivated, which resulted in a decrease in the total number of clients. However, the existing client satisfaction and business outcomes increased. SBDC counselors also saw fewer clients, however the average time spent per client increased 2.5%.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of SBDC Clients Trained	Target	N/A	N/A	Baseline	350,000	350,000	350,000	340,000	270,000
	Actual	379,794	352,290	332,421	330,781	291,366	267,420		
	Variance	N/A	N/A	N/A	-5%	-17%	-24%		
<b>Additional Information:</b> The SBA decreased the target for SBDC clients trained in FY 2016 and FY 2017 to place greater priority in developing its quality of services in terms of hours served and enhanced export training. In FY 2015, resources shifted to providing more counseling hours per client which resulted in fewer clients trained.									

Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of SBDC Clients Advised	Target	N/A	N/A	Baseline	200,000	220,000	220,000	220,000	190,000
	Actual	209,558	205,408	211,091	201,596	194,121	187,478		
	Variance	N/A	N/A	N/A	1%	-12%	-15%		
<b>Additional Information:</b> In FY 2015, SBDC counselors saw fewer clients, however the average time spent per client increased 2.5%.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Small Businesses Created by SBDCs	Target	7,500	12,500	15,600	12,500	12,500	13,000	13,000	13,000
	Actual	14,065	13,664	14,357	14,201	13,415	13,123		
	Variance	88%	9%	-8%	14%	7%	1%		
<b>Additional Information:</b> SBA's targets for SBDC small businesses created remain static in FY 2016 and FY 2017 as SBA places greater priority in developing its quality of services in terms of hours served and enhanced export training.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Cost of SBDC per Small Business Assisted	Target	N/A	N/A	N/A	N/A	N/A	N/A		
	Actual	9,117	9,538	8,809	7,991	8,983	9,268		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
<b>Additional Information:</b> This performance indicator is being discontinued in FY 2016. It does not accurately portray the costs to deliver programmatic outcomes.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Billions of Dollars of Capital Infusion from SBDC	Target	2.5	3.7	3.7	3.4	4.0	4.0	4.0	4.0
	Actual	3.8	3.6	4.0	4.5	4.7	4.7		
	Variance	52%	-3%	8%	32%	18%	18%		
<b>Additional Information:</b> Billions of dollars of capital infusion includes financing provided to small businesses from various sources including the SBA. As the economy improved, robust lending for small businesses helped SBDCs exceed the target.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Small Businesses Assisted by WBC	Target	135,000	135,000	137,750	125,000	125,000	133,000		
	Actual	160,735	138,923	136,951	133,765	140,037	Data Lag		
	Variance	19%	3%	-1%	7%	12%	N/A		
<b>Additional Information:</b> This performance indicator is being discontinued in FY 2016. The number of small businesses assisted is measured by adding the total number of clients trained and clients advised, which are already tracked in this performance table.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of WBC Clients Trained	Target	N/A	N/A	Baseline	95,000	105,000	111,000	120,000	125,000
	Actual	135,941	115,805	114,931	114,310	119,351	120,341		
	Variance	N/A	N/A	N/A	20%	14%	8%		
<b>Additional Information:</b> The SBA predicts WBC clients trained levels to remain relatively static in FY 2016 and FY 2017 as SBA places greater priority in developing its quality of services in terms of hours served and enhanced export training.									

Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of WBC Clients Advised	Target	N/A	N/A	N/A	Baseline	20,000	22,000	22,200	22,200
	Actual	24,794	23,118	22,020	19,455	20,686	20,375		
	Variance	N/A	N/A	N/A	N/A	3%	-7%		
<b>Additional Information:</b> The SBA predicts WBC clients advised levels to remain relatively static in FY 2016 and FY 2017 as SBA places greater priority in developing its quality of services in terms of hours served and enhanced export training.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Small Businesses Created by WBC	Target	618	618	590	475	600	650	730	750
	Actual	689	701	694	637	708	766		
	Variance	11%	13%	18%	34%	18%	18%		
<b>Additional Information:</b> The SBA predicts WBC small businesses created levels to remain relatively static in FY 2016 and FY 2017 as SBA places greater priority in developing its quality of services in terms of hours served and enhanced export training.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Cost of WBC per Small Business Assisted	Target	N/A	N/A	N/A	N/A	N/A	N/A		
	Actual	139	140	143	137	183	174		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
<b>Additional Information:</b> This performance indicator is being discontinued in FY 2016. It does not accurately portray the costs to deliver programmatic outcomes.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Small Businesses Assisted by SCORE	Target	349,867	349,897	419,000	400,000	400,000	400,000		
	Actual	407,240	356,837	458,773	345,902	442,374	Data Lag		
	Variance	16%	2%	9%	-14%	11%	N/A		
<b>Additional Information:</b> This performance indicator is being discontinued in FY 2016. The number of small businesses assisted is measured by adding the total number of clients trained and clients advised, which are already tracked in this performance table.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of SCORE Clients Trained	Target	N/A	N/A	Baseline	250,000	250,000	240,000	274,000	240,000
	Actual	236,853	221,019	292,264	218,434	277,971	212,229		
	Variance	N/A	N/A	N/A	-13%	11%	-12%		
<b>Additional Information:</b> The SBA introduced this metric in FY 2012. In FY 2015, SCORE streamlined its training curriculum, condensing multi-sessions into a single session to better serve clients, which explains the decrease.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of SCORE Clients Mentored	Target	N/A	N/A	N/A	Baseline	133,000	160,000	182,500	156,000
	Actual	170,387	135,818	166,509	127,468	164,403	137,310		
	Variance	N/A	N/A	N/A	N/A	24%	-14%		
<b>Additional Information:</b> The SBA introduced this metric in FY 2014. SCORE continues to conduct outreach using local community outreach, national partnerships, public-service announcements, and social media channels to increase the number of clients mentored. In FY 2015, SCORE mentoring clients engaged in repeat consultations as their business needs evolved and personal advisor relationships were cultivated, decreasing number of total clients while positively impacting existing client satisfaction and business outcomes.									

Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Small Businesses Created by SCORE	Target	1,082	1,082	1,080	700	700	5,400	5,400	5,400
	Actual	1,077	816	828	628	5,339	Data Lag -		
	Variance	0%	-25%	-23%	-10%	663%	-100%		
<b>Additional Information:</b> In FY 2014, SCORE revised its data collection methodology to include survey data directly reported from SCORE clients. FY 2015 data will be available in the summer of 2016.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Cost of SCORE per Small Business Assisted	Target	N/A	N/A	N/A	N/A	30.00	N/A		
	Actual	29.00	36.00	22.00	33.00	27.00	33.32		
	Variance	N/A	N/A	N/A	N/A	-10%	N/A		
<b>Additional Information:</b> This performance indicator is being discontinued in FY 2016. It does not accurately portray the costs to deliver programmatic outcomes.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Clients Trained Online	Target	N/A	N/A	Baseline	500,000	225,000	250,000	220,000	200,000
	Actual	480,000	234,000	220,596	150,355	182,002	139,719		
	Variance	N/A	N/A	N/A	-70%	-19%	-44%		
<b>Additional Information:</b> The number of clients trained online includes clients trained through the SBA Learning Center. The SBA did not reach its FY 2015 goal due to focusing on training quality over quantity. In addition, after improving its data collection process in FY 2014, the SBA has adjusted its targets going forward to reflect the more realistic assessment of outreach.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of Emerging Leaders Creating or Retaining Jobs	Target	N/A	N/A	N/A	N/A	N/A	Baseline	81%	81%
	Actual	N/A	N/A	73%	69%	81%	Data Lag		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
<b>Additional Information:</b> The SBA introduced this metric in FY 2016. Due to the nature of the initiative, the SBA surveys participants each year for three years, following completion of the initiative's curriculum. This performance indicator includes results obtained by the cohort of the indicated year and the previous two years during the indicated calendar year. FY 2015 data will be available in the summer of 2016.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of Emerging Leaders Obtaining Revenue Growth	Target	N/A	N/A	N/A	N/A	N/A	Baseline	65%	67%
	Actual	57%	67%	62%	68%	66%	Data Lag		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
<b>Additional Information:</b> The SBA introduced this metric in FY 2016. Due to the nature of the initiative, the SBA surveys participants each year for three years, following completion of the initiative's curriculum. This performance indicator includes results obtained by the cohort of the indicated year and the previous two years during the indicated calendar year. FY 2015 data will be available in the summer of 2016.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of RIC Participants Obtaining an Innovation Milestone	Target	N/A	N/A	N/A	N/A	N/A	Baseline	50%	52%
	Actual	N/A	N/A	N/A	N/A	N/A	Data Lag		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
<b>Additional Information:</b> The SBA introduced this metric in FY 2016. FY 2015 data will be available in fall 2016.									

Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of ScaleUp Participants Creating or Retaining Jobs	Target	N/A	N/A	N/A	N/A	N/A	N/A	Baseline	60%
	Actual	N/A	N/A	N/A	N/A	N/A	N/A		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
Additional Information: The SBA introduced this metric in FY 2016. FY 2015 data will be available in fall 2016.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of ScaleUp Participants Obtaining Revenue Growth	Target	N/A	N/A	N/A	N/A	N/A	N/A	Baseline	55%
	Actual	N/A	N/A	N/A	N/A	N/A	N/A		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
Additional Information: The SBA introduced this metric in FY 2016. FY 2015 data will be available in fall 2016.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of RIC Participants Obtaining Revenue Growth	Target	N/A	N/A	N/A	N/A	N/A	Baseline	60%	62%
	Actual	N/A	63%	52%	52%	57%	Data Lag		
	Variance	N/A	N/A	N/A	N/A	N/A	0%N/A		
Additional Information: The SBA introduced this metric in FY 2016. FY 2015 data will be available in fall 2016.									

**Objective 1.4 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**

Priority Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Lenders Providing Loans to Exporters	Target	N/A	N/A	Baseline	492	523	555		
	Actual	N/A	430	497	483	513	514		
	Variance	N/A	N/A	N/A	-2%	-2%	-7%		
Additional Information: The goal tracks the sum of all lenders providing SBA-guaranteed export financing. This indicator is being discontinued in FY 2016.									
Priority Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Small Business Exporters Receiving SBA Financing	Target	950	990	1,100	1,349	1,415	1,480	1,520	1,520
	Actual	1,326	1,346	1,283	1,388	1,392	1,513		
	Variance	40%	36%	17%	3%	-2%	2%		
Additional Information: The goal tracks the the sum of all small businesses receiving SBA-guaranteed export financing.									
Performance Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Export Core Loans	Target	N/A	N/A	N/A	N/A	N/A	Baseline	560	580
	Actual	386	485	405	502	502	547		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
Additional Information: The Number of Export Core Loans is a new measure replacing the Number of Small Businesses Receiving Export Counseling. This metric measures the sum of core SBA-guaranteed export loans made to small businesses - Export Working Capital, International Trade, and Export Express loans.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Small Businesses Receiving Export Finance Training	Target	5,662	5,726	7,200	8,000	7,600	8,000	8,400	8,400
	Actual	9,151	8,717	10,598	8,244	8,273	8,120		
	Variance	62%	52%	47%	3%	9%	2%		
Additional Information: The metric tracks the sum of all small businesses that have received export training by SBA trade finance staff.									

Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Lenders Receiving Export Finance Training	Target	3,072	2,600	3,950	4,400	4,000	4,200	4,500	4,800
	Actual	3,708	3,518	4,119	4,868	5,097	4,329		
	Variance	21%	35%	4%	11%	27%	3%		
<b>Additional Information:</b> The metric tracks the sum of all lenders that have received export training by SBA trade finance staff.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Cost per Small Business Assisted by USGBS Finance Programs	Target	N/A	N/A	N/A	N/A	N/A	N/A		
	Actual	488	497	543	805	1,580	660		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
<b>Additional Information:</b> This performance indicator is being discontinued in FY 2016. It does not accurately portray the costs to deliver programmatic outcomes.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Average Dollar Return on Investment of STEP Cooperative Agreements	Target	N/A	N/A	N/A	N/A	N/A	N/A	Baseline	12
	Actual	N/A	11	28	Data Lag	Data Lag	Data Lag		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
<b>Additional Information:</b> STEP cooperative agreements assist small businesses to enter and succeed in the international marketplace. The average return on investment is calculated by dividing the reported total dollar export sales supported by the STEP Program by the STEP funds awarded for each fiscal year.									

**Objective 1.5 Fuel high-growth entrepreneurship, innovation, and job creation by providing the tools small businesses need to start and grow their business**

Performance Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Dollars of SBA Debenture Leverage Committed to SBICs (Millions)	Target	N/A	1,352	1,900	2,400	2,500	2,500	2,500	2,600
	Actual	1,165	1,827	1,924	2,156	2,549	2,553		
	Variance	N/A	35%	1%	-10%	2%	2%		
<b>Additional Information:</b> The measure tracks the dollar amount of commitments to SBIC funds.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Time (Months) Taken to License an SBIC	Target	N/A	N/A	N/A	N/A	N/A	Baseline	6.0	6.0
	Actual	5.8	5.5	5.4	6.8	7.4	8.4		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
<b>Additional Information:</b> The measure monitors the average number of months for the internal SBIC licensing process.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of Federal Government Dollars Awarded to SBIR Proposals	Target	N/A	N/A	N/A	N/A	N/A	Baseline	3%	3%
	Actual	2.5%	2.5%	2.6%	2.7%	2.8%	Data Lag		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
<b>Additional Information:</b> Federal agencies with extramural budgets for research and development in excess of \$100 million must appropriate at least the targeted amount on small business innovation. There is a two year data lag in reporting results.									

Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of Federal Government Dollars Awarded to STTR Proposals	Target	N/A	N/A	N/A	N/A	N/A	Baseline	0.45%	0.45%
	Actual	0.30%	0.30%	0.35%	0.35%	0.40%	Data Lag		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
<b>Additional Information:</b> Federal agencies with extramural budgets for research and development in excess of \$1 billion must appropriate at least the targeted amount on small business innovation. There is a two year data lag in reporting results.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Applications Received for SBA Accelerators Program	Target	N/A	N/A	N/A	N/A	N/A	N/A	Baseline	450
	Actual	N/A	N/A	N/A	N/A	N/A	421		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		

**Objective 1.6 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**

Priority Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Return Rate for Disaster Survivor Applications	Target	N/A	N/A	N/A	Baseline	29%	34%	50%	
	Actual	N/A	N/A	N/A	24%	69%	98%		
	Variance	N/A	N/A	N/A	N/A	138%	188%		
<b>Additional Information:</b> Since implementing a new process for issuing applications to disaster survivors (i.e. using call centers to promote the use of electronic loan applications rather than automatically mailing paper copies), the return rate for applications has significantly increased, leading to quicker loan processing for disaster survivors. Due to the successful impact of SBA's strategies, this goal will be retired after FY 2016.									
Performance Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Customer Satisfaction Rate for Approvals	Target	71%	71%	71%	71%	71%	71%	71%	71%
	Actual	74%	80%	80%	81%	80%	80%		
	Variance	4%	13%	13%	14%	13%	13%		
<b>Additional Information:</b> The SBA established this performance goal in FY 2010 and has provided historical data for context. The SBA conducts an annual customer satisfaction study on its Disaster Assistance program using the methodology of the American Customer Satisfaction Index (ACSI). The SBA can use the survey data to identify and target areas for improvement that will have the greatest impact on customer satisfaction scores. The government-wide customer service standard is 66 percent. The new process for issuing applications to disaster survivors (i.e. using call centers to promote the use of electronic loan applications) and the use of electronic loan applications has a direct, positive impact on disaster survivors by increasing the number of interactions between the SBA and disaster survivors. This increased attention and customer service is resulting in improved customer satisfaction ratings.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of Disasters Having Field Presence Within 3 Days	Target	95%	95%	95%	95%	95%	95%	95%	95%
	Actual	100%	100%	100%	100%	100%	100%		
	Variance	5%	5%	5%	5%	5%	5%		
<b>Additional Information:</b> Field presence is defined as locating disaster personnel to disaster sites within three days of disaster declaration.									

Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of Loans With Initial Disbursements Within 5 Days of Loan Closing	Target	95%	95%	95%	95%	95%	95%	95%	95%
	Actual	100%	100%	100%	100%	100%	98%		
	Variance	5%	5%	5%	5%	5%	3%		
Additional Information: Disbursement refers to the last step of a three-step disaster loan process in which a loan is closed and funds are disbursed to the customer for an approved loan amount.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of Disaster Loans Processed Within Standard	Target	85%	85%	85%	85%	85%	85%	85%	85%
	Actual	100%	100%	95%	55%	100%	100%		
	Variance	18%	18%	12%	-35%	18%	18%		
Additional Information: The SBA introduced this composite performance indicator in FY 2015 to replace separate indicators related to home, business, and EIDL loan processing. Historical data have been provided for context. The new 2 to 3 week processing goal standard for all loan types, coupled with the 25-year low loan volume, produced the high variance.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of Small Businesses Sustaining Economic Injury that Remain in Operation 6 Months After Final Disbursement	Target	77%	79%	79%	79%	79%	79%		
	Actual	91%	93%	95%	97%	94%	N/A		
	Variance	18%	18%	20%	23%	19%	N/A		
Additional Information: This performance indicator is discontinued beginning in FY 2016. The SBA introduced a composite performance indicator in FY 2015 to replace separate indicators related to home, business, and EIDL loan processing. Historical data have been provided for context.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of Small Businesses Sustaining Physical Damage that are in Operation 6 Months After Final Disbursement	Target	60%	65%	65%	65%	65%	65%		
	Actual	61%	73%	73%	71%	72%	N/A		
	Variance	2%	12%	12%	9%	11%	N/A		
Additional Information: This performance indicator is discontinued beginning in FY 2016. The SBA introduced a composite performance indicator in FY 2015 to replace separate indicators related to home, business, and EIDL loan processing. Historical data have been provided for context.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of Homeowners that Completed Eligible Disaster Repairs Within 6 Months of Final Disbursement	Target	77%	79%	79%	79%	79%	70%		
	Actual	91%	64%	79%	67%	80%	N/A		
	Variance	18%	-19%	0%	-15%	1%	N/A		
Additional Information: This performance indicator is discontinued beginning in FY 2016. The SBA introduced a composite performance indicator in FY 2015 to replace separate indicators related to home, business, and EIDL loan processing. Historical data have been provided for context.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of Renters that Completed Eligible Repairs Within 6 Months After Final Disbursement	Target	84%	84%	84%	84%	80%	80%		
	Actual	85%	77%	77%	87%	100%	N/A		
	Variance	1%	-8%	-8%	4%	25%	N/A		
Additional Information: This performance indicator is discontinued beginning in FY 2016. The SBA introduced a composite performance indicator in FY 2015 to replace separate indicators related to home, business, and EIDL loan processing. Historical data have been provided for context.									

Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of Applications Processed Electronically	Target	Baseline	26%	27%	39%	45%	45%	45%	
	Actual	28%	26%	36%	55%	79%	84%		
	Variance	N/A	0%	33%	41%	76%	87%		
<p><b>Additional Information:</b> The SBA introduced this performance indicator in FY 2011 and historical data have been provided for context. Since implementing a new process for issuing applications to disaster survivors (i.e. using call centers to promote the use of electronic loan applications rather than automatically mailing paper copies), the number of disaster survivors using electronic loan applications has increased. Based on a 25-year low loan volume, the “actual” percentage of applications processed electronically was uncommonly high. The SBA projects the loan volume to return to normal with a substantial decrease in electronically processed applications. This goal was an Agency Priority Goal in FY 2012-2013. Due to the successful impact of SBA's strategies, this goal will be retired after FY 2016.</p>									

### *Strategic Goal Two – Serving as the Voice for Small Business*

#### Objective 2.1 Ensure inclusive entrepreneurship by expanding access and opportunity to small business and entrepreneurs in communities where market gaps remain

Performance Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Small Businesses in Underserved Markets Assisted by 7(a), 504, and Microloans	Target	32,846	34,200	31,800	31,000	31,550	32,250	32,250	34,050
	Actual	34,115	36,933	33,449	33,428	35,014	35,845		
	Variance	4%	8%	5%	8%	11%	11%		
<p><b>Additional Information:</b> The definition for underserved markets (USM) includes specific underserved populations (i.e., veterans, women, and minorities) and underserved places (HUBZone, low-moderate income, and Empowerment Zones). Streamlined processing for loans under \$350,000 and fee relief were particularly effective in increasing the number of small businesses assisted in FY 2015.</p>									
Performance Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Small Businesses in Underserved Markets Assisted by 8(a), 7(j), and HUBZone	Target	15,857	17,007	21,925	18,325	18,025	18,025	18,050	15,550
	Actual	18,327	17,165	18,532	17,071	17,163	20,324		
	Variance	16%	1%	-15%	-7%	-5%	13%		
<p><b>Additional Information:</b> The definition for underserved markets (USM) includes specific underserved populations (i.e., veterans, women, and minorities) and underserved places (HUBZone, low-moderate income, and Empowerment Zones). The SBA continues to see fewer designated 8(a) firms and HUBZone firms, although both programs have recently launched program improvements to reverse this pattern. Program improvements will take time to implement due to the regulatory nature of some needed improvements. Consequently, increases in performance are not anticipated until after FY 2017.</p>									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Small Businesses in Underserved Markets Assisted by 7(a) Loans	Target	25,500	24,800	24,400	23,600	24,100	24,600	24,600	25,850
	Actual	25,679	28,386	23,846	24,225	27,778	29,369		
	Variance	1%	14%	-2%	3%	15%	19%		
<p><b>Additional Information:</b> The definition for underserved markets (USM) includes specific underserved populations (i.e., veterans, women, and minorities) and underserved places (HUBZone, low-moderate income, and Empowerment Zones). 7(a) loan activity increased across all loan sizes but the streamlined processing for loans under \$350,000 and fee relief were particularly effective in increasing the number of small businesses assisted by 7(a) loans.</p>									

Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Small Businesses in Underserved Markets Assisted by 504 Loans	Target	3,500	4,800	4,000	3,800	3,800	4,000	4,000	4,200
	Actual	4,384	4,548	5,379	4,361	3,319	2,782		
	Variance	25%	-5%	34%	15%	-13%	-30%		
<b>Additional Information:</b> The definition for underserved markets (USM) includes specific underserved populations (i.e., veterans, women, and minorities) and underserved places (HUBZone, low-moderate income, and Empowerment Zones). The 504 loan program experienced a decline in number of loans and an increase in loan dollars in FY 2015. The SBA anticipates an increase for FY 2016 loan volume due to the final rule that became effective April 21, 2014 that eliminated unnecessary regulatory burdens on CDCs and loan eligibility restrictions (personal resources test).									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Small Businesses Assisted by Microloans	Target	3,846	4,600	3,400	3,600	3,650	3,650	3,650	4,000
	Actual	4,052	3,999	4,224	4,842	3,917	3,694		
	Variance	5%	-13%	24%	35%	7%	1%		
<b>Additional Information:</b> The SBA works with key microlenders to create and enhance their small dollar and minority lending platforms. The SBA provided additional microloan support and technical assistance following the April riots in Baltimore. This additional assistance is helping the city recover by supporting small businesses after the destruction caused in the city.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Cost of Microloans per Small Business Assisted	Target	N/A	N/A	N/A	N/A	N/A			
	Actual	8,313	9,589	7,095	6,429	9,616	9,637		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
<b>Additional Information:</b> This performance indicator is being discontinued in FY 2016. It does not accurately portray the costs to deliver programmatic outcomes.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Jobs Supported by Microloans	Target	12,735	14,500	14,000	12,500	12,750	12,750	15,000	15,900
	Actual	13,612	13,271	13,280	15,636	15,880	16,600		
	Variance	7%	-8%	-5%	25%	25%	30%		
<b>Additional Information:</b> The SBA works with key microlenders to create and enhance their small dollar and minority lending platforms which helps increase the number of jobs supported.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Thousands of Dollars in Loans Approved by SBA to Microlenders	Target	N/A	Baseline	25,000	25,000	25,000	25,000	35,000	40,000
	Actual	38,129	35,479	24,606	43,286	26,465	34,987		
	Variance	N/A	N/A	-2%	73%	6%	40%		
<b>Additional Information:</b> The SBA works with key microlenders to create and enhance their small dollar and minority lending platforms.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Thousands of Dollars in Loans Approved by Lenders to Microborrowers	Target	66,927	65,000	45,340	44,000	45,000	45,000	55,000	62,800
	Actual	45,046	47,453	46,107	54,850	55,478	51,070		
	Variance	-33%	-27%	2%	25%	23%	16%		
<b>Additional Information:</b> The SBA works with key microlenders to create and enhance their small dollar and minority lending platforms.									

Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Small Businesses Counseled by Microlenders	Target	15,396	6,500	13,600	14,400	14,600	14,600	14,600	15,000
	Actual	14,916	15,900	15,892	19,368	15,668	17,200		
	Variance	-3%	145%	17%	35%	7%	18%		
<b>Additional Information:</b> The SBA works with key microlenders to create and enhance their small dollar and minority lending platforms.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Grant-eligible Microlenders	Target	N/A	N/A	Baseline	135	135	135	135	140
	Actual	128	131	134	135	137	137		
	Variance	N/A	N/A	N/A	0%	1%	1%		
<b>Additional Information:</b> The SBA established this performance indicator in FY 2013 and has provided historical data for context.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Small Businesses Assisted by 8(a)	Target	9,457	9,457	8,500	8,300	8,000	8,000	8,000	5,500
	Actual	8,442	7,814	7,388	6,661	6,660	6,948		
	Variance	-11%	-17%	-13%	-20%	-17%	-13%		
<b>Additional Information:</b> Due to the administrative burdens of the application and certification processes, there has been a decline in the number of 8(a) participants. The program identified and began implementing various short-term and long-term improvements which should increase the number of businesses assisted in future years. However, an increase in performance is not anticipated until after FY 2017.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Cost of 8(a) per Small Business Assisted	Target	N/A	N/A	N/A	N/A	N/A			
	Actual	6,730	7,458	8,237	7,754	8,082	8,002		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
<b>Additional Information:</b> This performance indicator is being discontinued in FY 2016. It does not accurately portray the costs to deliver programmatic outcomes.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Small Businesses Assisted by HUBZone	Target	4,000	4,000	9,875	6,475	6,475	6,475	6,500	6,500
	Actual	6,405	5,801	7,872	6,497	6,399	8,016		
	Variance	60%	45%	-20%	0%	-1%	24%		
<b>Additional Information:</b> SBA saw a higher number of initial HUBZone applications (98 more than in FY 2014); protests (7 more than in FY 2014); and decertification actions (421 more than in FY 2014). Additionally, more firms participated in the Program's outreach and technical assistance efforts compared to FY 2014.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Cost of HUBZone per Small Business Assisted	Target	N/A	N/A	N/A	N/A	N/A	N/A		
	Actual	2,649	2,684	1,156	1,528	1,604	1,899		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Small Businesses Assisted by 7(j)	Target	2,400	3,550	3,550	3,550	3,550	3,550	3,550	3,550
	Actual	3,480	3,550	3,272	3,913	4,104	5,360		
	Variance	45%	0%	-8%	10%	16%	51%		
<b>Additional Information:</b> The SBA has been able to provide a greater amount of technical assistance than expected in FY 2015.									

Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Cost of 7(j) per Small Business Assisted	Target	N/A	N/A	N/A	N/A	N/A	N/A		
	Actual	1,574	1,832	1,637	1,480	1,368	829		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
<b>Additional Information:</b> This performance indicator is being discontinued in FY 2016. It does not accurately portray the costs to deliver programmatic outcomes.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Veterans Assisted	Target	80,000	100,000	110,000	112,000	115,000	120,000		
	Actual	131,523	137,011	134,069	101,839	79,595	76,779		
	Variance	64%	37%	22%	-9%	-31%	-36%		
<b>Additional Information:</b> This performance indicator is being discontinued in FY 2016 since data is now captured by the VBOC and B2B-related performance indicators.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Veterans Trained by Veterans Business Outreach Centers (VBOCs)	Target	N/A	N/A	N/A	N/A	Baseline	33,000	33,000	33,000
	Actual	42,561	40,292	35,205	25,473	36,653	46,859		
	Variance	N/A	N/A	N/A	N/A	N/A	41%		
<b>Additional Information:</b> This performance indicator was introduced in FY 2015, and historical data have been provided for context. The VBOC cooperative agreement/grant award announcement occurred in the third quarter of FY 2015. Of the 15 VBOCs, five new recipients were selected and integrated into the VBOC Partner Network.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Veterans Counseled by Veterans Business Outreach Centers	Target	N/A	N/A	N/A	N/A	Baseline	31,000	31,000	31,000
	Actual	4,909	9,379	8,796	9,191	15,968	15,501		
	Variance	N/A	N/A	N/A	N/A	N/A	-50%		
<b>Additional Information:</b> This performance indicator was introduced in FY 2015, however, the methodology has been revised to ensure consistency among SBA's other entrepreneurial development programs. Calculations have been redone using the updated methodology and historical data have been provided for context. SBA is placing greater priority in developing its quality of services in terms of hours served per client. VBOCs anticipate sustaining the current level of service but are now tracking the average time spent per client, theorizing that increased interaction with repeat clients will improve overall client business outcomes. The VBOC cooperative agreement/grant award announcement occurred in the third quarter of FY 2015. Of the 15 VBOCs, five new recipients were selected and integrated into the VBOC Partner Network.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Cost per Veteran Assisted	Target	N/A	N/A	N/A	N/A	N/A	N/A		
	Actual	48.68	65.65	69.81	89.37	244.22	376.17		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
<b>Additional Information:</b> This performance indicator is being discontinued in FY 2016. It does not accurately portray the costs to deliver programmatic outcomes.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Boots to Business Participants (B2B) Trained	Target	N/A	N/A	N/A	N/A	15,000	15,500	17,500	20,000
	Actual	N/A	N/A	N/A	4,498	14,684	14,419		
	Variance	N/A	N/A	N/A	N/A	-2%	-21%		
<b>Additional Information:</b> This performance indicator was introduced in FY 2015, and historical data have been provided for context.									

Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Boots to Business (B2B) Participants Eight Week Graduation Rate	Target	N/A	N/A	N/A	N/A	50	50	50	50
	Actual	N/A	N/A	N/A	N/A	48	51		
	Variance	N/A	N/A	N/A	N/A	-4%	10%		
<b>Additional Information:</b> This performance indicator is being introduced in FY 2017, and historical data have been provided for context.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Small Businesses Formed by Boots to Business (B2B) Graduates	Target	N/A	N/A	N/A	N/A	N/A	N/A	Baseline	1,200
	Actual	N/A	N/A	N/A	N/A	N/A	N/A		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
<b>Additional Information:</b> This performance indicator is being introduced in FY 2017. Baseline data will be available in spring 2016. Survey (OMB control #3245-0390, expiration date 12/31/2018) was distributed in January 2016. The FY 2017 target is an estimate since there is no existing outcome data on the impact of veteran entrepreneurship training on business formation.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Small Businesses Assisted in Native American Communities	Target	N/A	N/A	N/A	N/A	N/A	N/A	Baseline	2,000
	Actual	1,711	1,684	1,713	1,943	2,107	2,209		
	Variance	N/A	N/A	N/A	N/A	N/A	0%N/A		

**Objective 2.2 Provide timely, instructive, and useful information to the small business community through SBA's extensive digital and in person outreach efforts**

Performance Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Average Monthly SBA.gov Site Visits	Target	N/A	N/A	1,200,000	2,000,000	2,400,000	2,300,000	2,300,000	2,400,000
	Actual	N/A	N/A	1,439,750	2,159,850	2,800,000	2,245,979		
	Variance	N/A	N/A	20%	8%	17%	-2%		
<b>Additional Information:</b> This measure is a monthly average of all site visits to SBA.gov.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Average Monthly Unique Visitors to SBA.gov	Target	N/A	N/A	Baseline	1,500,000	1,500,000	1,500,000	1,400,000	1,400,000
	Actual	N/A	N/A	950,000	1,420,000	1,680,000	1,514,000		
	Variance	N/A	N/A	N/A	-5%	12%	1%		
<b>Additional Information:</b> This measure tracks the monthly average of unique visitors. The measure was previously titled "Number of Unique Visitors to SBA.gov." When a new user visits SBA.gov, SBA.gov captures the data via a session cookie. As more users access the website, the number of "unique" (new) visitors will level-off and decrease overtime.									

**Objective 2.3 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**

Performance Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Board Membership Rate	Target	N/A	N/A	Baseline	78%	85%	85%	90%	90%
	Actual	88%	98%	96%	74%	80%	74%		
	Variance	N/A	N/A	N/A	-5%	-6%	-13%		
<b>Additional Information:</b> The SBA undertook proactive candidate recruitment in FY 2015; however, seven new board members were still being vetted, which led to the Agency missing the target.									
Performance Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Rules/Regulations Identified that Burden Small Businesses	Target	N/A	N/A	N/A	N/A	2	5	6	8
	Actual	N/A	N/A	N/A	N/A	6	7		
	Variance	N/A	N/A	N/A	N/A	200%	40%		
<b>Additional Information:</b> This measure tracks rules and recurring regulatory issues that SBA successfully identified, escalated, and addressed with agency partners on a systemic level for the benefit of the broader small business community. Further work will be completed to quantify the economic impacts of the rules identified in future years.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Outreach Events	Target	N/A	N/A	Baseline	46	52	58	58	60
	Actual	50	56	48	48	64	66		
	Variance	N/A	N/A	N/A	4%	23%	14%		
<b>Additional Information:</b> Because of an aggressive outreach schedule focused on connecting directly with small business stakeholders in their communities while significantly improving awareness of the resources the office provides to small business owners, the Office of the National Ombudsman exceeded its outreach target for FY 2015.									

*Strategic Goal Three – Building an SBA that Meets the Needs of Today’s and Tomorrow’s Small Businesses*

**Objective 3.1 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**

Performance Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
IT Helpdesk Customer Satisfaction Rate	Target	N/A	N/A	N/A	N/A	Baseline	85%	85%	85%
	Actual	N/A	N/A	N/A	N/A	85%	85%		
	Variance	N/A	N/A	N/A	N/A	N/A	0%		
<b>Additional Information:</b> The metric reports the average score on customer service surveys submitted to the Office of the Chief Information Officer.									
Performance Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
SBA Small Business Utilization Rate	Target	67.00%	67.00%	67.00%	67.00%	68.00%	69.00%	72.75%	TBD
	Actual	67.00%	67.00%	71.00%	72.00%	77.48%	Data Lag		
	Variance	0%	0%	6%	7%	14%	N/A		
<b>Additional Information:</b> The data supporting the FY 2015 performance indicator is not finalized until the third quarter of FY 2016.									

Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Security Incidents Reported to U.S. Computer Emergency Readiness Test (CERT) Within Specified Timeframes	Target	N/A	N/A	100%	100%	100%	100%	100%	100%
	Actual	N/A	N/A	100%	100%	100%	100%		
	Variance	N/A	N/A	0%	0%	0%	0%		
<b>Additional Information:</b> The metric reports the percentage of the total number of incidents reported within the mandatory timeframe.									
Performance Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
SBA Footprint Reduction Rate	Target	N/A	N/A	N/A	N/A	N/A	N/A	2%	2%
	Actual	N/A	N/A	N/A	-2%	-2%	-2%		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		

**Objective 3.2 Invest in the Agency's employee recruitment, hiring, training, work-life programs and performance management so staff is engaged to more effectively serve small businesses**

Performance Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Average Number of Days to Hire	Target	72	108	100	80	100	100	100	100
	Actual	97	112	154	154	85	97		
	Variance	35%	4%	54%	93%	-15%	-3%		
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Federal Employee Viewpoint Survey Job Satisfaction Rate	Target	69.5%	70.5%	71.0%	71.0%	71.0%	71.0%	64.0%	67.0%
	Actual	66.7%	67.0%	66.0%	66.0%	65.0%	62.0%		
	Variance	-4.0%	-5.0%	-7.0%	-7.0%	-8.5%	-12.7%		
<b>Additional Information:</b> The satisfaction rate is the Human Capital Assessment & Accountability Framework (HCAAF) Trends – Job Satisfaction Index which indicates the extent to which employees are satisfied with their jobs.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Retention Rate for New Hires	Target	N/A	N/A	80%	85%	88%	93%	93%	93%
	Actual	N/A	N/A	80%	95%	91%	87%		
	Variance	N/A	N/A	0%	12%	3%	-6%		
<b>Additional Information:</b> The retention rate is defined as an employee remaining in a current position for a minimum of two years within the Agency.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Federal Employee Viewpoint Survey Engagement Index	Target	N/A	N/A	N/A	N/A	N/A	Baseline	64%	67%
	Actual	N/A	65%	64%	65%	62%	60%		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
<b>Additional Information:</b> Memorandum 15-04 establishes that Federal agencies increase engagement efforts with the goal of increasing the government-wide Engagement Index on the FY 2017 Federal Employee Viewpoint Survey to 67%. The Index is comprised of three sub-categories including Leaders Lead, Supervisors, and Intrinsic Work Experience.									

**Objective 3.3 Mitigate risk to taxpayers and improve oversight across SBA programs**

Performance Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Select Risk-Based Reviews of Lenders	Target	N/A	N/A	N/A	110	150	300	300	300
	Actual	N/A	N/A	N/A	110	181	300		
	Variance	N/A	N/A	N/A	0%	21%	0%		
<b>Additional Information:</b> During FY 2015, the SBA developed standardized protocols and refined tolerance thresholds and analytical data tools.									
Performance Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of Annual 8(a) Reviews Completed	Target	100%	100%	100%	100%	100%	100%	100%	100%
	Actual	99%	99%	101%	100%	100%	100%		
	Variance	-1%	-1%	1%	0%	0%	0%		
<b>Additional Information:</b> Each active 8(a) program participant is reviewed on an annual basis to ensure continued compliance with program requirements. Reviews are completed on a rolling basis and must occur within 60 days of the one year anniversary date from a firm's acceptance into the 8(a) program. For example, a firm certified on Jan. 1 of a given year would need the review completed by March 1 of the following calendar year.									

Performance Goal		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Programmatic and Financial Reviews of Entrepreneurial Development Resource Partners	Target	N/A	45	45	75	75	65	65	65
	Actual	N/A	45	49	76	70	66		
	Variance	N/A	0%	9%	1%	-7%	2%		
<b>Additional Information:</b> The indicator includes the number of reviews completed for both SBDC and WBC.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Targeted Risk- Based Reviews of Lenders	Target	N/A	N/A	N/A	40	20	15	15	15
	Actual	N/A	N/A	N/A	41	13	32		
	Variance	N/A	N/A	N/A	3%	-35%	113%		
<b>Additional Information:</b> During FY 2015, the SBA developed standardized protocols and refined tolerance thresholds and analytical data tools.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Veteran Outreach Business Center (VBOC) Programmatic and Financial Reviews	Target	N/A	N/A	N/A	N/A	N/A	5	5	5
	Actual	N/A	N/A	N/A	N/A	N/A	N/A		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
<b>Additional Information:</b> A VBOC partner review involves an analysis of internal procedures using SBDC-consistent procedures. There are 15 VBOCs, and the SBA plans to review five centers each annual period of performance (not fiscal year).									

Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Supervision and Enforcement Actions	Target	N/A	N/A	Baseline	5	5	5	5	5
	Actual	N/A	N/A	3	24	9	6		
	Variance	N/A	N/A	N/A	380%	80%	20%		
<b>Additional Information:</b> The SBA identified material deficiencies in more lenders than originally projected as a result of (1) SBA's Office of Credit Risk Management risk-based reviews, (2) ongoing portfolio risk analysis, and (3) referrals from other SBA offices.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Full Risk-Based Reviews of Lenders	Target	N/A	N/A	N/A	30	25	20	20	20
	Actual	N/A	N/A	N/A	33	25	46		
	Variance	N/A	N/A	N/A	10%	0%	130%		
<b>Additional Information:</b> The SBA conducts on-site and off-site reviews on 7(a) lenders and CDCs to help the Agency mitigate risk in a cost-effective manner.									
Performance Indicator		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of HUBZone Firm Site Visits	Target	922	1,000	690	517	518	500	475	TBD*
	Actual	1,070	988	788	511	569	518		
	Variance	16%	-1%	14%	-1%	10%	4%		
<b>Additional Information:</b> *The number of HUBZone sites visited target is 10% of the previous fiscal year total number of HUBZone firm sites.									

## Appendix 6 – Management Challenges

The SBA Inspector General submitted its Report Number 16-01 entitled: *Report on the Most Serious Management and Performance Challenges in Fiscal Year 2016*, October 15, 2015. The report represents the OIG’s current assessment of Agency programs or activities posing as significant risks, including those that are particularly vulnerable to fraud, waste, error, mismanagement, or inefficiencies. A summary of the contents of the report follows. Within each Management Challenge, there are a series of recommended actions to resolve the Challenge. Each recommended action is assigned a color status score – green for *implemented*, yellow for *substantial progress*, orange for *limited progress*, and red for *no progress*. An arrow in the color box indicates that the color score went up or down from the prior year.

Challenge		Status at End of FY 2015				Change from Prior Year	
		Green	Yellow	Orange	Red	Up ↑	Down ↓
1	Small Business Contracting		1				
2	IT Security		2	3			1
3	Human Capital	1	2			1	
4	Lender Oversight		2				
5	8(a) Business Development Program			2	1		
6	Loan Agent Fraud	1	2	1		2	
7	Loan Management and Accounting System	4				4	
8	Improper Payments – 7(a) program	1	3			1	
9	Disaster Loan program (NEW)						
10	Acquisition Management	1		4		1	
	TOTAL	8	12	10	1	9	1

To read the full report, go to: <https://www.sba.gov/oig/report-most-serious-management-and-performance-challenges-fiscal-year-2016>.