

U.S. Small Business Administration Strategic Plan Fiscal Years 2022–2026

The SBA helps small businesses and entrepreneurs pursue the American dream . As the Nation’s go-to resource and voice dedicated to small businesses, the SBA provides access to capital, contracting expertise, counseling and training, and disaster assistance. Since its founding, the SBA has delivered millions of loans, loan guarantees, contract certifications, counseling sessions, disaster loans, and other forms of support to small businesses.

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U.S. Small Business Administration (SBA)

Description:

The U.S. Small Business Administration (SBA) was created to preserve free competitive enterprise, and to maintain and strengthen the overall economy of our nation.

Stakeholder(s):

Isabel Casillas Guzman :
SBA Administrator

America Small Business Owners :

America's more than 32 million small business owners are the engine of job creation and economic growth in this country, supporting more than 60 million jobs... The SBA ensures that these businesses have the tools and resources they need to start and expand their operations and create jobs that support a growing economy and strong middle class. The SBA also helps restore communities and return businesses to normal operations through disaster assistance in the form of direct loans to repair, rebuild, and recover from physical damage and economic losses.

American Entrepreneurs :

America's entrepreneurs are innovators who take risks on ideas, invest in their communities, and create jobs. Their skills and creativity support their families, make our neighborhoods vibrant places to live and work, and fuel the nation's economic strength. Through this FY 2022–2026 Strategic Plan, the Agency reaffirms its commitment to helping small businesses start, expand, recover, and ensures America remains competitive in an interdependent and highly competitive global economy. Through an extensive network of field offices and partnerships with public and private organizations, the SBA delivers its services throughout the United States.

Vision

Bring businesses back, create jobs, and connect all entrepreneurs in America by providing the support they need to start, grow, and be resilient

Mission

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

Values

Equity: Our nation's economy is stronger when we support entrepreneurial spirit and great ideas across all our diverse communities and regions. The SBA's people, processes, and systems must equitably support every small business that needs our help.

Customer-Centricity: Small businesses are continually adapting and evolving to meet the demands of their customers and the marketplaces they serve. The SBA must adapt and evolve as well—and prioritize the needs of our customers, America's small businesses. Across every program and through every interaction, the SBA must work to ensure America's small businesses feel like the giants they are in our economy.

Technology-Driven: The SBA must be as entrepreneurial as the small businesses we serve and meet their needs, which includes swiftly adopting innovative, technology-based solutions to scale and deliver capital, markets, and networks efficiently to America's small businesses.

1. Programs

Ensure Equitable and Customer-Centric Design and Delivery of Programs to Support Small Businesses and Innovative Startups

Stakeholder(s)

Small Businesses :

Small businesses in the United States make up more than 99.9 percent of all firms, supporting almost 47 percent of the private sector workforce or 61 million jobs. Included in these small businesses are innovative start-ups, young companies founded to address deficiencies in existing products or services or to create entirely new categories of goods or services.

Startups :

Small businesses and innovative startups have been responsible for more than 62 percent of net new jobs since 1995.

Entrepreneurs :

Entrepreneurs depend on financial capital to start and grow their business and often have difficulty accessing it.

Minority-Owned Small Businesses :

Many small business owners, including minority-owned, women-owned, veteran-owned, and those located in rural areas have disproportionately less access to capital.

Women-Owned Small Businesses

Veteran-Owned Small Businesses

Rural Small Businesses

Banks :

Since 1980, the number of banks has dropped from 14,400 to 4,600, leaving small businesses with fewer options to secure lending.

Black Entrepreneurs :

Moreover, loan requests from Black entrepreneurs are three times less likely to be approved than their white counterparts, even accounting for credit scores and net worth.

Workforce :

The COVID-19 pandemic has exacerbated both racial and gender inequities in the workforce and business markets.

Black Communities :

Black communities saw a 41 percent reduction in the number of active business owners between February and April 2020 ...

Women :

... and four times more women than men exited the labor force during 2020. These disparities make it even more important for the SBA to ensure that its capital programs are tailored to those entrepreneurs that need credit and to those who are reentering the workforce.

Exporters :

Although access to capital is a major barrier, entry into new markets can also be a hurdle to small business growth. The United States is one of the largest exporters in the world, and approximately 97 percent of exporters are small busi-

nesses. Small businesses that export can not only grow their revenue but also create jobs with higher wages than small businesses that do not export.

Private Sector :

The SBA fills a market gap where the private sector perceives a risk in lending to credit-worthy small businesses with certain export transactions.

Small Business Exporters Association :

According to a 2016 Small Business Exporters Association survey, 35 percent said it was more difficult to obtain trade financing than conventional business financing.

Private Equity Market :

In addition, the private equity market is concentrated in five metropolitan areas in California, Massachusetts, and New York.

Borrowers :

The SBA helps small businesses and innovative startups grow and thrive by promoting low-cost access to capital which create jobs and increase sales for small businesses. Guaranteed SBA Loans offer borrowers longer terms than conventional loans.

Small Business Investment Companies (SBICs) :

Small Business Investment Companies (SBICs) promote a more equitable allocation of venture capital with a distribution of investments from debenture SBICs that is more geographically dispersed than investments from private venture capital funds.

Small Business Innovation Research (SBIR)

Program :

The Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs likewise include equity goals to encourage entrepreneurship and innovation for underserved individuals in Science, Technology, Engineering, and Mathematic (STEM) fields.

Small Business Technology Transfer (STTR)

Program

Underserved Individuals :

in Science, Technology, Engineering, and Mathematic (STEM) fields

Federal Government :

The Federal Government also serves as the largest contracting market in the United States, procuring more than half a trillion dollars in goods and services each year. Federal procurement can serve as a business entry point for thousands of entrepreneurs. Furthermore, small business procurement is concentrated in a few sectors with relatively small dollar-value contracts and fewer small businesses receiving contracts over time.

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Stakeholders (continued)

Underrepresented Communities :

Through set asides and business development programs, the SBA can use federal purchasing power to improve opportunities for small businesses, especially those in underrepresented communities.

Businesses :

Businesses thrive in environments where there is proximity to other businesses and support for growth. Entrepreneurs often need advice to get their businesses started, and minority, veteran, and women entrepreneurs can face even greater hurdles as they may not have access to services that are available in the private sector. SBA training and counseling programs are associated with reported likelihood to start a business, reported improvements in business man-

agement practices, reported financial growth, and firm growth.

Minority-Owned Businesses :

Many minority-owned businesses did not access the SBA's COVID-19 relief programs due to lack of awareness and lack of connectivity. All eligible entrepreneurs should have the ability to access the SBA's capital, innovation, contracting, and counseling programs. Through enhanced customer-facing portals, virtual and in-person trainings, surveys to assess customer service and satisfaction, and the commitment to meet entrepreneurs where they are and provide them with what they need, the SBA will support small businesses and allow them to grow and thrive.

Strategic Goal 1 aims to improve access to SBA programs and services for all entrepreneurs. The SBA has an opportunity to transform its services and improve the customer experience which will have major impacts on the national economy.

1.1. Capital

Ensure all entrepreneurs have access to capital to start and grow their business

Access to capital is critical to the long-term success of small businesses . Many entrepreneurs often do not have the same access to credit as larger businesses that can more readily take on a traditional loan from a bank, or new entrepreneurs may not have a credit score that can guarantee them a loan . Underserved small businesses are more likely to be denied credit and must rely on personal savings or credit cards to sustain their business. The SBA works to fill gaps in commercial lending markets so that small businesses across the country are well-positioned to access credit on reasonable commercial terms.

Stakeholder(s):

Entrepreneurs

Associate Administrator for Capital Access :
Objective Lead

SBA Programs and Activities :

■ 7(a) Loans ■ 504 Loans ■ Microloans ■ Community Advantage Loans ■ Program for Investment in Micro-Entrepreneurs (PRIME) ■ Surety Bond Guarantees ■ Secondary Market Guarantee ■ Credit Risk Management

Performance Indicators

FY 2022-2023 Agency Priority Goal 1.1.1 Enrolled Institutions Increase

Description	Type	Status	Start Date	End Date	Percentage
By September 30, 2023, the SBA will expand the number of Community Financial Institutions enrolled in Lender Match by 20 percent	Target	Expanded	2021-10-01	2023-09-30	20
	Actual				

Strategic Measure 1.1.1 Jobs Supported

Description	Type	Status	Start Date	End Date	Number
Increase the number of jobs supported by SBA’s capital programs	Target	Increased			
	Actual				

Equity Measure 1.1.1 Loans

Description	Type	Status	Start Date	End Date	Percentage
Increase the percent of loans to underserved small businesses through SBA capital programs	Target	Increased			
	Actual				

Customer-Centric Measure 1.1.1 Application Processing

Description	Type	Status	Start Date	End Date	Days
Decrease the average number of business days to process small non-delegated loan applications	Target	Decreased			
	Actual				

Strategy 1.1.1. Policies

Develop policies that promote access to capital for all entrepreneurs.

SBA loan guaranty and microloan programs provide access to capital on reasonable commercial terms when a credit-worthy small business cannot qualify for a loan under conventional credit standards. The SBA will promote and develop its 7(a) and 504 loan programs to best meet the needs of varying markets and entrepreneurs, especially in underserved communities by removing barriers and increasing awareness of programs. The SBA will continue to use the direct microloan program to spur small-dollar lending to the smallest of businesses through microloan intermediaries, with a focus on reaching more women-owned small businesses . The SBA will work with its field staff to ensure that small businesses are aware of these products and services, so the SBA is reaching entrepreneurs in underserved areas.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.1.2. Lenders

Expand the network of lenders through new technology platforms.

SBA lending partners are critical to the delivery of small business loans, and relationships with them are important to provide access to capital for more small businesses. The SBA will leverage technology platforms to recruit more banks, credit unions, nonprofit intermediaries, and other lenders to streamline processes. Technology improvements implemented at loan servicing centers will improve the SBA's ability to efficiently process loan guarantee requests and respond to lender inquiries to help increase capital to small businesses.

Stakeholder(s):**Lenders****Credit Unions****Banks****Nonprofit Intermediaries****Performance Indicators**

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.1.3. Bonding

Promote surety bonding to expand small business opportunities.

The SBA surety bond program guarantees contract surety bonds issued to small businesses by surety companies. The program will support small business contractors who cannot receive surety credit under reasonable terms in the conventional market and will identify underserved markets by developing partnerships to ensure bonding support is available. This program is vital to support new infrastructure projects aimed at rebuilding the economy.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.1.4. Oversight & Risk

Ensure oversight and risk management of lenders.

To maximize capital available to small businesses, the SBA must carefully steward its resources and manage risk. The SBA will ensure comprehensive risk management through its loan and lender monitoring system to identify both performance and compliance risk. These tools and processes promote risk management in a cost-effective manner. Loan portfolio monitoring and targeted assessments will allow the SBA to assess risk so that small businesses can access capital.

Stakeholder(s):

Lenders

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.2. Innovation

Build a thriving national innovation ecosystem that promotes investments in all small business communities

High-growth investments provide opportunities for small businesses to innovate and become important research and development engines of the U.S. economy.

Stakeholder(s):

Associate Administrator for Investment and Innovation :

Objective Lead

Private Equity Investors :

As of 2020, 70 percent of private equity investments to small businesses were made in five metropolitan areas in California, Massachusetts, and New York.

Small Business Investment Companies (SBICs) :

Small Business Investment Companies (SBICs) promote a more equitable allocation of venture capital that is more geographically dispersed than investments from private venture capital funds.

Entrepreneurs :

By bringing new technologies from the lab to the market, entrepreneurs will play a critical role in

building the future, including combating the climate crisis.

Innovative Startups :

The SBA will support these efforts by encouraging greater access to investment opportunities and access to research and development funds for small businesses developing new technologies. The SBA will become as well known for helping innovative startups as the Agency is for helping Main Street startups .

SBA Programs and Activities :

- Small Business Investment Company
- Small Business Innovation Research
- Small Business Technology Transfer
- Federal and State Technology Partnership Grants Program
- Growth Accelerators
- Climate Innovation

Performance Indicators

Strategic Measure 1.2.1 Jobs Supported

Description	Type	Status	Start Date	End Date	Number
Increase the number of jobs supported by investment programs	Target	Increased			
	Actual				

Equity Measure 1.2.1 Underserved Small Businesses Financed

Description	Type	Status	Start Date	End Date	Percentage
Increase the percent of underserved small businesses financed by SBICs	Target	Increased			
	Actual				

Equity Measure 1.2.2 SBIR/STTR Awards

Description	Type	Status	Start Date	End Date	Percentage
Increase the percent of Phase I SBIR/STTR awards from underserved communities	Target	Increased			
	Actual				

Customer-Centric Measure 1.2.1 SBIC Licensing Time

Description	Type	Status	Start Date	End Date	Days
Decrease the average time to license an SBIC	Target				
	Actual				

Strategy 1.2.1. Underserved Markets

Expand reach into underserved markets.

The SBA will expand visibility of investment opportunities in underserved markets by promoting the SBIC program among its fund managers and owners. Additionally, the SBA will work with stakeholders to foster collaborations among SBIC fund managers to impart institutional knowledge about the program and to create track record experience for new applicants

Stakeholder(s):

Underserved Markets

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.2.2. Processes & IT

Modernize processes and information technology.

The SBA will replace legacy systems to improve customer experience, increase productivity, and align with industry best practices for oversight and management of private fund investments.

Stakeholder(s):

Private Fund Managers :

These enhancements will help the SBA advance equity and support for underserved markets by allowing

the SBA to connect with, conduct due diligence on, and commit capital to private fund managers in a fair and equitable manner.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.2.3. Support

Build an inclusive public-private support ecosystem for all innovators.

Stakeholder(s):

Innovators

Entrepreneur Support Organizations :

The SBA will promote training for entrepreneur support organizations and build collaborative infrastructure to enable different networks to connect with each other and share practices to help innovative startups.

Federal Agencies :

The SBA will connect federal agencies with shared interests and build networks across the federal innovation ecosystem.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.2.4. Participation

Expand opportunities to break down barriers to participation.

The SBA will break down barriers to participation in research and development to promote equitable access to the SBA’s support network through expanded outreach.

Stakeholder(s):

FAST Program :

Through the FAST and Growth Accelerators programs, the SBA can build a larger, innovation-focused collaborative network that ensures SBIR/STTR applicants can access assistance regardless of geography and will support more underrepresented entrepreneurs through greater development opportunities and connections.

Growth Accelerators Program

SBIR/STTR Applicants

Underrepresented Entrepreneurs

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.3. Exports

Grow exporting opportunities to help small businesses across the country expand into new markets

Over 95 percent of consumers and more than three quarters of the world’s purchasing power reside outside of the United States.

Stakeholder(s):

Associate Administrator for International

Trade :

Objective Lead

Exporting Companies :

Small businesses selling into international markets have the potential to grow revenues, diversify their customer base, and increase profits. Moreover, exporting companies are generally more financially stable, able to expand faster, and create American jobs with higher wages.

U.S. Small Businesses :

U.S. small businesses are critical to export growth and are key suppliers in global and regional supply

chains, yet many small businesses face challenges selling in international markets and do not feel prepared to take on such challenges.

Lenders :

The SBA will promote exporting opportunities, expand access to trade financings, and counsel businesses and train lenders on exporting.

SBA Programs and Activities :

■ *State Trade Expansion Program* ■ *Trade Finance and Policy* ■ *Export and Trade Assistance*

Performance Indicators

Strategic Measure 1.3.1 Jobs Supported

Description	Type	Status	Start Date	End Date	Number
Increase the number of jobs supported by businesses receiving export grants and loans	Target	Increased			
	Actual				

Equity Measure 1.3.1 Underserved Businesses Served

Description	Type	Status	Start Date	End Date	Percentage
Increase the percent of underserved businesses receiving export grants and loans	Target	Increased			
	Actual				

Strategy 1.3.1. Advice, Loans & Grants

Provide export advice, loans, and grants tailored to all small businesses.

Stakeholder(s):

Small Businesses :

The SBA will help small businesses to expand into new markets by tailoring support to each business’s unique needs.

Grantees :

The SBA will increase training activities available to small businesses and assist grantees to better meet the emerging needs of businesses through technology modernization.

State Trade Expansion Program (STEP) :

For businesses seeking overseas customers, the State Trade Expansion Program (STEP) offers grants to state agencies who can assist small businesses expand through export development.

SBS Field Staff :

The SBA will ensure that field staff are engaged with these export products and services to reach more small businesses wanting to expand into the export market.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.3.2. Diversity

Reach more diverse small business exporters using improved technology and data.

Stakeholder(s):

Small Business Exporters :

The SBA will conduct large-scale small business outreach using digital marketing tools to identify current or prospective exporters.

Export Lenders :

Data review and analysis will help the Agency identify prospective export lenders and potential existing STEP clients to increase the percentage of businesses benefiting from STEP and the SBA’s core export loan programs.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.3.3. States

Expand state export capacity.

Stakeholder(s):**Grantees :**

The SBA will maximize the impact of STEP through improved training of all grantees so they can adopt best practices and offer a broader range of activities and options for small businesses.

States :

As the cohort of states mature their international trade programs and expand their capacity, small businesses will be able to grow and thrive in the international market.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.4. Contracts

Build back an inclusive and proficient small business contracting base ready to compete for all federal procurement opportunities

Stakeholder(s):**Associate Administrator for Government Contracting and Business Development :**

Objective Lead

Federal Government :

The Federal Government is the largest procurer of goods and services in the world, spending more than half a trillion dollars each year.

Small Businesses :

Although these dollars present an opportunity for small businesses, the SBA seeks to reverse a downward trajectory of fewer small businesses receiving prime contracts.

Disadvantaged Businesses :

In addition to the small business set-aside goal, the Federal Government has statutory goals of awarding no less than five percent of contract dollars to both small, disadvantaged businesses and women-owned small businesses and no less than three percent of contract dollars to both service-disabled, veteran-owned small businesses and small businesses in Historically Underutilized Business Zones (HUB-Zones).

Women-Owned Small Businesses**Service-Disabled Small Businesses****Veteran-Owned Small Businesses****HUBZones****Underserved Businesses :**

Increasing federal spending with underserved businesses will help more Americans realize their entrepreneurial dreams and help narrow racial wealth gaps.

SBA Business Development Programs :

To leverage this opportunity, small businesses often need technical assistance to get their businesses started, and underserved small business often face even greater hurdles obtaining contracts relative to their populations. Through SBA business development programs, small businesses can better compete for federal contracting awards.

SBA Programs and Activities :

■ Prime Contracting Assistance ■ 8(a) Business Development ■ 7(j) Management and Technical Assistance ■ HUBZone ■ Mentor Protégé ■ Women-Owned Small Businesses ■ Service-Disabled Veteran-Owned Small Businesses

Performance Indicators

FY 2022-2023 Agency Priority Goal and Equity Measure 1.4.1 Contracting Awards Increase

Description	Type	Status	Start Date	End Date	Percentage
By September 30, 2023, the SBA will increase federal contracting awards to small disadvantaged businesses to 12 percent	Target	Increased	2021-10-01	2023-09-30	12
	Actual		2021-10-01	2023-09-30	

Strategic Measure 1.4.1 Jobs

Description	Type	Status	Start Date	End Date	Number
Increase the number of jobs supported by federal contracting set-aside programs	Target	Increased			
	Actual				

Customer-Centric Measure 1.4.1 Customer Satisfaction

Description	Type	Start Date	End Date	Score
Increase the customer satisfaction score from business development programs	Target			Increased
	Actual			

Strategy 1.4.1. Certification

Improve the certification process and access to underserved small businesses.

Stakeholder(s):

Underserved Small Businesses :

The SBA will increase the number of underserved small businesses that have contracting certifications, enabling them to compete in the federal contracting market.

officers, program managers, and small businesses seeking to enter the federal marketplace.

Federal Contracting Officers

Program Managers

Small Businesses

Firms :

Using new recruitment campaigns, the SBA will increase the number of firms applying for certification and strengthen its outreach with federal contracting

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.4.2. Contracts

Develop equitable policies to help all businesses receive prime federal contracts.

Stakeholder(s):

Small Businesses :

The SBA will further equity in federal contracting by assessing the impacts of current policies on small business participation and issuing guidance on how small businesses can better position themselves to win prime contracts.

Small Business Procurement Advisory Council :

Through the Small Business Procurement Advisory Council and interagency collaboration, the SBA will assist agencies in their acquisition planning and create more paths for small, disadvantaged businesses.

Disadvantaged Businesses

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.4.3. Acumen

Strengthen the business acumen of small business owners.

Stakeholder(s):

Small Business Owners :

The SBA will strengthen technical assistance to small business owners through the 8(a) Business Development program.

awards by helping them more effectively prepare small businesses for contract opportunities.

Business Opportunity Specialists :

The Agency will also provide tailored assistance through its Business Opportunity Specialists and Procurement Center Representatives in the field.

8(a) Firms :

Research has shown that the SBA's 7(j) training for 8(a) firms increases the likelihood of obtaining federal contracts. Leveraging business development programs will help improve small business contracting

Procurement Center Representatives

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.4.4. Customer Experience

Simplify the customer experience with technology.

Stakeholder(s):

Small Businesses :

The SBA's systems will enhance service delivery to small businesses by reducing barriers between customer-facing certification processes, creating faster turnaround and response times, increasing quality and completeness of submitted applications, and reducing the administrative burden on business owners and SBA staff.

Firms :

Technology and improved customer service functions will help track firm success, support and enhance business expertise, and connect firms with other SBA resources.

SBA Staff

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.5. Entrepreneurship

Build an equitable entrepreneurial ecosystem through tailored training and counseling

Stakeholder(s):

Associate Administrator for Entrepreneurial Development :
Objective Lead

Associate Administrator for Veterans Business Development :
Objective Lead

Associate Administrator for Field Operations :
Objective Lead

Entrepreneurs :
A healthy entrepreneurial ecosystem offers entrepreneurs access to a wide range of resources to help them succeed. Entrepreneurs and small business owners who receive training and mentoring increase sales, create more jobs, and have a greater impact on their communities. Research shows a direct positive correlation between the hours of business advising and related assistance a client receives to increases in the longevity, profitability, and growth of their business.

Small Businesses :
The evidence also shows that small businesses that receive more than three hours of counseling have higher one-year survival rates than firms that receive

fewer hours of counseling. These findings demonstrate that counseling and training are effective resources to provide to entrepreneurs.

SBA Partners :
The SBA manages the grants and contractual relationships with its resource partners who deliver technical assistance through counseling and training workshops. Through these resource partners, the SBA provides support for over a million small businesses annually.

SBA District Offices :
Through the district offices, the SBA provides specialized support through lender relations, business development, outreach and marketing to reach small businesses.

SBA Programs and Activities :
 ■ *Small Business Development Center* ■ *Women’s Business Center* ■ *SCORE* ■ *Learning Center* ■ *Emerging Leaders* ■ *Native American Outreach* ■ *Veterans Business Outreach Center* ■ *Boots to Business* ■ *Community Navigators* ■ *Regional Innovation Clusters*

Performance Indicators

Strategic Measure 1.5.1 Business Starts

Description	Type	Status	Start Date	End Date	Number
Increase new business starts from counseling and training programs	Target	Increased			
	Actual				

Equity Measure 1.5.1 Engagements

Description	Type	Status	Start Date	End Date	Number
Increase number of engagements in underserved communities	Target	Increased			
	Actual				

Customer-Centric Measure 1.5.1 Customer Experience

Description	Type	Start Date	End Date	Score
Increase the SBA’s customer experience score with small businesses	Target			Increased
	Actual			

Strategy 1.5.1. Business Ecosystems

Leverage resources to strengthen local small business ecosystems.

Stakeholder(s):

Resource Partners :

The Agency will enhance collaboration to identify and share best practices already occurring across resource partners and district offices.

Entrepreneurs :

Collaboration among partners will help build networks for entrepreneurs to connect and diversify with a focus on rebuilding supply chains.

SBA District Offices

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.5.2. Education

Provide entrepreneurs with relevant in-person and virtual educational resources.

Stakeholder(s):

Entrepreneurs

meet the needs of all businesses whether starting new, recovering from a disaster, or growing new revenue streams, especially in rural communities.

Small Businesses :

Tailoring education is critical to meet small businesses where they are with their business knowledge, community needs, and experience. By leveraging technology platforms, the SBA can create content to

Rural Communities

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.5.3. Veterans & Military Spouses

Empower and serve veterans and military spouse entrepreneurs.

Stakeholder(s):

Veterans :

Many veterans have gained important skills from their active duty, Reservist, or National Guard services that support business ownership. The SBA will promote programs and policies to foster a healthy

and inclusive entrepreneurial ecosystem to support veterans.

Military Spouses

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.5.4. Outreach

Reach a new generation of entrepreneurs through Minority-Serving Institutions.

The SBA will partner with more MSIs through its grant agreements to ensure future entrepreneurs have information to access resources and assist them in fulfilling their entrepreneurial dreams.

Stakeholder(s):

Minority-Serving Institutions :

More than 750 Minority-Serving Institutions (MSIs) operate across the United States that serve students from underrepresented communities. These organiza-

tions support the nation’s economy by elevating the workforce prospects of disadvantaged populations.

Entrepreneurs

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.5.5. Knowledge Base

Strengthen knowledge base of federal, state, and local resources for entrepreneurs.

Stakeholder(s):

SBA District Offices :

The SBA district offices will establish and develop relationships with other federal, state, and local governments and economic development organizations to understand the resources available and work more collaboratively.

State Governments

Local Governments

Economic Development Organizations

— continued next page

Federal Agencies

Stakeholders (continued)

Resource Partners :

Together with our resource partners, district offices can assemble and provide information to small businesses in their communities.

Small Businesses

Communities

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2. Businesses & Economy

Build Resilient Businesses and a Sustainable Economy

Stakeholder(s)

Small Businesses :

Given the dedication of resources to help small businesses recover from the pandemic, the SBA has an opportunity to rebuild a better economy that works for everyone. Furthermore, the COVID-19 pandemic demonstrated that disasters come in many forms, can strike without warning, and leave small businesses unprepared and without adequate means to repair and recover. The subsequent economic fallout has disrupted economic growth and triggered numerous small business closures.

Business Sectors :

The pandemic impacted certain sectors more than others like accommodation and food services; arts, entertainment and recreation; educational services; and health care and social assistance. The restaurant, hospitality, and leisure industries in particular saw great declines in employment.

Restaurant Industry

Hospitality Industry

Leisure Industry

SBA Programs :

To support small business recovery, the SBA has implemented several new programs, which have and will continue to support millions of jobs.

SBA Disaster Assistance Programs :

Moreover, natural disasters have become more intense and more costly with 2020 being the sixth consecutive year in which 10 or more-billion-dollar weather and climate disas-

ter events have impacted the United States. Small businesses have found it difficult to navigate the heightened effects and impacts of climate change, demonstrating that they need more avenues to cope with disasters and return to normal operations. Returning businesses to normal operations, preserving jobs, and helping families rebuild after disasters are critical to ensuring communities recover and the economy remains sustainable and thriving. The SBA's disaster assistance programs help restore small businesses and their communities.

Businesses :

Through direct loans to businesses of all sizes, homeowners, renters, and nonprofits, communities can recover from physical damage and economic losses after a disaster.

Homeowners

Renters

Nonprofits

Communities :

In addition to helping restore communities after a disaster, SBA programs can allow businesses and homeowners to be more resilient in anticipation of future natural disasters. The SBA's disaster loan recipients can take on mitigation projects to protect their home or businesses and reduce future property damage, allowing them to rebuild stronger. Such mitigation and resilience projects include elevating property to prevent flooding from storm surges or insulating pipes from future freezes. These measures can help areas with serial disasters lessen the damage in subsequent events.

Strategic Goal 2 focuses on how the SBA can rebuild a sustainable economy fueled by small businesses.

2.1. Recovery & Resilience

Help small businesses recover from the pandemic and become more resilient

In Spring 2020, the U.S. economy suffered an unprecedented shock due to the COVID-19 pandemic. Not only did this pandemic create a national health emergency, but it disrupted the national economy in a way never seen before. In response, the Coronavirus Aid, Relief, and Economic Security Act, the American Rescue Plan Act, and other legislation created several new programs and authority for the SBA. The programs established by these laws ensure small businesses not only can recover but can thrive and be more resilient to future economic disruptions.

Stakeholder(s):

Small Businesses

Associate Administrator for Capital Access :

Objective Lead

Associate Administrator for Disaster

Assistance :

Objective Lead

Paycheck Protection Program :

The Paycheck Protection Program established forgivable loans to cover eligible payroll and non-payroll costs, which ensured small businesses, non-profits, and sole-proprietors were able to continue to pay employees and cover non-payroll costs during the COVID-19 crisis. The SBA continues to

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Stakeholders (continued)

monitor funds and process nearly \$800 billion in loan forgiveness.

Economic Injury Disaster Loans :

The Economic Injury Disaster Loans provided loans to businesses and non-profits and the EIDL Advance program provided funds that did not require repayment for emergency capital needs.

Restaurant Revitalization Fund :

The Restaurant Revitalization Fund provided funding to restaurants equal to their pandemic-related revenue loss up to \$10 million. The RRF does not require repayment as long as funds are used for eligible purposes within two years while the Shuttered Venue

Operator Grants provided grants to venues equal to 45 percent of their gross earned revenue up to \$10 million. Both programs continue to require administration and monitoring.

Shuttered Venue Operator Grants

SBA Programs and Activities :

■ Paycheck Protection Program ■ COVID-Economic Injury Disaster Assistance Loans ■ EIDL Advance ■ Shuttered Venue Operator Grants ■ Restaurant Revitalization Fund

Performance Indicators

Strategic Measure 2.1.1 Employment

Description	Type	Status	Start Date	End Date	Jobs
Increase small business employment	Target	Increased			
	Actual				

Equity Measure 2.1.1 Loans Forgiven

Description	Type	Status	Start Date	End Date	Percentage
Increase the percent of PPP recipients in underserved areas with loans forgiven	Target	Increased			
	Actual				

Customer-Centric Measure 2.1.1 Application Processing

Description	Type	Status	Start Date	End Date	Days
Decrease average number of days to process PPP forgiveness applications	Target	Decreased			
	Actual				

Strategy 2.1.1. Loans & Grants

Administer loan and grant programs equitably and expediently.

The SBA will continue to develop policies to ensure equitable distribution of resources and implement technologies that expediently provide funds to small businesses in need. The SBA will promote and leverage its forgiveness platform to forgive nearly \$1 trillion in Paycheck Protection loans. The SBA will continue to monitor and service COVID-EIDL loans for businesses in hard-hit industries. While Shuttered Venue Operator Grants, EIDL Advances, and the Restaurant Revitalization Fund have distributed appropriated funds to small businesses, the SBA will continue to monitor use of proceeds .

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.1.2. Fraud & Risks

Reduce fraud and manage related risks.

With more than \$1 trillion in small business relief between 2020 and 2021, the SBA will continue to evaluate internal controls and reengineer its businesses processes to reduce the risk of fraud. Coordinated governance and oversight will continue to support the management of resources and demonstrate best practices to implement in other SBA programs.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.1.3. Data & Resources

Promote transparency of data and resources across communities.

The SBA will continue to provide support to small businesses through timely information and loan forgiveness when appropriate to allow the nation’s small businesses to move forward from the pandemic stronger and more resilient. The SBA will monitor its current economic recovery programs and provide additional assistance as required for small businesses to grow and thrive through its resource partners who have reached thousands of communities across the country.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.2. Natural Disasters

Prepare small businesses and rebuild communities affected by natural disasters

Stakeholder(s):

Associate Administrator for Disaster

Assistance :
Objective Lead

Associate Administrator for Capital Access :
Objective Lead

Businesses :
Returning businesses to normal operations, pre-serving jobs, and helping families rebuild their homes

after a disaster are critical to ensuring that local economies recover as quickly as possible.

Families

Small Businesses :
The SBA helps small businesses prepare for disasters and provides affordable, timely, and accessible financial assistance to businesses, nonprofit organ-

— continued next page

Stakeholders (continued)

izations, homeowners, and renters following a disaster.

Nonprofit Organizations

Homeowners

Renters

Communities :

Climate change is increasing severe weather incidents. Many communities and small businesses experience disaster activity multiple times. Advance preparation is key to protecting assets, reopening businesses as quickly as possible, and promoting a sustainable economy.

Individuals :

The SBA’s disaster mitigation loan increase option can be used to build back stronger and prepare individuals and businesses for future natural disaster resulting in a more resilient community.

Borrowers :

As climate change continues to create more frequent and more-costly disasters, the SBA’s role in educating borrowers on mitigation and resilience projects will become more critical in the coming years.

SBA Programs and Activities :

- Disaster Assistance ■ Disaster Preparedness ■ Disaster Mitigation ■ Climate Readiness

Performance Indicators

Equity Measure 2.2.1 Outreach Activities

Description	Type	Status	Start Date	End Date	Number
Increase the number of outreach activities to underserved communities	Target	Increased			
	Actual				

Customer-Centric Measure Equity Measure 2.2.1 Customer Satisfaction

Description	Type	Status	Start Date	End Date	Rate
Increase the customer satisfaction rate for disaster loan approvals	Target	Increased			
	Actual				

Strategy 2.2.1. Applications

Leverage technology to expedite disaster application processing.

Disaster survivors need assistance quickly and need to interact with the government in a timely manner. Improving service delivery for people and businesses that have lost so much is a top priority for the SBA . Using the principles of human-centered design, the SBA will implement improvements to enhance program delivery by identifying and testing automation, artificial intelligence, and process adjustments to reduce application processing time resulting in a streamlined online disaster assistance application experience. The SBA will use its customer survey data to identify areas for improvement with greatest impact on customer satisfaction and an improved customer experience.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.2.2. Climate Change

Address the impacts of climate change through mitigation and preparedness.

The SBA will increase attention on climate change and help reduce the impacts of natural disasters by informing disaster survivors and other stakeholders about the mitigation projects . The Agency will train its field staff, resource partners, and other key stakeholders to support this outreach.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.2.3. Underserved Communities

Reach more underserved communities.

To promote program knowledge and equity, the SBA will enhance communication to underserved communities through groups like diverse chambers of commerce, the Council for Underserved Communities, and SBA’s Office of Diversity, Inclusion, and Civil Rights to develop and conduct effective communication and program implementation strategies.

Stakeholder(s):

Underserved Communities

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.2.4. Coordination & Collaboration

Improve coordination and collaboration with federal, state, and local partners.

Stakeholder(s):

Federal Partners

Federal Emergency Management Agency (FEMA) :

The SBA will improve its collaboration with its federal, state, and local partners such as the Federal Emergency Management Agency (FEMA) to help small businesses prepare for disasters and provide financial assistance to businesses, non-profit organizations, homeowners, and renters.

State Partners

Local Partners

Small Businesses

Businesses

Non-Profit Organizations

Homeowners

Renters

Communities :

These partnerships will be critical in ensuring that outreach and marketing to improve predisaster readiness and coordinate post-disaster to help communities build back and recover.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3. Resources

Implement Strong Stewardship of Resources for Greater Impact

Stakeholder(s)

Program Managers :

Program managers depend on mission support functions to help them deliver services to the small business and entrepreneurial community, and the SBA has a responsibility to taxpayers to ensure the proper use of its resources. The SBA is committed to ensuring that enterprise-level mission support functions are coordinated, efficient, and focused to help programs leverage resources and achieve programmatic goals.

Taxpayers

Small Businesses :

The SBA is here to serve the needs of small businesses who are the engines of the U.S. economy. To do that effectively, the SBA must have well-functioning internal management processes, so mission offices have support they need to execute programs for small businesses.

SBA Managers :

Internal management functions include the ability to manage risk, execute an effective acquisition process, provide internal controls and oversight of programs, oversee financial operations, and secure data and evidence to drive decisions and foster continuous learning. The SBA constantly re-evaluates its internal financial and strategic management to stay current and provide excellent service to its internal and external stakeholders.

SBA Employees :

The SBA depends on highly skilled employees to effectively fulfill its mission. Employees are critical to meeting the needs of small businesses, and the SBA continues to make investments in its workforce a top priority. An engaged, resilient, and high performing workforce is vital to meeting organizational goals and delivering mission outcomes. An integrated human capital management strategy fosters equity, builds and retains an inclusive and diverse workforce, delivers technology-driven human resources solutions, and provides the best in customer-centric employee training, products, and services necessary to enhance the SBA's capability to respond to America's small business needs. To effectively conduct the business of the Agency, employees need innovative technology and technology-based solutions to provide for its customers. The experience of moving from an in-person environment to a virtual and telework environment brought on by the COVID-19 pandemic demonstrated the need for a strong digital infrastructure for SBA employees and the small businesses that they serve.

SBA Customers :

Digital infrastructure supports programs to amplify benefits for customers and stakeholders such as improved services, agility, and better user experience.

SBA Enterprise Services :

Optimized enterprise services help employees better support small businesses, and improved enterprise processes, procedures, and tools help SBA more efficiently fulfill its mission.

Strategic Goal 3 focuses on the SBA resources and ways to optimize them to best support the small business community. Highly effective organizations need strong stewardship, robust financial oversight, an engaged workforce, a commitment to diversity, reliable and secure digital infrastructure, and an integrated understanding of risks.

3.1. Data, Evidence & Risk

Strategically manage resources by integrating quality data, evidence, and risk in decision-making processes

Evidence-building and data will be built into policy, strategy, and resource decisions . The SBA will ensure that it provides quality management and transparent coordination of key functions and ensures that enterprise risk management strategies are woven into decision-making processes so that the Agency can respond quickly to emergencies.

Stakeholder(s):

Associate Administrator for Performance, Planning, and the Chief Financial Officer :
Objective Lead

Director of Executive Management, Installation, and Support Services :
Objective Lead

Economic Relief Programs :

Economic relief programs stemming from the COVID-19 pandemic increased the SBA's operational loan portfolio to more than \$1.1 trillion. This expansion of the SBA's portfolio requires it to be nimbler and better equipped with current technology, skills, tools, and knowledge. The SBA remains dedicated to

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Stakeholders (continued)

delivering quality financial management and risk management resources.

Taxpayers :

The SBA has a responsibility to taxpayers to ensure the best use of its resources and provide transparent governance to ensure trust in its programs.

Small Businesses :

The SBA continues to strengthen its programs to meet the needs of small businesses while also managing fraud, waste, and abuse.

SBA Programs and Activities :

- Financial Management ■ Acquisition Management
- Performance Management ■ Grants Management
- Risk Management ■ Facilities

Performance Indicators

Strategic Measure 3.1.1 Utilization

Description	Type	Status	Start Date	End Date	Rate
Increase the SBA Small Business Utilization Rate	Target	Increased			
	Actual				

Strategic Measure 3.1.2 Material Weaknesses

Description	Type	Status	Start Date	End Date	Number
Decrease the number of Material Weaknesses identified in Financial Statement Audit	Target	Decreased			
	Actual				

Customer-Centric Measure Strategic Measure 3.1.1 Customer Satisfaction

Description	Type	Status	Start Date	End Date	Rate
Increase the Customer Satisfaction Rate of Financial Management Services for SBA Employees	Target	Increased			
	Actual				

Strategy 3.1.1. Resources

Integrate data and evidence into resource management and planning.

The SBA will manage its resources more effectively by integrating robust data and evidence into its financial decisions, including deployment of resources and acquisition determinations . The SBA will build its data inventory, ensure that it is using quality data, and use its evidence capacity assessment to mature its use of evidence in decision making.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.1.2. Risk

Implement enterprise risk management to manage fraud and waste.

The SBA will improve its internal controls processes through oversight and train its field and program managers. The SBA will develop program office risk registers to enhance risk management responsibilities at all levels of the organization. The SBA will increase risk management training with an emphasis on fraud risks and revamp its continuity of operations processes to ensure that essential functions will continue or resume quickly after a disruption of normal activities.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.1.3. Service

Implement process improvements to simplify service delivery.

The SBA will improve its grants management processes through enhanced enterprise systems to streamline workflow and process automation. To improve its administrative support services, the SBA will pursue opportunities to optimize its real estate footprint and replace gas-powered vehicles in its fleet with electric to meet help address the impacts of climate change.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.2. Workforce

Build an inclusive and high-performing workforce

A highly skilled, agile, and committed workforce is needed for the Agency to execute program goals and respond effectively and quickly to disaster events . Hiring a diverse, equitable, inclusive, and accessible workforce ensures that the SBA retains talent and that its employees reflect the diversity of the U.S. population and its small business owners. The SBA’s human capital management strategies include quality training to give employees the resources they need to succeed, targeted workforce planning to ensure that the SBA has the talent needs of tomorrow, skills gaps assessment to identify and align new and needed skill sets, dynamic employee engagement to empower the SBA’s employees, and a performance management framework that develops and supports a workforce that can meet any challenge. The Agency will deliver a talented, skilled, and diverse workforce that will help transform service delivery for the public and give employees tools to deliver mission outcomes efficiently and effectively.

Stakeholder(s):

Chief Human Capital Officer :
Objective Lead

SBA Programs and Activities :
■ Human Capital ■ Diversity and Inclusion ■ Training ■ Recruitment

Assistant Administrator for Diversity, Inclusion, and Civil Rights :
Objective Lead

Performance Indicators

Strategic Measure 3.2.1 Job Satisfaction

Description	Type	Status	Start Date	End Date	Rating
Increase SBA Federal Employee Viewpoint Survey job satisfaction rate	Target	Increased			
	Actual				

Equity Measure 3.2.1 MOUs & Agreements

Description	Type	Status	Start Date	End Date	Number
Increase the number of MOUs and Agreements with Minority Serving Institutions	Target	Increased			
	Actual				

Strategy 3.2.1. Technology

Leverage technology to streamline human capital functions.

Investments in human capital technology modernization will transform human resources processes. Through integrated technology, the SBA will improve its data integrity and enhance organizational readiness by having tools to improve service delivery, support effective decisions, deliver on mission critical priorities, and support Agency-wide workforce planning, helping the SBA to be a model employer and to be a more competitive employer in today’s labor market.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.2.2. Competencies & Skills

Continuously assess and strengthen employee competencies and skills.

A data-driven talent development plan enables the Agency to equip its workforce with the knowledge and skills needed to be successful. To foster a high-performing workforce, the SBA will empower its employees to develop their skills to advance the mission. The SBA will expand educational and developmental offerings for all employees to enhance their learning and development goals to meet the growing and changing talent needs for today as well as the coming years.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.2.3. DEI & Accessibility

Foster diversity, equity, inclusion, and accessibility in the workplace.

Stakeholder(s):

SBA Leaders :

Working with senior leadership, employee groups, labor-management partnerships, and employee unions, the SBA will promote an inclusive organization that values and leverages the backgrounds and attributes of all employees.

Employee Groups

Labor-Management Partnerships

Employee Unions

U.S. Office of Personnel Management :

In addition, the SBA will collaborate with the U.S. Office of Personnel Management to implement government-wide best practices to promote diversity, equity, inclusion, and accessibility.

SBA Workforce :

By deploying reforms that streamline the recruitment process and utilizing expanded flexibilities in work arrangements, the Agency can compete for and retain a high-quality workforce that has the capabilities required to set conditions for small businesses to grow and thrive.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.3. Technology

Develop and deploy technology-driven solutions to enhance mission delivery

The SBA’s information technology systems provide a secure, digital platform for programs to deliver services to small businesses. The SBA is committed to assessing, managing, and improving its systems through modernization activities that will deliver increased cost-effective technology solutions, reduce redundancies,

and enable an improved customer experience. The SBA will innovate and improve the usability and availability of services by focusing on enterprise solutions that use modern, cost-effective, and secure technologies. The SBA will expand enterprise-wide capabilities, streamline and automate business processes, and improve service and portfolio governance to reduce investment deployment time and cost.

Stakeholder(s):

Chief Information Officer :
Objective Lead

SBA Programs and Activities :
■ Enterprise IT Operations ■ Mission Capability Support ■ Cybersecurity ■ Digital Services ■ Information Systems

Performance Indicators

Strategic Measure 3.3.1 IT Maturity

Description	Type	Status	Start Date	End Date	Rating
Increase the IT maturity rating	Target	Increase			
	Actual				

Customer-Centric Measure 3.3.1 IT Customer Satisfaction

Description	Type	Status	Start Date	End Date	Rating
Increase the Information Technology Customer Satisfaction Rate	Target	Increased			
	Actual				

Strategy 3.3.1. Enterprise Services

Deliver optimized core enterprise services.

The SBA will provide enterprise level cost effective technology solutions for its stakeholders. Through joint systems development that uses collaboration with business owners and stakeholders, the Agency will ensure that its core services provide continuous improvements. Mission-critical systems and services and the adoption of cloud smart strategies will be prioritized.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.3.2. Business Solutions

Modernize technology-enabled business solutions.

The SBA will use investment management practices including the use of an executive-level Investment Review Board to review and approve annual IT budget submissions and investments. New governance structures will ensure that investments have the full support and sponsorship of the executives responsible to implement and are based upon rigorous analysis of alternatives and metrics.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.3.3. Governance

Adopt business and data-driven governance practices to manage technology.

The SBA will leverage the Technology Business Management framework, which focuses on cost transparency, identifying the total cost of IT, and shaping the demand for services, to create a comprehensive cost model that provides a simplified view into enterprise technology, which will help reconcile information technology spend under management and provide a path forward to operationalize budget decision making.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.3.4. Cybersecurity

Manage a cybersecurity portfolio to reduce risk.

Cyber threats continue to be a risk for government and non-governmental networks. The SBA will focus on managing enterprise cybersecurity, communicating about threats, and advising on solutions. Developing and training an incident response team to withstand and recover from a cyber-attack will be critical.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

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