

U.S. Small Business Administration
Addendum to Strategic Plan
Fiscal Years 2011 - 2016

The purpose of this addendum is to add goal owners and update Priority Performance Goals in accordance with GPRA and minor changes to the text. All of the adjustments to the Strategic Plan are included in this addendum and in effect as of FY2011. The original issued Strategic Plan and this addendum constitutes the agency's complete Strategic Plan. For the convenience of the reader, we have **underlined and bolded** the text changes and additions, and ~~struck through~~ for deletions in the Strategic Plan.

Strategic Goal 1: Growing businesses and creating jobs

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

Lead office: Office of Capital Access

Partners: Small Business Development Centers, SCORE, Women's Business Centers, SBA Lending Partners, Office of Field Operations

Performance Indicators

- **Paperless Processing. Increase the percentage use of paperless processing on 7(a) and 504 programs**

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.

Lead Office: Government Contracting & Business Development

Partners: HUBZone, Acquisition Training Institutions, Chief Acquisition Officers Council, Small Business Procurement Advisory Council, Office of Federal Procurement Policy

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.

Lead Office: Office of Entrepreneurial Development

Partners: Small Business Development Centers, Women's Business Centers, SCORE

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.

Lead Office: Office of Disaster Assistance

Partners: FEMA, SBA District Offices

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.

Lead Office: Office of Investments and Innovation

Partners: Small Business Innovation Research, Office of International Trade, Regional Clusters, Small Business Technology Development Center, SBA District Offices

Performance Indicators

- *SBIR Operational and Commercialization Improvements.*
 - **Commercialization Rate (%)**
 - **Number of patents (#)**
 - **Additional outside investment received (\$)**

~~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~~

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

Lead Office: Government Contracting & Business Development

Partners: Office of Capital Access, Office of Entrepreneurial Development, Small Business Investment Companies, Small Business Development Centers, Regional Clusters, Service-Disabled Veteran Owned Small Business program, Women-owned Small Business program, HUBZone

Performance Indicators

- *Capital Access.* Number of Small Businesses Assisted **in Underserved Markets** for 7(a), 504, SBIC, and Microloans
- **Investments and Innovation. Number of Small Business Assisted in Underserved Markets for Small Business Investment Companies and Small Business Innovation Research**

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.

Lead Office: Chief Operating Officer

Partners: Chief Information Officer, Office of Performance Management & Chief Financial Officer, Office of Field Operations, Office of Communications & Public Liaison

Strategies

1. **Provide Streamlined Navigation Tools, such as SBA Direct, Improve the Customer Experience through Online Tools and Resources, and Ongoing Simplification of Simplify SBA's Processes to Improve Customer Service**

Continue to improve sba.gov to ensure a more user-centric, streamlined experience for SBA's customers. Provide a small business **navigation tools** gateway that enables small businesses to **easily and directly** 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 **from SBA personnel.**

5. **Improve performance management throughout the Agency, field operations. Align individual and organizational performance plans, goals and metrics with the Strategic Plan itself.**

Performance Indicators

- ~~*Hours saved by users of sba.gov*~~

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

Lead Office: Office of Human Resources Solutions

Partners: Office of the Chief Information Officer

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

Lead Office: Office of Credit Risk Management

Partners: HUBZone, 8(a), Office of Entrepreneurial Development

Performance Indicators

- ~~Conduct regular programmatic reviews of the 7(a), 504, and Microloan programs.~~

Strategic Goal 3: Serving as the voice for small business

SBA's Office of Advocacy will publish their Strategic Plan separately and apart from the SBA Strategic Plan. Therefore, the Office of Advocacy has been removed from SBA's Strategic Plan.

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

Lead Office: Office of the Administrator

Partners include, but are not limited to: the Department of State; Department of Commerce; U.S. Trade Representative; Department of Agriculture Foreign Agriculture Service; Department of Defense; the Environmental Protection Agency's Green Supplier Network; and, the Department of Veterans Affairs

Strategies

3. Prioritize small business customer service throughout the federal government. Explore a secure data-sharing platform with key sister agencies that provides small businesses with heightened levels of responsiveness and tailored solutions.

34. Continually Evaluate SBA's Collaborations. Assess the benefits of collaborations, weighing benefits to small businesses against additional resources required to support efforts.

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.

Lead Office: Office of the Administrator

Strategies

1. Reduce Regulatory Burdens: Support federal agency plans and efforts to reduce regulatory burdens for entrepreneurs and small business owners. Leverage ongoing roundtables with startups, businesses, and investors to identify additional ways to improve what government does and the way government works to empower job creators and innovation.

~~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.~~

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)~~

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

Lead Office: Office of Administrator

Appendices

Performance Planning

Annual performance budgets and reports located at:

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

Priority Goals (replaces High Priority Performance Goals)

Below are the Priority Goals for FY 2012 and FY 2013.

Priority Goal	Map to Strategic Plan
<p><i>Capital: Process business loans as efficiently as possible. By September 30, 2013, increase the use of paperless processing in the 7(a) program from 72% to 90% and in the 504 program from 55% to 75% to improve the efficiency, effectiveness, and level of service in its business loan programs.</i> <i>Goal Owner: Office of Capital Access</i></p>	<p>Strategic Objective 1.1</p>
<p><i>Contracting: Increase small business participation in government contracting. By September 30, 2013, SBA will increase small business participation in federal government contracting to meet the government wide goal that 23 percent of all prime contracting dollars go to small businesses, and continue to ensure that the benefits of SBA's small business contracting programs flow to the intended recipients.</i> <i>Goal Owner: Office of Government Contract and Business Development</i></p>	<p>Strategic Objective 1.2</p>
<p><i>Disaster: Process Disaster Assistance applications efficiently. By September 30, 2013, increase the use of the Disaster Assistance electronic loan application (ELA) by 50%.</i> <i>Goal Owner: Office of Disaster Assistance</i></p>	<p>Strategic Objective 1.4</p>
<p><i>Innovation & Investments: Expand access to long-term capital. From FY 2012 through September 30, 2013, commit at least \$4.3 billion of capital via the Small Business Investment Company program in order to facilitate access to capital for high growth companies and enhance job creation and retention by these companies.</i> <i>Goal Owner: Office of Investment and Innovation</i></p>	<p>Strategic Objective 1.5</p>

Performance Measures Goals

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

Revised Performance Measure table below:

Performance Goal	Strategic Objective
Capital: Jobs Supported (#) for 7(a), 504, ML & SBG Goal Owner: Office of Financial Assistance	1.1
Counseling & Training: Average annual hours of client assistance (%) Goal Owner: Office of Entrepreneurial Development	1.3
Disaster: Customer Satisfaction Rate for Approvals (%) Goal Owner: Office of Disaster Assistance	1.4
Innovation & Investment: Commercialization rate for SBIR awardees (%) Goal Owner: Office of Investment and Innovation	1.5

Federal Priority Goals

Per the GPRA Modernization Act, P.L. 111-352, requirement to address Federal Goals in the agency Strategic Plan and Annual Performance Plan, please refer to Performance.gov for information on Federal Priority Goals and the agency's contributions to those goals, where applicable.

Organization Chart

