

U.S. Small Business Administration

Strategic Plan
Fiscal Years 2011 - 2016

U.S. Small Business Administration



Your Small Business Resource

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U.S. Small Business Administration 2011 - 2016 Strategic Plan

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Message from the Administrator:

Since 1953, the U.S. Small Business Administration (SBA) has helped America's small businesses grow and create jobs. By expanding access to capital, counseling, federal contracts, disaster assistance, and entrepreneurial education, the **SBA gives small business owners the tools they need** to strengthen our economy, drive American innovation, and increase our global competitiveness.

This Strategic Plan provides a framework that will maximize the Agency's strengths and resources in order to help small businesses.

With this plan, the SBA will continue to serve both kinds of small businesses: "Main Street" and "high-growth." This dual focus is critical to sustaining the small business communities that Americans need every day, while also growing the next generation of great U.S. companies that will create thousands of well-paying jobs here at home.

This Plan is the result of extensive dialogue throughout the Agency, across the Administration, and with leaders in the small business community. The process has resulted in **three overarching goals for the next five years:**

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

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,



Karen G. Mills

Overview

The U.S. Small Business Administration (SBA) helps Americans grow businesses and create jobs by providing resources and tools, including access to capital; opportunities in Federal contracting; access to entrepreneurial education; and disaster assistance for businesses, non-profit organizations, homeowners, and renters.

SBA's efforts to assist entrepreneurs and small business owners are especially critical during these difficult times for the U.S. economy. Throughout America's history, small businesses have played a leading role as the driver of economic growth and job creation. In fact, according to the Census Bureau's Statistics of U.S. Businesses, more than half of working Americans either own or are employed by a small business. Also, over about the last decade, small businesses created nearly 65 percent of net new private sector jobs.

Mission

The mission of the Small Business Administration (SBA) is to maintain and strengthen the Nation's economy by enabling the establishment and vitality of small businesses and by assisting in the economic recovery of communities after disasters.

Core Values

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.

SBA Strategic Goals

Strategic Goal 1: Growing businesses and creating jobs

Strategic Objective 1.1: Expand access to capital through SBA's extensive lending network.

Strategies

An improved experience for small businesses and lending partners is essential to growth in the quantity of small businesses assisted and the quantity of active lending partners. SBA's increased use of technology will improve quality, and will reduce the complexity of the lending process while making the process more efficient. We will make SBA programs simpler and easier to use for small businesses and lending partners. This will result in an SBA that is nimble and facile enough to develop and introduce programs as market needs are presented. We will leverage the Small Business Development Center (SBDC), SCORE, and Women's Business Center (WBC) networks and their relationships with the financial community to help small business owners acquire capital.

1. **Improve the Customer Experience Across Programs and Organizational Units.** Identify and act upon opportunities to improve incoming applications and purchase requests in order to decrease cycle times, and to increase efficiency and customer satisfaction. Monitor loan processing cycle times and identify trends and opportunities for improvement.
2. **Improve Outreach and Education for the Partner and Technical Assistance Provider Community.** Facilitate improved relationships with resource partners and other local technical assistance providers and state and regional economic development organizations. Develop online courses to assist lending partners.
3. **Improve Lender Outreach and Education.** Continue making improvements in today's lender self-certification program while instituting a Lender Certification Program. Creation and implementation of this Program will be done in concert with industry partners. Certification will improve the quality of compliance with SBA requirements. Continue to participate in trade communication channels to help reach new lending markets and partners. Continue to build relationships with lending trade groups as well as state lending organizations.

Performance Indicators

- **Small Businesses Assisted.** Number of new businesses assisted through 7(a), 504 and Microloan programs.
- **Active Lending Partners.** Grow and/or maintain active lenders in all SBA loan programs.
- **Loan Dollars Approved.** The long-term goal from Fiscal Year 2011 to Fiscal Year 2014 is to assist small businesses through \$74 billion in approved loans.
- **Jobs Supported**

Strategic Objective 1.2: Ensure federal contracting goals are met 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.

Strategies

1. **Expand Outreach/Training to Small Businesses.** Work in conjunction with agencies and resource partners to conduct training, match-making, and marketing events to small businesses through our network of offices. We will also maintain and expand SBA's online training courses.
2. **Provide Outreach to and Training for Agencies.** Provide contracting officer training to agencies, and work with the Defense Acquisition University and the Federal Acquisition Institute to update and develop small business contracting courses. Work with interagency groups (e.g., Chief Acquisition Officers Council, Small Business Procurement Advisory Council) to ensure their awareness of the benefits of contracting with small businesses and to improve the dissemination of "best practices".
3. **Increase Agency Accountability and Transparency.** Work with agencies on a biennial basis to set agency-level small business contracting goals. Transparently measure agencies and track their achievements in support of small businesses. Continue to refine the holistic scorecard methodology and format to ensure agency accountability.
4. **Increase Data Integrity.** Increase the accuracy of small business contracting data by working with the Office of Federal Procurement Policy to improve systems and training to eliminate errors and fraudulent information.
5. **Reduce Fraud, Waste, and Abuse.** See details in Section 2.3.

Performance Indicators

Small Business Contracting Share

- Meet the statutory goal for 23 percent of federal prime contracting dollars going to small businesses.
- Meet the federal prime contracting goals for small disadvantaged businesses – 8(a) program participants (5 percent), women-owned small businesses (5 percent), service-disabled veteran owned small businesses (3 percent), and HUBZone firms (3 percent).

Strategic Objective 1.3: Strengthen SBA's entrepreneurial education, counseling and training resources to help create new businesses and support the needs of existing businesses by successfully focusing on core program resources and ensuring these resources are aligned with the needs of both Main Street and High Growth Small Businesses.

Strategies

1. **Provide Programs, in conjunction with SBA resource partners, that are Relevant to Small Businesses.** Educate, train, counsel and mentor Main Street as well as high-growth innovative companies with significant potential to grow and expand (“gazelles”). Assist entrepreneurs in turning ideas and concepts into new business ventures. Develop or expand counseling and training programs focused on key areas, including underserved markets, procurement, exports, and emerging and expanding technological sectors. Assist new businesses through training courses, webinar series, and train-the-trainer programs at industry events.
2. **Improve the Execution of SBA Programs.** Focus on educating and training lenders and entrepreneurs through collaboration, and provide improved online tools across SBA divisions and resource partners. Continue our customer-focused approach to improving the effectiveness of management and technical assistance programs at all stages of the small business cycle. Develop and expand SBA offerings of new content, leverage Resource Partners’ expertise, and become more agile in meeting emerging small business training needs.
3. **Improve the Technical Assistance Provided in Support of SBA Programs.** Improve the grant award process and oversight of awardee performance to achieve program objectives. Encourage the development and expansion of SBDCs into specially accredited Small Business Technology Centers to support the unique needs of innovation-based small businesses that have multi-market and exponential growth potential.

Performance Indicators

- **Small Businesses Created.** Number of new businesses created through SBDCs, Women’s Business Centers and SCORE. The long-term goal from Fiscal Year 2011 through Fiscal Year 2014 is to help create 37,000 small businesses.
- **Small Businesses Assisted.** Number of businesses assisted through Women’s Business Centers and SCORE.
- **Long-Term Counseling Clients.** Number of long-term counseling clients of SBDCs.
- **Capital Infusion.** Dollar value of capital infusion that SBDCs helped to secure for their clients.

Strategic Objective 1.4: 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.

Strategies

1. **Enhance Emergency Preparedness and Recovery Assistance.** Have a field presence within three days of a disaster declaration. Make initial disbursement within five days of the receipt of loan closing documents. Employ a strategic communications plan focused on preparedness that

utilizes SBA resource partners and outside partners to assist SBA with preparedness messages and disaster recovery upon the occurrence of a disaster.

2. **Ensure Effective and Efficient Resource Deployment.** Use the FEMA HAZUS information in the SBA disaster staffing and scalability model to ensure that SBA's disaster assistance resources for businesses, non-profit organizations, homeowners, and renters can be deployed quickly, effectively and efficiently.
3. **Improve Customer Satisfaction.** Maintain and improve high levels of customer satisfaction, both with respect to the loan application process and post-approval, and measure results using an annual American Customer Satisfaction Index survey. Our communication with customers indicates that other than declined loan applications; the biggest concern is the availability of financing when it is needed.
4. **Expedite Referrals to Grant Providers.** Use tools to enable us to refer applicants to grant providers much more quickly, with less work for the applicant and a significantly reduced processing burden for the SBA.
5. **Improve the Insight into, and Evaluation of, SBA Operations.** Use enhanced loan portfolio models and performance metrics to give management the ability to establish clear timelines for initiatives, clarify performance goals, recognize individual accountability, and provide greater insight into any operational challenges that SBA must address.
6. **Leverage SBA's Nationwide Infrastructure.** Use non-disaster field staff, if needed, for short-term support and long-term recovery. This includes processing support, media outreach and coordination of local resources. SBA District Offices will coordinate support of long-term recovery for disaster events.

Performance Indicators

- **Recovery Assistance** (*targets established annually*)
 - Percent of small businesses sustaining economic injury that remain in operation 6 months after final disbursement
 - Percent of small businesses sustaining physical damage that are in operation 6 months after final disbursement
 - Percent of homeowners that completed eligible disaster repairs within 6 months of final disbursement
 - Percent of renters that completed eligible personal property replacement within 6 months of final disbursement
- **Customer Satisfaction.** Customer satisfaction rates for approvals and declines. Customer satisfaction targets are established annually.
- **Loan Processing**
 - Percent of home loans processed within standard (goal of 85%)
 - Percent of business loans processed within standard (goal of 85%)

Strategic Objective 1.5: Strengthen SBA's relevance to high-growth entrepreneurs and small businesses to more effectively drive innovation and job creation through both the agency's existing programs as well as new initiatives.

Strategies

1. **Improve Small Business Innovation Research (SBIR) Operations and Commercialization.**

Use improved metrics and reporting to enable more systematic monitoring of fraud, waste and abuse. Continue to expand outreach and launch targeted initiatives to make SBIR more entrepreneur-friendly. Improve commercialization from existing awards by sharing best practices across agencies.

2. **Grow the Deployment of Long-Term Capital.** (e.g., SBIC).

Grow SBA's debenture program by drastically reducing licensing times, and by leveraging the SBIC platform to act as a catalyst for private sector investment in underserved markets. Define a road map for growth in areas where there are market gaps, and launch new programs to meet those gaps. Develop closer partnerships with investors and lending partners. Expand the program to fill currently underserved areas in other parts of the market.

3. **Provide Entrepreneurial Assistance to High-Growth Companies.** Scale today's successful pilots into programs that support the needs of tomorrow's small high-growth firms. Capitalize on Small Business Technology Development Center programs and the cadre of technology business advisors to increase support and link high-growth potential companies to the investment community and global markets.

4. **Strengthen SBA's export promotion and assistance programs.**

Encourage small business exporting through the National Export Initiative and provide assistance through financing, export readiness training, and counseling. Increase emphasis on export promotion throughout the Field Office network. Develop and implement a communications and marketing plan to increase awareness of exporting and the export programs. Increase export technical capabilities of SBA's resource partners. Launch new efforts, working with public and private sector partners, to support new-to-exporting small businesses as well as current exporters expanding into new markets. Increase the utilization of SBA's export loan programs by participant lenders. Collaborate with other federal agencies and export assistance resources to tailor programs to better meet the needs of companies with high-growth potential.

5. **Support Regional Cluster Development.** Use all traditional SBA programs, including loans, entrepreneurial training, and technical assistance to support the increased competitiveness of geographic clusters of small businesses in particular industries. Support these clusters through dedicated programs such as the Regional Innovation Clusters program.

Performance Indicators

- ***SBIR Operational and Commercialization Improvements.*** Significantly strengthen the SBIR program as the government's premier innovation program, deploying improved data collection, reporting systems, and

performance metrics. Specific performance metrics will be added after we complete building a performance management system that establishes the current baseline of commercialization levels. The targets will focus on a meaningful increase in the rate of commercialization above that baseline.

- **Long-Term Capital Deployed.** Double the amount of long-term capital deployed in the SBIC program, and any other new programs, from the average of \$750 mil per year to \$1.5 billion per year by Fiscal Year 2016.
- **Number of Small Businesses Assisted through Export Assistance.**
- **Number of Small Businesses Assisted through SBIC.**

Strategic Objective 1.6: Strengthen outreach to underserved communities and underserved populations.

Strategies

1. **Improve Access to Capital.** Continue to assess capital access programs and begin implementing permanent programs that help close identified gaps. Build relationships with community development partners as well as faith based and neighborhood partners to identify needs and develop strategies. Continue to improve the relevance of SBA programs via these partnerships as well as with credit unions, and minority business associations and lending groups. Our products will be refined based on feedback received and our ongoing and increasing understanding of the needs of our small business customers and lenders.
2. **Expand the Availability of Counseling and Training.** Pursue strategies to make our counseling and training programs more effective and more focused on meeting the specific needs of the customer (including women, veterans, and ethnic minorities).
3. **Expand Contracting and Business Development for Underserved Communities.** Ensure that all programs supporting SBA's socio-economic and service-disabled veteran-owned small business contracting goals are efficiently and effectively run. Conduct training and outreach to expand contracting and business development opportunities for underserved communities.
4. **Support Regional Cluster Development.** Use all traditional SBA programs, including loans, entrepreneurial training, and technical assistance to support the increased competitiveness of geographic clusters of small businesses in underserved communities. Support these clusters through dedicated programs such as the Regional Innovation Clusters program.

Performance Indicators

- **Capital Access.** Number of Small Businesses Assisted for 7(a), 504, SBIC, and Microloans; loan approval dollars in Underserved Markets for 7(a), 504, and Microloans.
- **Counseling and Training.**
 - Percentage of clients from underserved demographics or geographically-based constituencies that are served by all resource providers
 - Veterans: Number of Veterans assisted and customer satisfaction (%)

- ***Contracting and Business Development.***
 - Maximize contracting dollars and increase share going to the socio-economic and service-disabled veteran subgroups with small business contracting goals (SDB (including 8(a)), WOSB, SDVOSB, HUBZone)
 - Number of small businesses assisted through the 7(j) program and outcome-based approach to management and technical assistance.

Strategic Goal 2: Building an SBA that meets needs of today's and tomorrow's small businesses

Strategic Objective 2.1: 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.

Strategies

- 1. Improve the Customer Experience through Online Tools and Resources, and Ongoing Simplification of SBA's Processes**
Continue to improve sba.gov to ensure a more user-centric, streamlined experience for SBA's customers. Provide a small business gateway that enables small businesses to connect with needed resources and answers in a way that continues to save them time. Implement the Administration's Open Government principles of transparency, collaboration and participation across the agency. Release high-value data sets that are relevant to small businesses. Invest in online and mobile resources to support our mobile and remote workforce. Continue to identify ways to simplify SBA's processes and procedures and re-engineer them as appropriate.
- 2. Implement Customer Relationship Management Technologies to Yield Usable Customer Information.** Deploy tools to create and utilize a single source of customer data to provide consistent service delivery across the country.
- 3. Provide Robust Performance and Financial Management Information.** Provide financial and performance information that is useful, relevant, timely and accurate and which assists the SBA in maximizing program performance and accountability. Align budget with performance and link it to the agency's goals, regularly produce financial and performance reports, conduct program reviews, and maintain a rigorous internal control process to support improved performance of the agency's operations and programs.
- 4. Assess and review small business size standards** to ensure that SBA and other Federal programs remain relevant to small businesses.

Performance Indicators

In addition to performance indicators outlined in Section I, SBA will also focus on:

- ***Customer Satisfaction Ratings of SBA's Online Applications and Resources.***
- ***Robust Performance and Financial Management.*** Independent auditor's opinion on SBA's financial statements. Transparent reporting on agency's high priority goals.
- ***Open Government.*** Meet proposed milestones in SBA's Open Government plan.
- ***Hours saved by users of sba.gov***

Strategic Objective 2.2: Invest in SBA's employees so they can more effectively serve small businesses.

Strategies

1. **Recruit and Retain Exceptional Talent** – Aggressively pursue and retain individuals with the requisite skills and abilities to execute SBA's mission. Support an environment where employees are engaged. Provide professional development to contribute to the overall success of SBA. Integrate SBA's payroll and budgeting information systems. Decrease SBA's average time-to-hire. Use hiring flexibilities to provide hiring officials with available options for selecting highly qualified candidates.
2. **Support and Invest in Employees**
 - *Employee Training* – Increase SBA's capacity to perform and anticipate organizational and constituent needs by providing employees with business, technical and analytical training.
 - *Workforce/Performance Management* – Conduct an analysis of mission-critical jobs and gaps in SBA's staffing of these positions. Develop and implement a plan to close identified gaps. Prepare an SBA succession plan to retain and transfer institutional expertise and knowledge. Link employees' annual performance plans to organizational goals and ensure that they are results-oriented and adhere to OPM standards.
 - *Provide Enabling Technology* – Deploy technologies to enable employees to quickly and efficiently perform daily duties as well as when mobilized for disaster service.
 - *Engaging Employees* – From the employee viewpoint survey, identify opportunities to improve employee engagement and utilization.

Performance Indicators

- **Recruit and Retain Exceptional Talent.** An SBA average "Time-to-Hire" that is five days faster than the Federal Government-wide standard. Retention rates for new hires. Survey hiring managers for quality of candidates.
- **Support and Invest in Employees.** Annual employee/customer satisfaction surveys.

Strategic Objective 2.3: Mitigate risk to taxpayers and improve oversight across SBA programs.

Strategies

Leverage new technologies to proactively oversee and manage SBA's credit programs and credit risk management system. This more robust, real-time risk management program will include additional, new processes for risk mitigation. These program improvements will be implemented within the planning period.

1. **Reduce Credit Risk.** Improve lender risk/loan program risk management system and practices by implementing a more robust rating system for lender risk oversight, improving transparency into portfolio/program performance,

- implementing “best practices” for lender oversight, and enforcing rules and holding lenders accountable.
2. **Reduce Government Contracting Risk.** Ensure that benefits of SBA’s contracting and business development programs flow to the intended recipients.
 - Ensure efficient and effective certification and recertification processes.
 - Maintain surveillance and monitoring of compliance.
 - Enforce rules and hold non-compliant firms accountable.
 3. **Reduce Entrepreneurial Development Program Risk.** Conduct financial and programmatic assessments of SBDCs, WBCs and SCORE to ensure programs are operating in compliance with the requirements and will use a risk-based approach to manage the oversight activities and resolve findings accordingly. We will augment oversight with an ongoing Baldrige-based accreditation program to drive continuous improvement of SBDCs.
 4. **Reduce Investment Program Risk.** Invest in technology to create tools to collect financial data and monitor risk and performance, and increase the use of private firms for valuation of select funds.
 5. **Reduce Disaster Program Risk.** Improve the disaster loan program risk management system and practices.

Performance Indicators

- **Credit Risk.**
 - Onsite/Offsite monitoring and reviews of lenders.
 - Conduct regular programmatic reviews of the 7(a), 504, and Microloan programs.
- **Contracting Risk.**
 - Timely and effective processing of HUBZone and 8(a) applications.
 - Number of HUBZone site visits and percentage of 8(a) reviews completed.
- **Entrepreneurial Development Risk.** Conduct regular programmatic and financial reviews of all resource partners and evaluate risk ratings for lead SBDCs.
- **Investment Program Risk.** Wind down the Participating Securities program while minimizing loss and maximizing the recovery of leverage for the taxpayer.
- **Disaster Program Risk.** Conduct regular programmatic reviews.

Strategic Goal 3: Serving as the voice for small business

Strategic Objective 3.1: Collaborate with other agencies to strengthen the delivery of programs, resources and services.

Strategies

1. **Focus on Select Collaborations.** Build significant partnerships with other agencies when there are strong opportunities to benefit small businesses, support Administration priorities, or to further other SBA Strategic Objectives and Goals.
2. **Serve as Collaborative Partner on Initiatives that Support Small Businesses.** Lead the SBIR program, working with all eleven agencies to identify and replicate best practices across agencies. Continue partnerships with agencies when the initiatives can help streamline or facilitate small business expansion and growth.
3. **Continually Evaluate SBA's Collaborations.** Assess the benefits of collaborations, weighing benefits to small businesses against additional resources required to support efforts.

Performance Indicators

In addition to performance indicators provided under Strategic Goal #1, SBA will use performance indicators contained in specific collaborative agreements.

Strategic Objective 3.2: 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.

Strategies

1. **Reduce Regulatory Burdens:**
Assess and mitigate regulatory burdens on small business.
Provide Regulatory Flexibility Act compliance training to regulatory staff and policymakers in federal regulatory agencies. Evaluate Federal agencies' efforts to reduce regulatory burdens as required by the Regulatory Flexibility Act. Advance the concept of regulatory flexibility at the state government level.
2. **Oversee Regulatory Enforcement:**
Raise awareness of regulatory assistance available and allow small businesses to register comments about unfair regulatory enforcement. Evaluate Federal agencies and report to Congress on the promptness and adequacy of agency responses to inquiries from small businesses received by the National Ombudsman about Federal regulatory burdens or other substantiated concerns. Support Regional Regulatory Fairness Board members.
3. **Strengthen Awareness.** Deploy sba.gov enhancements that strengthen the awareness of SBA's Office of Advocacy and Office of Ombudsman as critical resources for small businesses.

Performance Indicators

- **Regulatory cost savings achieved.** The long-term goal from Fiscal Year 2011 through Fiscal Year 2014 is to achieve \$22 billion in regulatory cost savings. (Office of Advocacy)
- **Number of research products published annually.** (Office of Advocacy)
- **Small Business Comments/Federal Agency Responses.** Processing times to send comments to Agencies and to send responses to small businesses. (Office of Ombudsman)

Strategic Objective 3.3: Promote the availability, analysis, and dissemination of the most current, accurate, and detailed statistics possible on small business.

Strategies

1. **Advocate for improved data collection on small business activity.**
Pursue new avenues for improved and expanded data products on small business by working with other government agencies and external sources.
2. **Carry out and publish data research and analysis.** Through both internal analysis and contract research, publish regular, useful, high-quality data and indicators on small businesses and the role that they play in the economy.
3. **Raise awareness of data and findings.** Publicize the availability of data and findings to federal agencies, Congress, small business organizations, research organizations, the media, and other stakeholders.

Performance Indicators

- Availability of small business data research and indicators on sba.gov and/or data.gov

Appendices

Performance Planning

Performance planning at the SBA begins with the strategic plan that states the Agency's mission and the strategic goals that the Agency works toward accomplishing. The plan provides the framework around which the Agency requests funding from the Congress. The strategic plan is implemented via annual performance budgets submitted to the Congress that include goals defining specific levels of performance (targets). At the close of each fiscal year an annual performance report is published that compares the actual levels of performance achieved against the targets and provides explanations and action plans for all variances.

Annual performance budgets and reports may be viewed at

<http://www.sba.gov/aboutsba/budgetsplans/index.html>.

High Priority Performance Goals

The SBA has identified four performance goals that reflect high priorities of SBA leadership and the Administration, and are critical to success in the strategic focus areas. These goals are supported by the FY 2011 budget request and reflect the breadth and depth of SBA's commitment both to taxpayers and to the small business community. By actively pursuing these goals, the SBA will strengthen its national contributions to entrepreneurship, innovation, and competitiveness.

Goal	Map to Strategic Plan
<i>Expand access to capital by increasing the number of active SBA lending partners for the 7(a) loan program to 3,000 by September 30, 2011, a 15 percent increase over the FY 2008 and FY 2009 average.</i>	Strategic Objective 1.1
<i>Increase small business participation in federal government contracting to meet the statutory goals and reduce participation by ineligible firms.</i>	Strategic Objective 1.2
<i>Process 85 percent of home disaster loan applications within 14 days and 85 percent of business disaster loan applications within 18 days.</i>	Strategic Objective 1.4
<i>Improve the Small Business Innovation Research (SBIR) program.</i>	Strategic Objective 1.5

Performance Measures

This Strategic Plan associates performance measures with each Strategic Objective and identifies a few long-term quantified performance goals. Those Performance Measures and the Strategic Objective with which they are associated are noted below.

Long-Term Quantified Performance Measure	Strategic Objective
Loan Dollars Approved. The long-term goal from Fiscal Year 2011 to Fiscal Year 2014 is to assist small businesses through \$74 billion in approved loans.	1.1
Small Business Contracting Share <ul style="list-style-type: none"> • Meet the statutory goal for 23 percent of federal prime contracting dollars going to small businesses. • Meet the federal prime contracting goals for small disadvantaged businesses – 8(a) program participants (5 percent), women-owned small businesses (5 percent), service-disabled veteran owned small businesses (3 percent), and HUBZone firms (3 percent). 	1.2
Small Businesses Created. The long-term goal from Fiscal Year 2011 through Fiscal Year 2014 is to help create 37,000 small businesses.	1.3
Loan Processing <ul style="list-style-type: none"> • 85% of home loans processed within standard • 85% of business loans processed within standard 	1.4
Long-Term Capital Deployed. Double the amount of long-term capital deployed annually through the SBIC platform and new programs.	1.5
Regulatory cost savings achieved. The long-term goal from Fiscal Year 2011 through Fiscal Year 2014 is to achieve \$22 billion in regulatory cost savings.	3.2

Communication and Accountability

The Agency's strategic and annual performance goals are communicated internally and externally via the Internet, public statements, and internal management meetings. Personal Business Commitments hold each senior executive accountable for achieving the results outlined in the Agency's plans. Progress is monitored on a weekly, monthly, quarterly and annual basis throughout the year.

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 flow of men and women who wish to start or grow a small business.	1.1., 1.3., 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., 1.6.
The level of risk that the SBA can afford within its budget limits the development of new guaranty products and/or delivery methods.	1.5., 2.3.
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., 1.6.
Availability of local matching funds for resource partners (e.g., state and local governments, colleges and universities, private sector)	1.3.
Local disasters	1.1., 1.2., 1.4
Changes resulting from Congressional mandates and Presidential directives	1.1., 1.2., 1.4., 1.6., 2.3
Availability of lender networks, lending partners, and private equity in underserved markets	1.6.
Reaching out to underserved markets where access to credit is constrained may result in the Agency increasing its credit risk.	1.6.
Legislative changes that limit the SBA's ability to impose accountability requirements on lender and finance partners.	2.3.
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.	1.4.
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.	1.4.

Factor	Objectives Impacted
The SBA relies on many partners across the spectrum of 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.	1.4.
Security concerns, immigration issues, health care mandates 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., 3.2.
The cooperation received from other agencies to provide compliance links for SBA.gov.	2.1, 3.1.
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.	3.2.
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.	3.1., 3.2.
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., 3.1., 3.2.
Large-scale natural disasters can force the Agency to re-focus, shifting a percentage of the SBA's personnel to the SBA Office of Disaster Assistance. This will have an effect on the other SBA programs.	1.1., 1.3., 1.4., 1.5., 2.1.
No legal authority exists to force change. Many of the major public policy issues are outside the ability of the SBA to take direct action.	1.2., 3.1., 3.2.
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., 3.1., 3.2.
The cost of capital may rise which will impact the ability of entrepreneurs to obtain financing.	1.1., 1.5.

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.

Evaluations scheduled during the period covered by this strategic plan include:

- Analysis of Section 7(a) Guaranteed Loan Program
- OIG and GAO Reports and Evaluations (Scope and timing to be determined by OIG and GAO)
- Office of Entrepreneurial Development's Impact Study (Independent Longitudinal Evaluation)

Consultation and Outreach

In order to solicit, gather, analyze, apply and respond to input from interested parties regarding the draft Strategic Plan, SBA performed outreach to SBA employees, twenty-one stakeholder groups, Congress, and Office of Management and Budget. Administrator Mills prepared and distributed a video message to solicit employee input. SBA supervisors were asked to present the draft plan to employees. SBA posted the draft plan on sba.gov and published a notice in the Federal Register to solicit input from the general public.

A log was created to capture all comments received, and was used to track action taken regarding those comments. SBA did not receive any contrary opinions to what was presented in the draft plan. However, several suggested revisions were offered. All relevant comments were presented to and discussed with senior SBA leaders and the draft plan was amended accordingly. This document reflects the decisions made with regard to those comments.

Organization Chart

Office of the Administrator
(Includes Administrator, Deputy Administrator, Chief of Staff, Chief Operating Officer)

Office of Advocacy

Office of the Inspector General

Office of Capital Access

- Office of Financial Assistance
- Office of Surety Bond Guarantees
- Office of International Trade
- Office of Credit Risk Management

Office of Investments and Innovation
(Proposed)

- *Small Business Innovation Research Program*
- *Small Business Investment Companies*
- *Microloans*

Office of Entrepreneurial Development

- Office of Small Business Development Centers
- Office of Women's Business Ownership
- Office of Entrepreneurship Education

Office of Gov't Contracting & Business Development

- Office of Business Development
- Office of Gov't Contracting
- HUBZone Program
- Office of Small Business Utilization

Office of Field Operations

- Office of Regional Administrators
- District Offices

Office of Disaster Assistance

Office of Disaster Planning

Office of Management & Administration

- Office of Human Capital Management
- Office of Grants Management
- Executive Secretariat

Office of Performance Management & Chief Financial Officer

- Office of Performance Management
- Office of Internal Controls

Office of Chief Information Officer

- Office of Chief Technology Officer

Office of General Counsel

Office of National Ombudsman & Regulatory Enforcement Fairness

Office of Communication & Public Liaison

Office of Native American Affairs

Office of Faith Based & Community Initiatives

Congressional & Legislative Affairs

Office of Equal Employment Opportunity & Civil Rights Compliance

Office of Policy & Strategic Planning

Office of Veterans Business Development

Office of Hearings & Appeals

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.

