

## THE SBA'S GOALS

To fulfill its mission, the SBA has three programmatic Strategic Goals that broadly define what the Agency and its programs are trying to accomplish. A fourth Strategic Goal defines the responsibility of the Agency's executive leadership and support functions to help accomplish the programmatic goals. Each Strategic Goal is further defined by Long-term Objectives which describe in general terms the results the SBA needs to achieve in order to meet its Strategic Goals. The Long-Term Objectives are, in turn, supported by outcome measures chosen to measure the SBA's ability to meet its Long-Term Objectives.

These goals, objectives and outcome measures are:

### Strategic Goal 1. Improve the economic environment for small businesses

- Long-Term Objective 1.1. Minimize the regulatory burden on small business through effective advocacy. (Combined with Long-Term Objective 1.2 to maximize efficiency).
  - 1.1.1 – Achieve a yearly regulatory cost savings that increases at a rate of 10% annually over a base amount of \$3.8 billion set in 2002, due to Advocacy intervention, by FY 2008.
  - 1.1.2 – Ensure 66 Federal agencies have in-house expertise on how to comply with the Regulatory Flexibility Act (RFA) as amended by the Small Business Regulatory Enforcement Fairness Act of 1996, by FY 2008.
  - 1.1.3 – Achieve a total of 50 States that have formally considered legislative or executive action to increase regulatory flexibility for small businesses, by FY 2008.
  - 1.1.4 – Insert Advocacy data and reports into the curricula at 80 of the top 100 universities with major entrepreneurship programs, by FY 2008.
  - 1.1.5 – Achieve a 10% decrease in the annual number of Federal regulatory enforcement actions taken against small businesses.
  - 1.1.6 – Achieve a 5% increase in the number of enforcement actions in which the civil penalty is reduced or waived, by FY 2008.
- Long-Term Objective 1.3. Minimize the taxation burden on small business through effective advocacy.
- Long-Term Objective 1.4. Minimize the health care cost burden on small business through effective advocacy.
- Long-Term Objective 1.5. Simplify the interaction between small businesses and the Federal government through the use of the Internet and information technology.
  - 1.5.1 – Number of hours saved.
  - 1.5.2 – Customer satisfaction.
- Long-Term Objective 1.6. Increase the effectiveness of Federal agencies to provide opportunities for small business.
  - 1.6.1 – By 2008, small businesses, assisted by small agencies, benefiting from Federal contracts or international assistance, will exceed the national average survivability rate.

1.6.2 – By 2008, small businesses, assisted by Federal agencies, benefiting from Federal contracts or international assistance, will exceed the national average job creation rate.

1.6.3 – By 2008, small businesses, assisted by Federal agencies, benefiting from Federal contracts or international assistance, will exceed the national average revenue growth rate.

**Strategic Goal 2. Increase small business success by bridging competitive opportunity gaps facing entrepreneurs**

- Long-Term Objective 2.1. Increase the positive impact of the SBA assistance upon the number and success of small business start-ups.
  - 2.1.1 – Prospective and start-up small businesses assisted.
  - 2.1.2 – Percentage of prospective and start-ups from among those small businesses assisted.
  - 2.1.3 – FY 2008, the percentage of successful business start-ups lasting at least one year that were assisted will exceed the national average for successful start-ups as measured by firm births, firm terminations, change in revenue.
  - 2.1.4 – Median customer satisfaction rate.
  - 2.1.5 – Median customer satisfaction rate.
- Long-Term Objective 2.2. Maximize the sustainability and growth of existing small businesses assisted by the SBA.
  - 2.2.1 – Increase the number of existing small businesses receiving the SBA assistance.
  - 2.2.2 – By FY 2008, the SBA-assisted small businesses in existence for one to three years, will exceed the national average for survivability of firms within that same time frame.
  - 2.2.3 – By FY 2008, the SBA-assisted small businesses will exceed the national average rate for job creation by small firms.
  - 2.2.4 – By FY 2008, the SBA-assisted small businesses, will exceed the national average rate for revenue growth by small firms.
  - 2.2.5 – Median customer satisfaction rate.
- Long-Term Objective 2.3. Significantly increase successful small business ownership within segments of society facing special competitive opportunity gaps (SCOGs).
  - 2.3.1 – Increase the number of start-ups and existing small businesses facing special competitive opportunity gaps receiving the SBA assistance.
  - 2.3.2 – By FY 2008, small businesses facing special competitive opportunity gaps that were assisted by the SBA, will exceed the national survivability rate for comparable small businesses within the first two years of existence.
  - 2.3.3 – By FY 2008, small businesses facing special competitive opportunity gaps that were assisted by the SBA, will exceed the national average rate of comparable small businesses creation within two years of that assistance.

- 2.3.4 – By FY 2008, small businesses facing special competitive opportunity gaps that were assisted by the SBA, will exceed the national survivability rate for comparable small business revenue growth within two years of that assistance.

**Strategic Goal 3. Restore homes and businesses affected by disaster.**

- Long-Term Objective 3.1. Restore homes and businesses affected by disaster.
  - 3.1.1 – Percentage of businesses sustaining economic injury that remain operational 6 months after final disbursement.
  - 3.1.2 – Percentage of businesses sustaining physical damage restored within 6 months after final disbursement.
  - 3.1.3 – Percentage of homeowners restoring their homes within 6 months of final disbursement.
  - 3.1.4 – Percentage of renters restored within 6 months after final disbursement.
  - 3.1.5 – Customer satisfaction rate.

**Strategic Goal 4. Ensure that all the SBA programs operate at maximum efficiency and effectiveness by providing them with high quality executive leadership and support services.**

- Long-Term Objective 4.1. The SBA's general planning and management will result in clearly defined goals and effective strategies, and the coordination of operational support systems, so as to maximize the Agency's mission performance through a comprehensive performance management system.
  - 4.1.1 – By FY 2008, ensure that the SBA regularly achieves at least 90% of its Annual Performance Goals.
  - 4.1.2 – By FY 2006 and each year thereafter, lead the SBA to achieving a rating of Green on each of the seven initiatives on the PMA.
  - 4.1.3 – By FY 2008, all major programs rated will receive a PART evaluation of Effective. By FY 2006, at least 60% of major programs rated will receive a PART evaluation of Effective and none is rated less than Moderately Effective.
- Long-Term Objective 4.2. The SBA will recruit, sustain and effectively deploy a skilled, knowledgeable, diverse workforce and executive cadre capable of executing high quality programs and activities that meet the current and emerging needs of its customers.
  - 4.2.1 – In FY 2004, the SBA will achieve a rating of Green in the Human Capital initiative on the PMA.
  - 4.2.2 – The SBA employees' rating of overall satisfaction with their jobs will increase each year and by FY 2008 will exceed the government-wide average by at least 10%.
  - 4.2.3 – The percentage of the SBA employees possessing core competencies identified for their positions is identified in FY 2004 and the resulting gaps in mission-critical occupations is reduced by 20% each year.

- Long-Term Objective 4.3. Financial management systems will support both the SBA strategic management and financial accountability by providing financial information that is useful, relevant, timely and accurate and which assists the SBA in maximizing program performance and accountability.
  - 4.3.1 – By FY 2006, achieve a rating of Green for the Financial Management initiative of the PMA.
  - 4.3.2 – By FY 2005, achieve a rating of Green for the Budget and Performance Integration initiative of the PMA.
  - 4.3.3 – Each year, the SBA financial systems will meet the standard as prescribed in the Federal Financial Management Improvement Act (FFMIA).
  - 4.3.4 – Each year, the SBA will receive an unqualified opinion on its financial statement audit.
  - 4.3.5 – By FY 2008, budgeting and performance measurement will be fully integrated at the SBA.
  - 4.3.6 – By FY 2008, 75% of non-financial managers will agree with the statement that financial performance information is being used in the SBA budget formulation and strategic planning and that they understand how such uses have been relevant to their own areas of responsibility.
- Long-Term Objective 4.4. Information and related technology will be managed effectively and securely through the SBA leveraging data and systems to support program execution and promote cost efficiency.
  - 4.4.1 – Continue the Agency enterprise architecture aligning Agency programs and systems.
  - 4.4.2 – By FY 2008, standardized information technology portfolio selection, control, and evaluation processes and performance metrics will be developed and implemented to gauge the progress of investments and their contribution to program outcomes.
  - 4.4.3 – The SBA will continue to achieve efficiencies of business processes and cost reductions by leveraging common E-Government solutions and technologies.
- Long-Term Objective 4.5. Procurement and contracting services will be planned and managed to support the SBA program management and the achievement of the Agency's goals.
  - 4.5.1 – By FY 2006, the SBA will achieve a rating of Green for having met all of the Core Criteria of the Competitive Sourcing initiative on the PMA.
  - 4.5.2 – By 2006 and maintained each year thereafter, the average time for competitive sourcing competitions will decrease to 12 months, from the FY 2003 baseline of 36 months.