



U.S. Small Business Administration

# Strategic Plan

Fiscal Years 2022–2026



Helping All Small Businesses and Entrepreneurs Achieve Their Dreams



# Table of Contents

<b>INTRODUCTION</b>	<b>1</b>
Message from the Administrator	1
About the U.S. Small Business Administration	2
About this Plan	6
Priority Goals	10
<b>STRATEGIC GOAL 1: Ensure Equitable and Customer-Centric Design and Delivery of Programs to Support Small Businesses and Innovative Startups</b>	<b>12</b>
Objective 1.1: Ensure all entrepreneurs have access to capital to start and grow their business	14
Objective 1.2: Build a thriving national innovation ecosystem that promotes investments in all small business communities	16
Objective 1.3: Grow exporting opportunities to help small businesses across the country expand into new markets	18
Objective 1.4: Build back an inclusive and proficient small business contracting base ready to compete for all federal procurement opportunities	20
Objective 1.5: Build an equitable entrepreneurial ecosystem through tailored training and counseling	22
<b>STRATEGIC GOAL 2: Build Resilient Businesses and a Sustainable Economy</b>	<b>24</b>
Objective 2.1: Help small businesses recover from the pandemic and become more resilient	25
Objective 2.2: Prepare small businesses and rebuild communities affected by natural disasters	27
<b>STRATEGIC GOAL 3: Implement Strong Stewardship of Resources for Greater Impact</b>	<b>29</b>
Objective 3.1: Strategically manage resources by integrating quality data, evidence, and risk in decision-making processes	30
Objective 3.2: Build an inclusive and high-performing workforce	32
Objective 3.3: Develop and deploy technology-driven solutions to enhance mission delivery	34
<b>APPENDICES</b>	<b>36</b>
Appendix A: External Factors	35
Appendix B: Inter-agency Collaboration	36
Appendix C: Enterprise Learning Agenda	38
Appendix D: Evidence Capacity Assessment	40
Appendix E: OIG Management Challenges	41
Appendix F: Acronyms	42
Appendix G: Useful Website and Numbers	43

*This page intentionally left blank.*

# Message from the Administrator



As the voice for America's more than 32 million small businesses and innovative startups, I am honored to serve as the Administrator of the U.S. Small Business Administration. In this position, I want to ensure that small businesses are elevated and treated as the giants that they are in the economy given their role as job creators and as the bedrock of our communities.

In support of President Biden's commitment to advance equity and support underserved communities, the SBA will also play a key role ensuring that anyone from anywhere can achieve the American dream of business ownership. While the SBA has a vast array of programs to help entrepreneurs gain access to capital, markets, and networks—those resources are only effective if they get into the hands of those who need them the most. If we are going to bridge the gaps that have stood between underserved entrepreneurs and opportunity for far too long—we need to meet our small businesses where they are instead of waiting for them to come to us.

While talking with small business owners across the country, I have heard stories of unprecedented struggles as they have reeled from the effects of the pandemic. But I have also witnessed a new sense of hope. At the SBA, we want our small businesses to not only survive but also to thrive. As President Biden pledged, we cannot just return to where we were before the pandemic—we need to build our country and economy back better. Small businesses are critical to that vision.

As we continue to make SBA programs more customer-centric, technology forward, and equitable, we know that our work is only as effective as our connection to small businesses. We must do more to leverage this unparalleled moment and attention to ensure all entrepreneurs know of the SBA's resources.

To fulfill this vision, the *FY 2022–2026 Strategic Plan* ensures that the SBA is focused on being as entrepreneurial as the small businesses that we serve. We are committed to putting our customers—small businesses—first. I have set forth strategic goals that focus on ensuring equitable and customer-centric program design and delivery, building resilient small businesses and a sustainable economy, and implementing stronger stewardship of resources. The strategic goals contain objectives, strategies, and metrics that promote accountability across the Agency. Together, with a commitment to these goals, we can bring businesses back, generate new jobs, and create a more equitable and sustainable economy supported by America's small businesses.

A handwritten signature in black ink that reads "Isabel Casillas Guzman". The signature is fluid and cursive.

**Isabel Casillas Guzman**  
SBA Administrator

# About the U.S. Small Business Administration

## Our 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.

## Our Vision

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

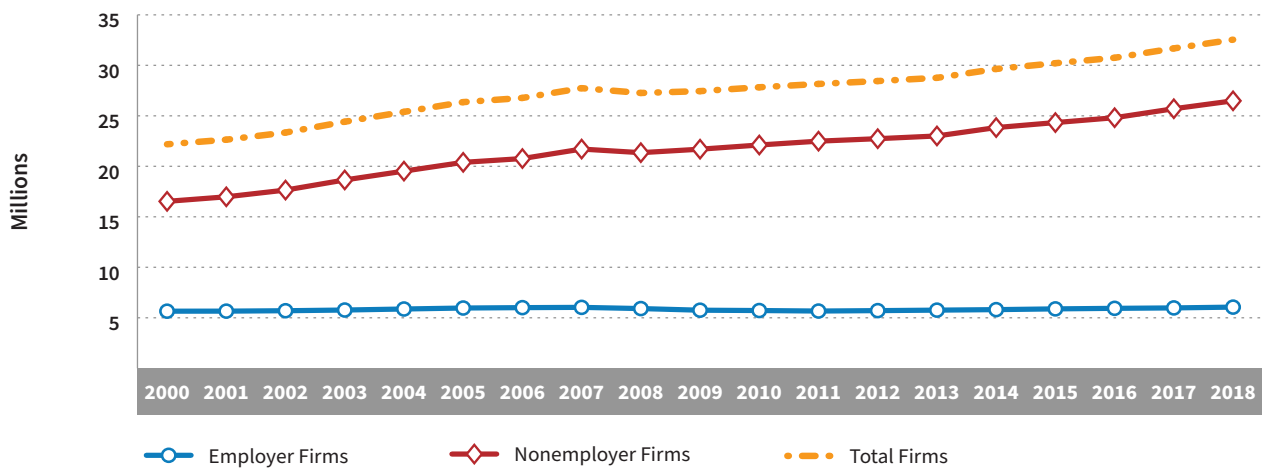
## Who We Are

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.<sup>1</sup> The U.S. Small Business Administration (SBA or Agency) was created to preserve free competitive enterprise, and to maintain and strengthen the overall economy of our nation.

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. Figure 1 shows the growth in U.S. small businesses, attributable to an increase of more than nine million non-employer firms since 2000.<sup>2</sup>

Figure 1. U.S. Small Business Firms, Employer Firms vs. Non: CY 2000–2018



Source: U.S. Census Bureau, Statistics of U.S. Businesses (SUSB) and Non-employer Statistics.

1 Frequently Asked Questions, SBA Office of Advocacy, November 2021  
 2 Non-employer firms are small businesses that have no paid employees. Employer firms have paid employees. Frequently Asked Questions, SBA Office of Advocacy, November 2021

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.

Figure 2 provides an overview of the SBA’s organizational structure and Figure 3 displays the locations of the Agency’s 68 district offices.

Figure 2. SBA Organizational Chart

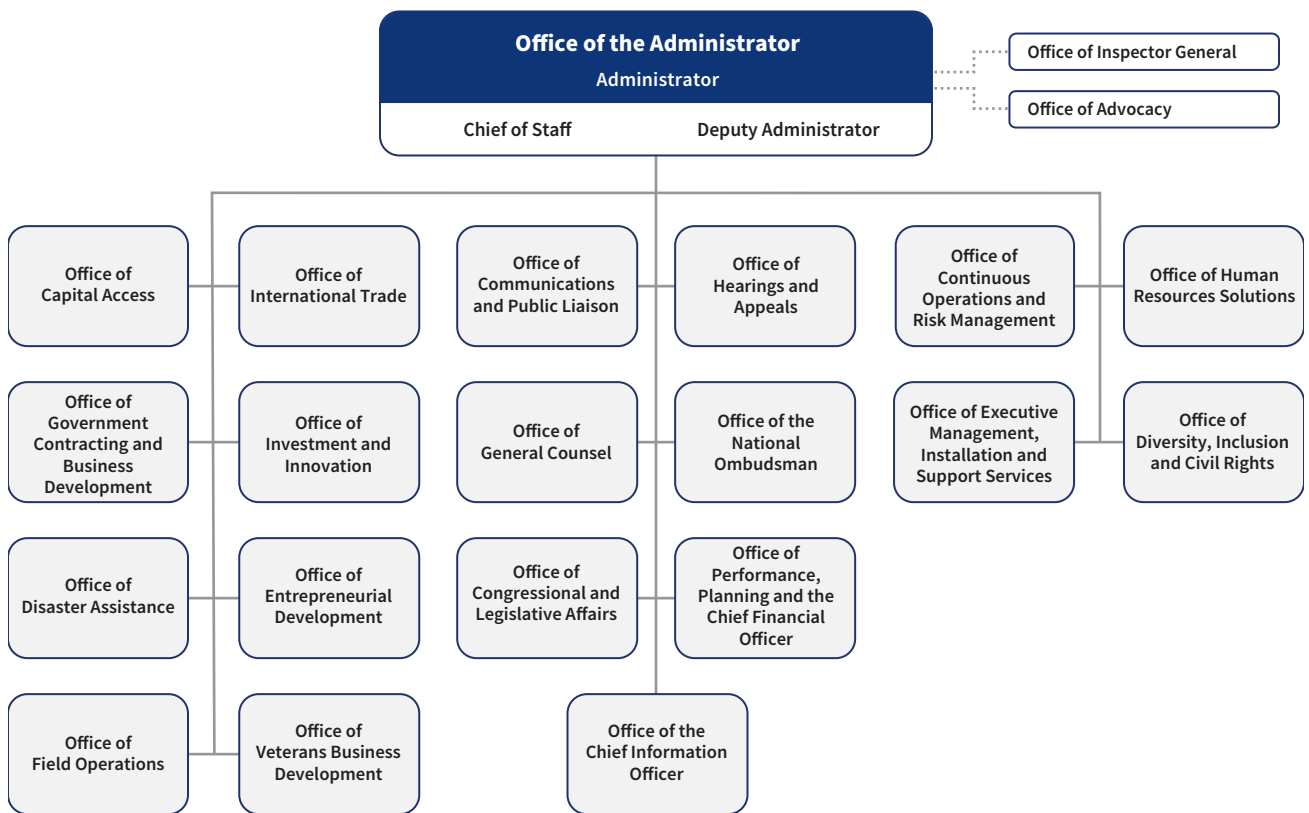
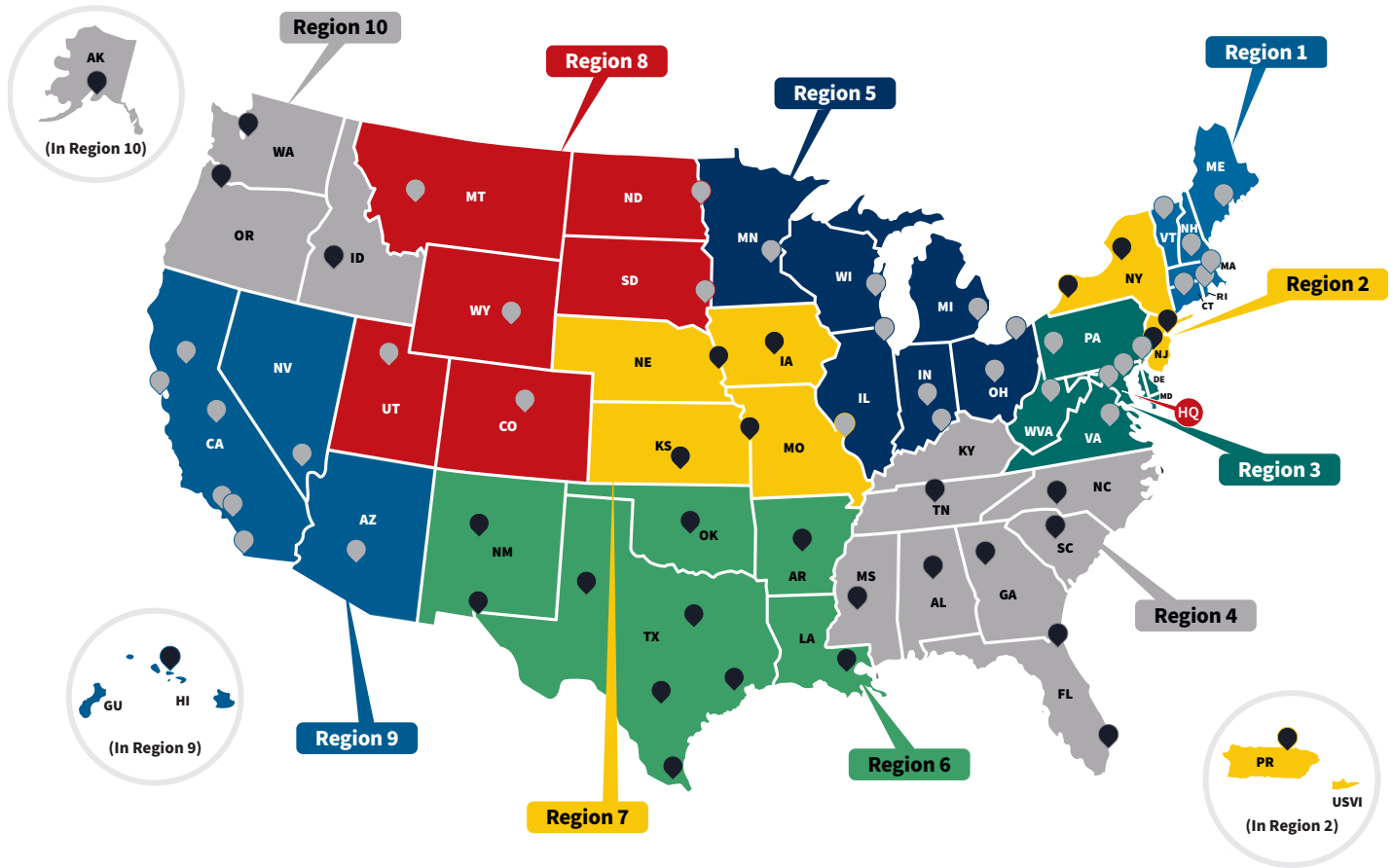


Figure 3. SBA Regional Map of District Offices (DOs)



Published by OCPL 11/2021

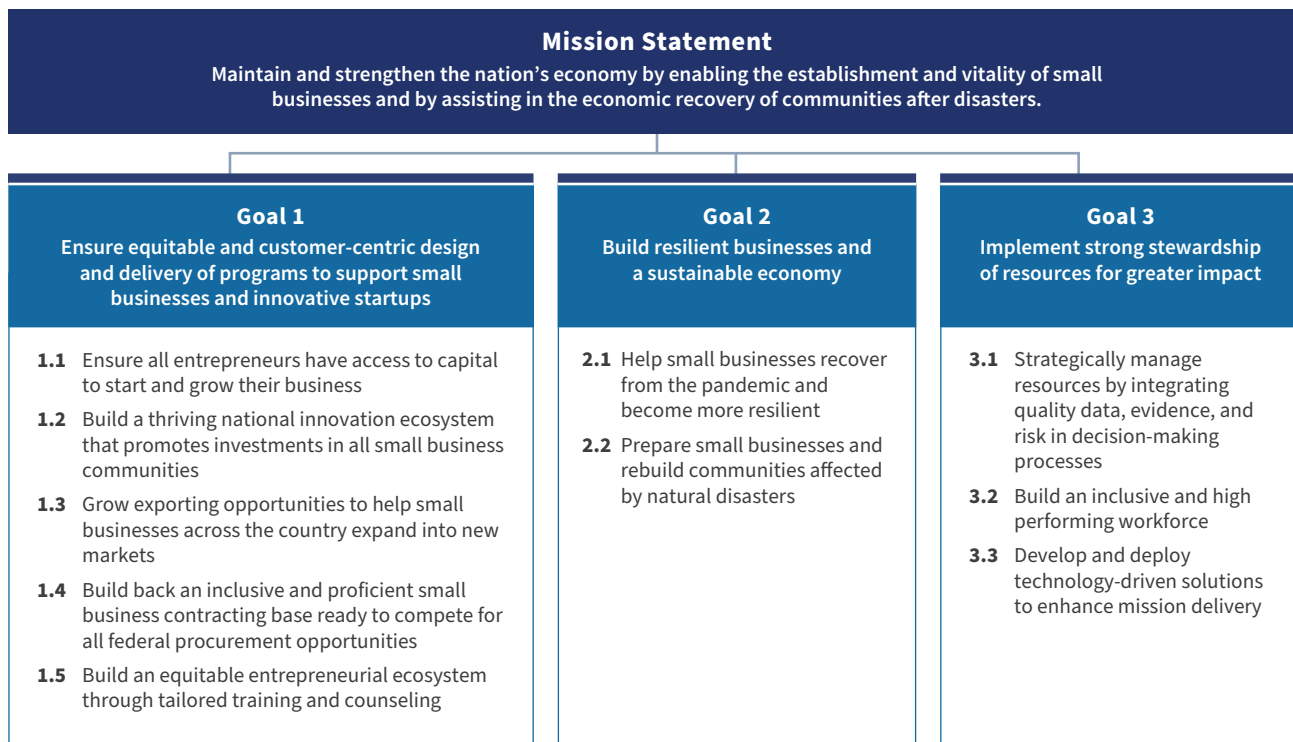
## What We Do

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. SBA programs and services are represented in the three strategic goals and ten strategic objectives outlined in Figure 4.



Figure 4. SBA FY 2022–2026 Strategic Goal and Objective Framework



## Our Core Values

The SBA has developed three core values that influence the work of employees each day. These values represent key convictions that are driven and modeled by the Administrator down to every SBA employee. Throughout this Strategic Plan, the core values are integrated into the strategies that drive policy and resource management decisions.

- **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-centric:** 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.

# About this Plan

## Execute, Monitor, Evaluate, and Improve

This Strategic Plan is the principal document that sets out the Agency's comprehensive performance management framework. Designed to cascade throughout all levels of the organization, it establishes the strategic goals, objectives, and strategies that guide the Agency's activities to drive progress to accomplish our mission. Each strategic goal contains objectives that guide Agency activities and describe mission outcomes to be achieved. Strategic Measures and Agency Priority Goals guide progress toward a clear set of outcomes. This strategic framework also serves as an overarching guide for the allocation of resources needed to achieve the Agency's desired long-term outcomes.

SBA employees will use this Strategic Plan to turn strategies into actions and actions into results. Progress toward each objective will be routinely measured and reviewed by Agency leadership. Furthermore, each objective is led by an objective lead who serves as the senior accountable official to ensure its success.

## Performance Management

The SBA has a robust performance management culture that engages leadership at all levels of the organization and follows the principles outlined in the Government Performance and Results Act Modernization Act (GPRAMA). The Strategic Plan provides the framework by which the Administrator and leadership outline priorities and strategies. Quarterly performance reviews are held with the program offices to discuss progress. Annually, the SBA assesses its strategic objectives through a review that summarizes the key successes, opportunities, challenges, and risks using evidence and evaluations.

To support the reviews, the SBA's Office of Program Performance, Analysis, and Evaluation produces performance dashboards for leadership to ensure

organizational understanding and accountability. The SBA tracks its performance accomplishments and challenges through its annual performance plan and annual performance report which are produced as parts of its Congressional Budget Justification. Finally, employees maintain a performance plan that is aligned with the strategic goals and objectives in this Strategic Plan to impart awareness of how their contributions impact the Agency and to align resources that unify all efforts toward mission accomplishment.

## Evidence and Evaluation

The SBA recognizes the importance of evidence and evaluation in understanding and improving the efficiency and effectiveness of SBA programs and operations. This Strategic Plan follows the principles outlined in the Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act) by incorporating evidence building into this plan. Rigorous evidence enables leadership to make sound decisions about program strategy, policy, and resources. Evidence comes from a variety of sources, including program evaluation, performance data, policy analysis, and research. Where evidence is weak or non-existent, the SBA prioritizes building new evidence to inform decision-making.

The SBA developed its *FY 2022–2026 Enterprise Learning Agenda* (ELA) to identify evaluation questions and report on evidence-building activities. The annual evaluation plan prioritizes upcoming, significant evaluations and other evidence projects that foster an environment of continuous learning. SBA program managers use the results of evaluations, along with other evidence, to help make decisions and identify areas where further evidence is needed to improve operations and outcomes. Each objective supports Enterprise Learning Agenda Questions. More information on the SBA's evidence and evaluation building efforts can be found at [www.sba.gov/evaluation](http://www.sba.gov/evaluation).

## Enterprise Risk Management

Taxpayers, including small business owners, expect their tax dollars to be used wisely. As stewards of the public's trust, the SBA has a responsibility for reducing risk on its programs through various controls. As such, enterprise risk management (ERM) is an effective approach that addresses the full spectrum of risks within the Agency by eliminating silos and creating a view of all high-level risks across the organization. ERM provides the SBA with a means to link strategy, budget, and performance as well as align people, processes, and technology to ensure consistent risk management practices both enterprise-wide and within each office.

The SBA's ERM approach follows OMB Circular A-123, *Management's Responsibility for Enterprise Risk Management and Internal Control*. In preparing the Strategic Plan, leadership identified key risks for each strategic objective, which included areas related to capacity, eligibility, fraud, resources, technology, and data. These risks were presented to the ERM Board, and the SBA updated its risk register to ensure that the identified risks are properly managed.

## Human Capital Management

A high-performing workforce can accelerate progress towards an agency's strategic goals and objectives and assist in achieving a high level of performance. The SBA's human capital strategies support the achievement of the Agency's priorities and provide the SBA with the skilled workforce needed to create a culture of accountability that drives mission success. To better support the Agency's human capital needs, the SBA is developing workforce plans to align its workforce and human capital strategies to the Strategic Plan. These plans include assessing the current state of

the workforce and mission critical skills needed to deliver support and services to small businesses and entrepreneurs, evaluating trends to predict workforce needs, developing training to eliminate competency gaps, and ensuring a human capital framework that attracts, hires, engages, develops, and retains a diverse, equitable, inclusive and high-performing workforce.

## Diversity, Inclusion, and Equity

This Strategic Plan advances SBA program access for all entrepreneurs, no matter their geographic location, race, ethnicity, gender, sexual orientation, or veterans' status. The SBA will ensure it removes barriers to participation for any entrepreneur and creates opportunities for more people with an entrepreneurial spirit to become small business owners. The SBA has reviewed its programs and the Agency has committed to increasing equitable participation in accordance with Executive Order 13985 on Advancing Racial Equity and Support for Underserved Communities through the Federal Government.

The Agency has assessed its programs to determine where and how the SBA can advance equity and remove barriers for underserved communities. The actions identified by this assessment are incorporated into the Strategic Plan and, where appropriate, strategic goals and objectives have incorporated equity measures to assess this commitment.

Figure 5 shows the racial and ethnic diversity of U.S. small business owners, including the share of small business owners by demographic group compared with the expected proportion if small business owner demographics mirrored against the U.S. adult population.

FIGURE 5. Diversity of U.S. Small Business Owners, CY 2018



Source: U.S. Census Bureau, Annual Business Survey (ABS) and National Population by Characteristics.

## Customer Service

The SBA is committed to improving customer service to create a better experience for small businesses and entrepreneurs using the experience of the customer to drive change and human-centered design to improve program delivery. The Agency is reviewing and assessing the customer experience, processes, procedures, and other actions to improve the way small businesses receive SBA support. Strategic goals and objectives have incorporated customer service measures, where appropriate, to measure the performance of this commitment.

## Technology

The SBA’s programs and services are only effective if they get into the hands of the small businesses that need them. Technology is an important tool in making those connections. Small businesses increasingly use and need technology. The COVID-19 pandemic emphasized the technology needs of small businesses and the disparities created when businesses do not have the technology to optimally serve their customers. The SBA must adapt its technology to find entrepreneurs where they are already doing business. Modernizing platforms to create a more mobile-friendly experience and reach underserved entrepreneurs who rely on mobile technology will help achieve this commitment.

## Stakeholder Engagement

The SBA developed the *FY 2022–2026 Strategic Plan* in consultation with multiple stakeholder groups to ensure a robust planning process. The SBA convened a Strategic Plan Working Group to aid in the development of the Strategic Plan. The working group was comprised of members at all levels of the organization and across numerous program areas. The working group was integral to ensuring that cross-cutting themes such as equity and customer service were woven into all facets of the Strategic Plan.

To better collaborate across the Federal Government, the SBA partnered with the U.S. General Services Administration (GSA) to solicit input from federal employees whose roles support implementation of SBA programs across the government or who work with other small business development programs. The feedback provided perspective and insights on how the SBA can better collaborate with other agencies, improve equity, increase small business resilience, and further create efficiency of services. The responses were shared with SBA leadership, and where appropriate, incorporated into the SBA's strategic planning process.

The SBA also conducted outreach with communities across the country to better understand how the Agency can best help small businesses locally. The Agency conducted listening sessions with community

development organizations in Los Angeles, CA; Detroit, MI; New York, NY; Portland, ME; Portland, OR; Helena, MT; Oklahoma City, OK; and Jackson, MS. These sessions provided the Agency with a variety of perspectives and communicated circumstances facing entrepreneurs of every race, ethnicity, gender, sexuality, age, ability, and veteran status, and included place-based and sector-specific issues.

The Agency solicited feedback on its Strategic Plan framework and Enterprise Learning Agenda through the Federal Register, SBA.gov posting, SBA daily newsletter, a social media campaign, and outreach to key stakeholder organizations and Agency employees.

The stakeholder engagement process revealed several themes that have been incorporated in the Strategic Plan and will be addressed throughout its implementation. Key themes were identified through the feedback: increasing collaboration with resource partners and stakeholders to amplify the SBA's reach and better communicate the Agency's products and services, and improving SBA data transparency so that researchers, resource partners, community organizations, and the public can better understand how the SBA supports the small business and entrepreneurial ecosystem. Comments were provided to SBA program managers upon receipt to integrate into tactical strategies, where appropriate.

# Priority Goals

## Agency Priority Goals

The SBA has established the following three Agency Priority Goals for fiscal years 2022–2023. The APGs have been developed with the Administrator and in consultation with the U.S. Office of Management and Budget and SBA’s committees in Congress. The priorities speak to SBA’s goals to reach socially and economically disadvantaged entrepreneurs and help prepare and rebuild resilient communities after disasters. These priorities will include strategies that improve the customer experience for participating small businesses, improve the design and delivery of these programs to increase participation, and increase the SBA’s reach into underserved communities. Quarterly results will be published on [www.performance.gov](http://www.performance.gov).

**Capital APG:** By September 30, 2023, the SBA will expand the number of Community Financial Institutions (CFIs) enrolled in Lender Match by 20 percent (Strategic Objective 1.1).

Community Financial Institutions—Community Development Financial Institutions, Minority Depository Institutions, Certified Development Companies, and Microloan Intermediaries—have missions to provide financing to minority and underserved communities. They help bridge gaps in lending to allow minority-owned businesses grow and recover. CFIs help fill market gaps often unaddressed by typical commercial banks. For example, loan requests made by Black entrepreneurs are three times less likely to be approved than those of white entrepreneurs.<sup>3</sup> The COVID-19 pandemic has also reduced the number of Black-owned businesses by 41 percent between February and April 2020.<sup>4</sup> Access to capital is a critical component of building back this demographic of the small business community, and this APG aims to increase the reach of CFIs to provide capital in underserved communities.

**Contracting APG:** By September 30, 2023, the SBA will increase federal contracting awards to small disadvantaged businesses to 12 percent (Strategic Objective 1.4).

On June 1, 2021, the Administration announced an initiative to use the Federal Government’s purchasing power to drive additional opportunities to small, disadvantaged business owners. Federal procurement is one of the Federal Government’s most powerful tools to advance equity and build wealth in underserved communities. And yet, only roughly 10 percent of federal agencies’ total eligible contracting dollars typically go to small-disadvantaged businesses, a category under federal law for which Black-owned, Latino-owned, and other minority-owned businesses are presumed to qualify. Increasing federal spending with minority-owned businesses will help more Americans realize their entrepreneurial dreams, help narrow racial wealth gaps,<sup>5</sup> and grow the U.S. industrial base.

**Disaster Assistance APG:** By September 30, 2023, the SBA will increase the number of loans that include mitigation measures by 20 percent from the baseline established in FY 2022 (Strategic Objective 2.2).

Climate change is increasing severe weather incidents. 2020 was the sixth consecutive year in which 10 or more-billion-dollar weather and climate disaster events have impacted the United States.<sup>6</sup> Many areas experience disaster activity multiple times. Advance preparation is key to protecting assets, reopening businesses as quickly as possible, and promoting a sustainable economy. The SBA’s physical disaster loans can include funding for mitigation to help disaster survivors build back stronger and prepare individuals

3 Financing Black-Owned Businesses, Stanford Institute for Economic Policy Research, Fairlie et al, 2017

4 National Bureau of Economic Research, December 2020

5 Fact Sheet: Biden-Harris Administration Announces New Actions to Build Black Wealth and Narrow the Racial Wealth Gap, <https://www.whitehouse.gov/briefing-room/statements-releases/>, June 1, 2021

6 Source: National Oceanic and Atmospheric Administration, National Centers for Environmental Information

and businesses for future natural disasters, resulting in a more resilient economy.

## President’s Management Agenda and Cross-Agency Priority Goals

The President’s Management Agenda (PMA) sets forth three priorities:<sup>7</sup>

- Strengthening and Empowering the Federal Workforce;
- Delivering Excellent, Equitable, and Secure Federal Services and Customer Experience; and
- Managing the Business of Government to Build Back Better.

The SBA’s Strategic Plan aligns with these PMA priorities, and the Agency is committed to the implementation of strategies to achieve them. To support Priority 1, the SBA is improving its competitive hiring practices to meet the talent needs of tomorrow and improve how the Agency conducts its work. The SBA is focused on attracting the most qualified employees, including through engagement with organizations and candidates from historically underrepresented communities. The Agency is using the recruitment process to grow the skill sets it needs to better serve its small business customers.

To support Priority 2, the Agency is refining its service design and delivery to become a more customer-service-oriented organization. By streamlining processes, tailoring materials to small business communities, and meeting those small businesses where they are, the goal to address inequities for underserved entrepreneurs is woven throughout the strategic objectives and strategies.

To support Priority 3, the Agency is reviewing its programs to address inequities in service delivery. In addition, the risk associated with climate change is addressed in this Strategic Plan through enhanced efforts to prepare small businesses and communities to adapt to the climate crisis.

OMB will deploy Cross Agency Priority (CAP) goals in early 2022, and the SBA will contribute to the goals and the progress outlined therein. Per the GPRAMA requirement to address Cross-Agency Priority Goals in the agency Strategic Plan, the annual performance plan, and the annual performance report, please refer to [www.performance.gov](https://www.performance.gov) for the Agency contributions to those goals and progress, where applicable.

<sup>7</sup> [https://assets.performance.gov/PMA/Biden-Harris\\_Management\\_Agenda\\_Vision\\_11-18.pdf](https://assets.performance.gov/PMA/Biden-Harris_Management_Agenda_Vision_11-18.pdf)

# Strategic Goal 1: Ensure Equitable and Customer-Centric Design and Delivery of Programs to Support Small Businesses and Innovative Startups

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. 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.<sup>8</sup> 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.<sup>9</sup> Small businesses and innovative startups have been responsible for more than 62 percent of net new jobs since 1995.<sup>10</sup>

Entrepreneurs depend on financial capital to start and grow their business and often have difficulty accessing it. Many small business owners, including minority-owned, women-owned, veteran-owned, and those located in rural areas have disproportionately less access to capital. Since 1980, the number of banks has dropped from 14,400 to 4,600, leaving small businesses with fewer options to secure lending.<sup>11</sup> 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.<sup>12</sup> The COVID-19 pandemic has exacerbated both racial and gender inequities in the workforce and business markets. Black communities saw a 41 percent reduction

in the number of active business owners between February and April 2020,<sup>13</sup> and four times more women than men exited the labor force during 2020.<sup>14</sup> 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 re-entering the workforce.

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 businesses.<sup>15</sup> Small businesses that export can not only grow their revenue but also create jobs with higher wages than small businesses that do not export.<sup>16</sup> The SBA fills a market gap where the private sector perceives a risk in lending to credit-worthy small businesses with certain export transactions. According to a 2016 Small Business Exporters Association survey, 35 percent said it was more difficult to obtain trade financing than conventional business financing.<sup>17</sup> In addition, the private equity market is concentrated in five metropolitan areas in California, Massachusetts, and New York.<sup>18</sup>

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

8 Frequently Asked Questions, SBA Office of Advocacy, November 2021

9 What is a Startup, Forbes Advisor, April 1, 2021

10 Frequently Asked Questions, SBA Office of Advocacy, November 2021

11 Effects of Small Loans on Bank and Small Business Growth, SBA Office of Advocacy, March 2021

12 Financing Black-Owned Businesses, Stanford Institute for Economic Policy Research, Fairlie et al, 2017

13 National Bureau of Economic Research, December 2020

14 National Women's Law Center, 2020; U.S. Bureau of Labor Statistics Jobs Report

15 Frequently Asked Questions, SBA Office of Advocacy, November 2021

16 Export-Intensive Industries Pay More on Average: An Update, USITC, April 2015

17 Small Business Exporting Survey 2016 (National Small Business Association, 2016)

18 SBIC Rural Investments Environmental Scan and Evaluability Assessment (SBA, 2020)



longer terms than conventional loans.<sup>19</sup> 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.<sup>20, 21</sup> 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.<sup>22</sup>

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.<sup>23</sup> 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. 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 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 management practices, reported financial growth, and firm growth.

Many minority-owned businesses did not access the SBA's COVID-19 relief programs due to lack of awareness and lack of connectivity.<sup>24</sup> 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.

19 An Analysis of the Factors Lenders Use to Ensure Their SBA Borrowers Meet the Credit Elsewhere Requirement (The Urban Institute, 2008)

20 SBA Small Business Investment Company Program (CRS, 2019)

21 SBIC Debentures are debt instruments unsecured by collateral but guaranteed by the SBA

22 SBA SBIR STTR FY18 Annual Report (SBA, 2018)

23 U.S. Government Accountability Office, May 2020

24 How Should Local Leaders Use their American Rescue Plan Funding?, Brookings Institution, March 23, 2021

## Objective 1.1: 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.<sup>25</sup> 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.

**Strategy 1: 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.

**Strategy 2: 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.

<sup>25</sup> Minority-Owned Employer Businesses and their Credit Market Experiences in 2017, SBA Office of Advocacy, July 22, 2020

**Objective Lead:** Associate Administrator for Capital Access

**FY 2022-2023 Agency Priority**

**Goal:** By September 30, 2023, the SBA will expand the number of Community Financial Institutions enrolled in Lender Match by 20 percent

**Strategic Measure:** Increase the number of jobs supported by SBA's capital programs

**Equity Measure:** Increase the percent of loans to underserved small businesses through SBA capital programs

**Customer-Centric Measure:** Decrease the average number of business days to process small non-delegated loan applications

**Major Management Challenge**

- Loan risk management and oversight
- Improper payments in loan programs

**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

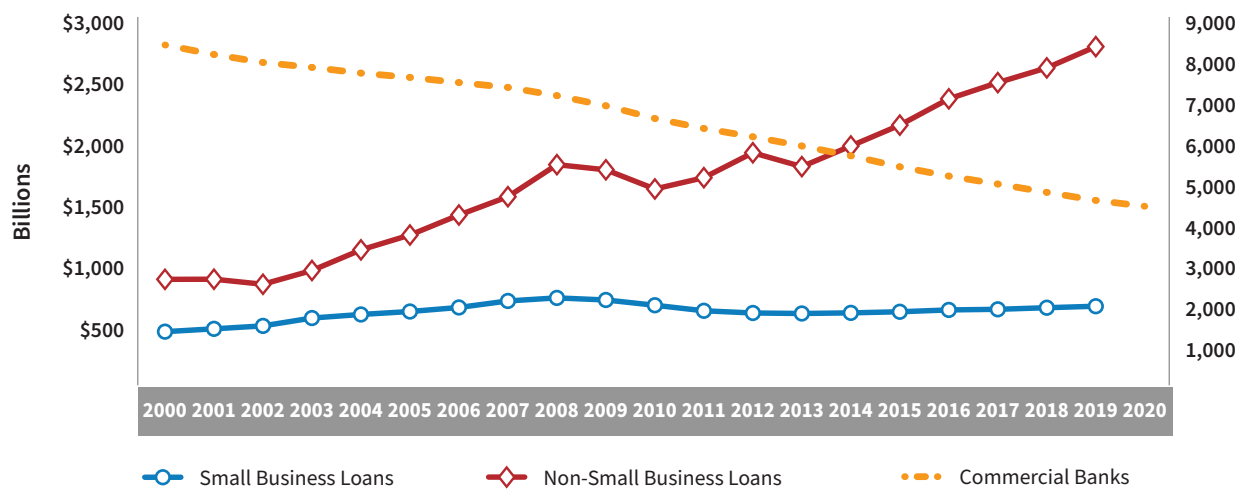
**Strategy 3: Promote surety bonding to expand small business opportunities.** The SBA surety bond program guarantees contract surety bonds issued to small businesses by surety companies. The program will support small business contractors who cannot receive surety credit under reasonable terms in the 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.

**Strategy 4: 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.

Figure 6 shows that small business loans have become a smaller segment of the overall business loan portfolio of banks, coinciding with a decrease in the number of commercial banks due to bank consolidations. The SBA’s APG aims to increase access to capital through non-profit intermediary CFIs to reach more entrepreneurs.

Figure 6. Dollar Amount of Outstanding Loans and Number of Commercial Banks, CY2000–2020



Source: Federal Deposit Insurance Corporation, Federal Financial Institutions Examination Council, based on data gathered through FDIC Loans to Small Businesses and Small Firms data set.

## Objective 1.2: 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. 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) promote a more equitable allocation of venture capital that is more geographically dispersed than investments from private venture capital funds.

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. 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.

**Strategy 1: 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.

**Strategy 2: 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. 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.

**Strategy 3: Build an inclusive public-private support ecosystem for all innovators.** 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. The SBA will connect federal agencies with shared interests and build networks across the federal innovation ecosystem.

**Strategy 4: 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

**Objective Lead:** Associate Administrator for Investment and Innovation

**Strategic Measure:** Increase the number of jobs supported by investment programs

**Equity Measure:** Increase the percent of underserved small businesses financed by SBICs; Increase the percent of Phase I SBIR/STTR awards from underserved communities

**Customer-Centric Measure:** Decrease the average time to license an SBIC

### Programs and Activities

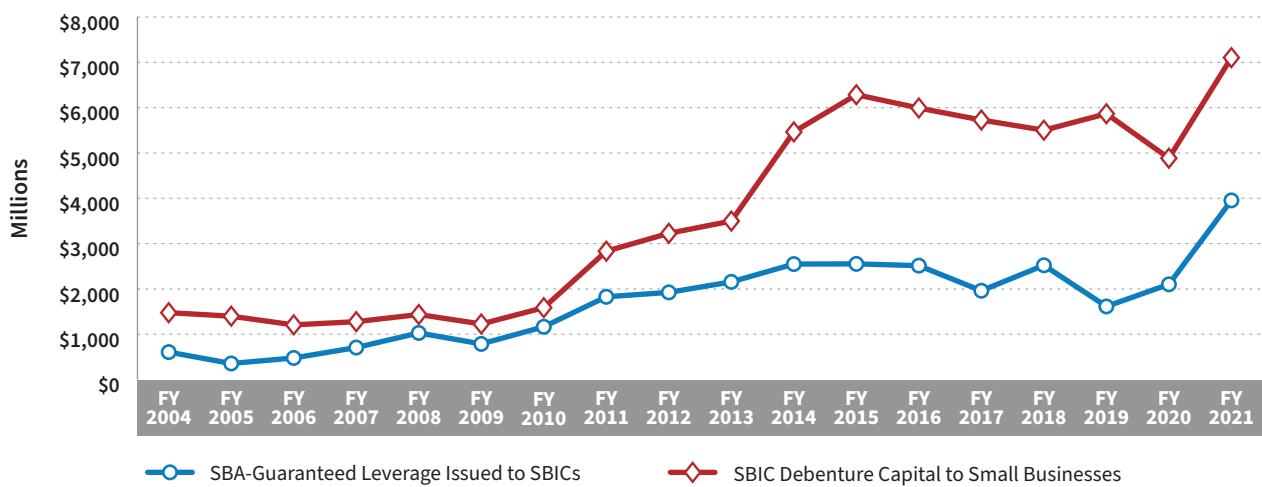
- Small Business Investment Company
- Small Business Innovation Research
- Small Business Technology Transfer
- Federal and State Technology Partnership Grants Program
- Growth Accelerators
- Climate Innovation

expanded outreach. 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.

Figure 7 shows that the SBIC long term loans and equity capital to small businesses has increased by 71 percent between FY 2004 and FY 2020.

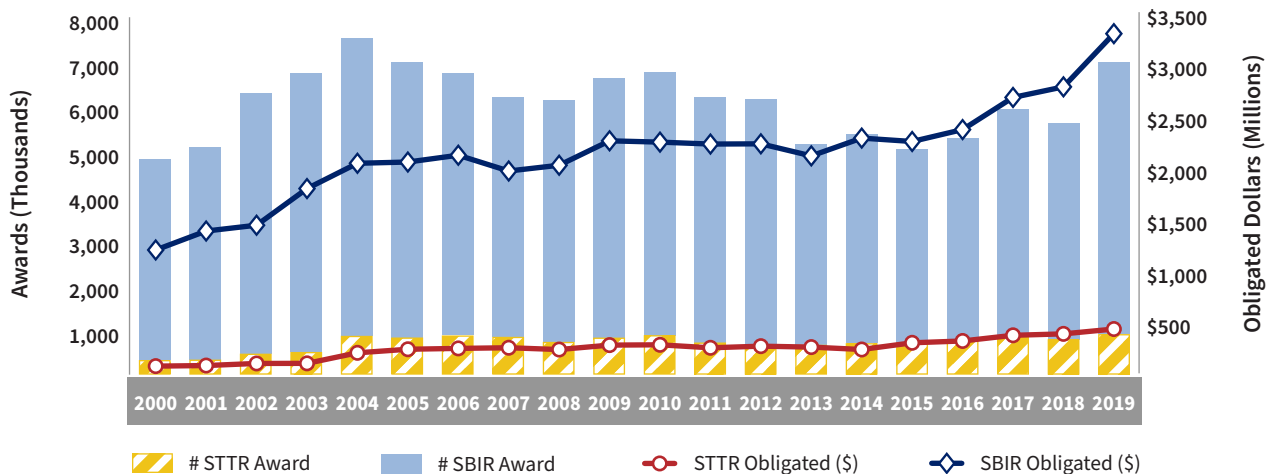
Figure 8 shows the number of SBIR and STTR awards along with the dollars obligated. The number of awards has increased slightly since 2015 and the amount of funding has increased.

Figure 7. SBIC Financing Dollars vs. SBA-Guaranteed Leverage Issued to SBICs FY 2004–2021



Source: U.S. Small Business Administration, Office of Investment and Innovation.

Figure 8. Small Business Innovation Research/Technology Transfer Awards FY 2000–2019



Source: U.S. Small Business Administration, Office of Investment and Innovation, SBIR.gov database.

## Objective 1.3: Grow exporting opportunities to help small businesses across the country expand into new markets

Over 95 percent of consumers<sup>26</sup> and more than three quarters of the world's purchasing power<sup>27</sup> reside outside of the United States. 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.<sup>28</sup>

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

**Strategy 1: Provide export advice, loans, and grants tailored to all small businesses.** The SBA will help small businesses to expand into new markets by tailoring support to each business's unique needs. 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. The SBA will increase training activities available to small businesses and assist grantees to better meet the emerging needs of businesses through technology modernization. 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.

**Strategy 2: Reach more diverse small business exporters using improved technology and data.** The SBA will conduct large-scale small business outreach using digital marketing tools to identify current or prospective exporters. 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.

**Strategy 3: Expand state export capacity.** 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. 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.

Figure 9 shows that U.S. small and medium enterprise exports have increased by nearly 32 percent between 2000 and 2019, and currently, small and medium enterprise exports make up a third of total U.S. goods.

**Objective Lead:** Associate Administrator for International Trade

**Strategic Measure:** Increase the number of jobs supported by businesses receiving export grants and loans

**Equity Measure:** Increase the percent of underserved businesses receiving export grants and loans

### Programs and Activities

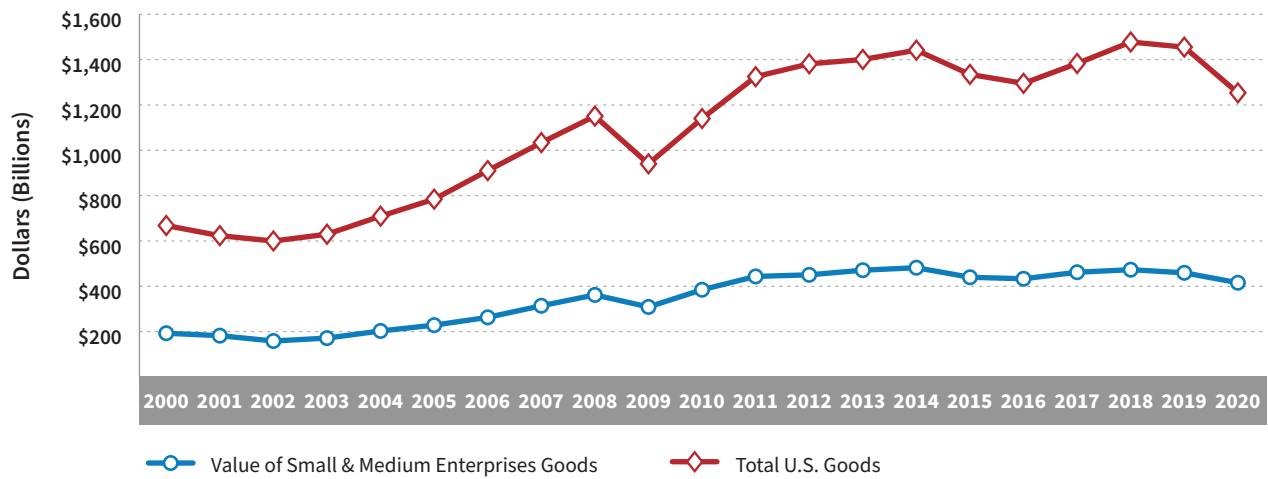
- State Trade Expansion Program
- Trade Finance and Policy
- Export and Trade Assistance

<sup>26</sup> Population Clock, U.S. Census, [www.census.gov/popclock/](http://www.census.gov/popclock/)

<sup>27</sup> GDP (current US\$) | Data (worldbank.org)

<sup>28</sup> Contributions of Small Business Indirect Exports to U.S. International Trade, Office of Advocacy, 2020

Figure 9. U.S. Goods Exported CY 2000–2020



Source: U.S. Census Bureau, Statistics of U.S. Businesses (SUSB).

Note: Not all shipments can be linked to specific companies and the number of exporters is usually understated. This portion of the total export value includes exports by individuals, governments, low-value estimates, and information filed with missing, unknown, or incomplete company identifiers.

## Objective 1.4: Build back an inclusive and proficient small business contracting base ready to compete for all federal procurement opportunities

The Federal Government is the largest procurer of goods and services in the world, spending more than half a trillion dollars each year. Although these dollars present an opportunity for small businesses, the SBA seeks to reverse a downward trajectory of fewer small businesses receiving prime contracts.<sup>29</sup>

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

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.<sup>30</sup> Through SBA business development programs, small businesses can better compete for federal contracting awards.

**Strategy 1: Improve the certification process and access to 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. Using new recruitment campaigns, the SBA will increase the number of firms applying for certification and strengthen its outreach with federal contracting officers, program managers, and small businesses seeking to enter the federal marketplace.

**Strategy 2: Develop equitable policies to help all businesses receive prime federal contracts.** 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

<sup>29</sup> Small Business Procurement Scorecard

<sup>30</sup> Contracting Barriers and Factors Affecting Minority Business Enterprises, Minority Business Development Agency, December 2016; 21st Century Barriers to Women's Entrepreneurship, Majority Report of the U.S. Senate Committee on Small Business and Entrepreneurship, July 2014

**Objective Lead:** Associate Administrator for Government Contracting and Business Development

**FY 2022-2023 Agency Priority Goal and Equity Measure:** By September 30, 2023, the SBA will increase federal contracting awards to small disadvantaged businesses to 12 percent

**Strategic Measure:** Increase the number of jobs supported by federal contracting set-aside programs

**Customer-Centric Measure:** Increase the customer satisfaction score from business development programs

### Major Management Challenge

- Procurement data and eligibility in small business contracting
- Management and Monitoring of the 8(a) Business Development Program

### 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



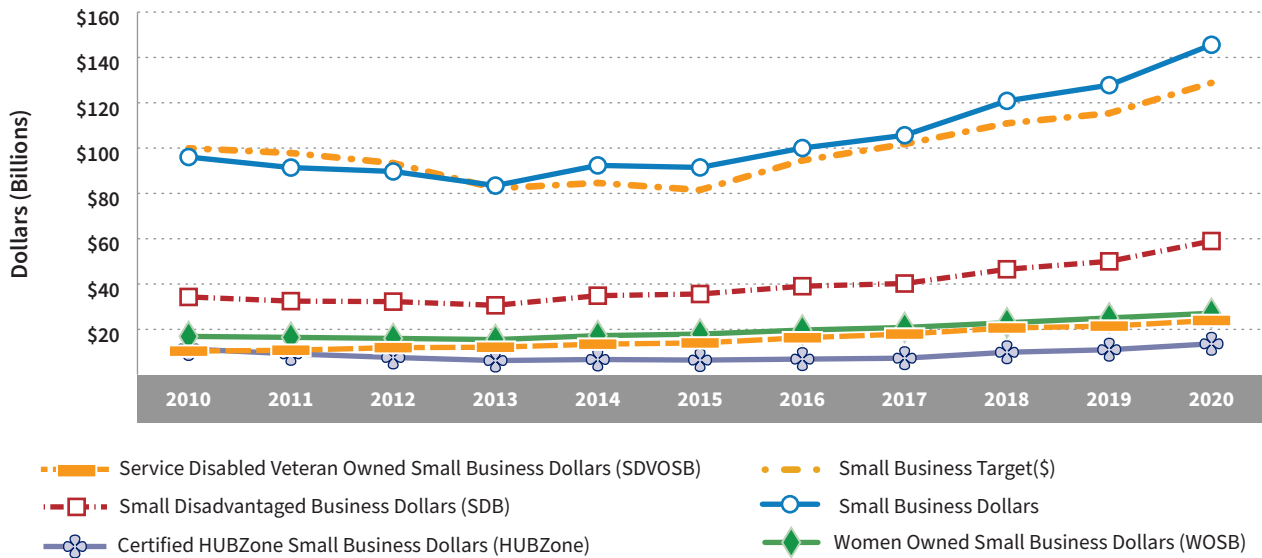
businesses can better position themselves to win prime contracts. Through the Small Business Procurement Advisory Council and interagency collaboration, the SBA will assist agencies in their acquisition planning and create more paths for small, disadvantaged businesses.

**Strategy 3: Strengthen the business acumen of small business owners.** The SBA will strengthen technical assistance to small business owners through the 8(a) Business Development program. 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 awards by helping them more effectively prepare small businesses for contract opportunities. The Agency will also provide tailored assistance through its Business Opportunity Specialists and Procurement Center Representatives in the field.

**Strategy 4: Simplify the customer experience with technology.** 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. Technology and improved customer service functions will help track firm success, support and enhance business expertise, and connect firms with other SBA resources.

Figure 10 shows federal small business utilization by small business category. Utilization rates have been increasing in all categories since 2013.

Figure 10. Federal Small Business Utilization by Small Business Category, FY 2010–2020



Source: General Services Administration, System for Award Management (SAM), <https://beta.sam.gov/>

## Objective 1.5: Build an equitable entrepreneurial ecosystem through tailored training and counseling

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. 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.<sup>31</sup> These findings demonstrate that counseling and training are effective resources to provide to entrepreneurs.

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

**Strategy 1: Leverage resources to strengthen local small business ecosystems.** The Agency will enhance collaboration to identify and share best practices already occurring across resource partners and district offices. Collaboration among partners will help build networks for entrepreneurs to connect and diversify with a focus on rebuilding supply chains.

**Strategy 2: Provide entrepreneurs with relevant in-person and virtual educational resources.** 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 meet the needs of all businesses whether starting new, recovering from a disaster, or growing new revenue streams, especially in rural communities.

**Strategy 3: Empower and serve veterans and military spouse entrepreneurs.** Many veterans have gained important skills from their active duty, Reservist, or National Guard services that support business ownership. The

**Objective Lead:** Associate Administrator for Entrepreneurial Development; Associate Administrator for Veterans Business Development; Associate Administrator for Field Operations

**Strategic Measure:** Increase new business starts from counseling and training programs

**Equity Measure:** Increase number of engagements in underserved communities

**Customer-Centric Measure:** Increase the SBA's customer experience score with small businesses

### 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

<sup>31</sup> Impact Study of Entrepreneurial Dynamics: Office of Entrepreneurial Development Resource Partners Face-to-Face Counseling. Concentrance Consulting Group, LLC, September 2013.

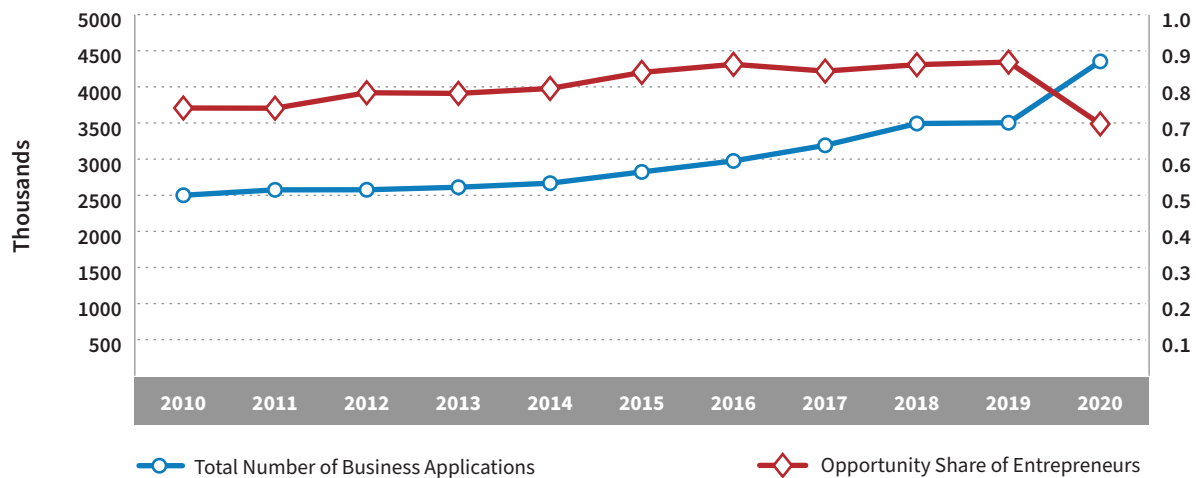
SBA will promote programs and policies to foster a healthy and inclusive entrepreneurial ecosystem to support veterans.

**Strategy 4: Reach a new generation of entrepreneurs through Minority-Serving Institutions.** More than 750 Minority-Serving Institutions (MSIs) operate across the United States that serve students from underrepresented communities. These organizations support the nation’s economy by elevating the workforce prospects of disadvantaged populations. 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.

**Strategy 5: Strengthen knowledge base of federal, state, and local resources for entrepreneurs.** 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. Together with our resource partners, district offices can assemble and provide information to small businesses in their communities.

Figure 11 shows that from 2010 to 2020 the annual growth in business applications increased by 74 percent; however, the opportunity share of new entrepreneurs declined in 2020 as a result of the COVID-19 pandemic. The growth in businesses is a sign of entrepreneurial ecosystem health.

Figure 11. New Business Applications and Opportunity Share of New Entrepreneurs: CY 2010–2020



Note: Opportunity entrepreneurs (vs. necessity) are defined as those starting a business out of wage and salary work, school, or other labor market status. Necessity entrepreneurs are defined as those starting a business out of unemployment.

Source: U.S. Census Bureau, Business Formation Statistics, March 12, 2021  
 Kauffman Foundation, [2019\\_Early-Stage-Entrepreneurship-National-and-State-Report.pdf](#) (kauffman.org)

## Strategic Goal 2: Build Resilient Businesses and a Sustainable Economy

Strategic Goal 2 focuses on how the SBA can rebuild a sustainable economy fueled by 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. 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.<sup>32</sup> The restaurant, hospitality, and leisure industries in particular saw great declines in employment. To support small business recovery, the SBA has implemented several new programs, which have and will continue to support millions of jobs.

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 disaster events have impacted the United States.<sup>33</sup> 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. Through direct loans to businesses of all sizes, homeowners, renters, and nonprofits, communities can recover from physical damage and economic losses after a disaster.

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.

<sup>32</sup> Pandemic Impact on Small Business Concerns: Sectors, Federal Research Division, Library of Congress, September 2020

<sup>33</sup> [www.ncdc.noaa.gov/billions/](http://www.ncdc.noaa.gov/billions/)

## Objective 2.1: 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.

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

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.

### **Strategy 1: 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.

**Strategy 2: 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.

**Objective Lead:** Associate Administrator for Capital Access; Associate Administrator for Disaster Assistance

**Strategic Measure:** Increase small business employment

**Equity Measure:** Increase the percent of PPP recipients in underserved areas with loans forgiven

**Customer-Centric Measure:** Decrease average number of days to process PPP forgiveness applications

### **Major Management Challenge**

- Fraud Risks in Economic Relief programs

### **Programs and Activities**

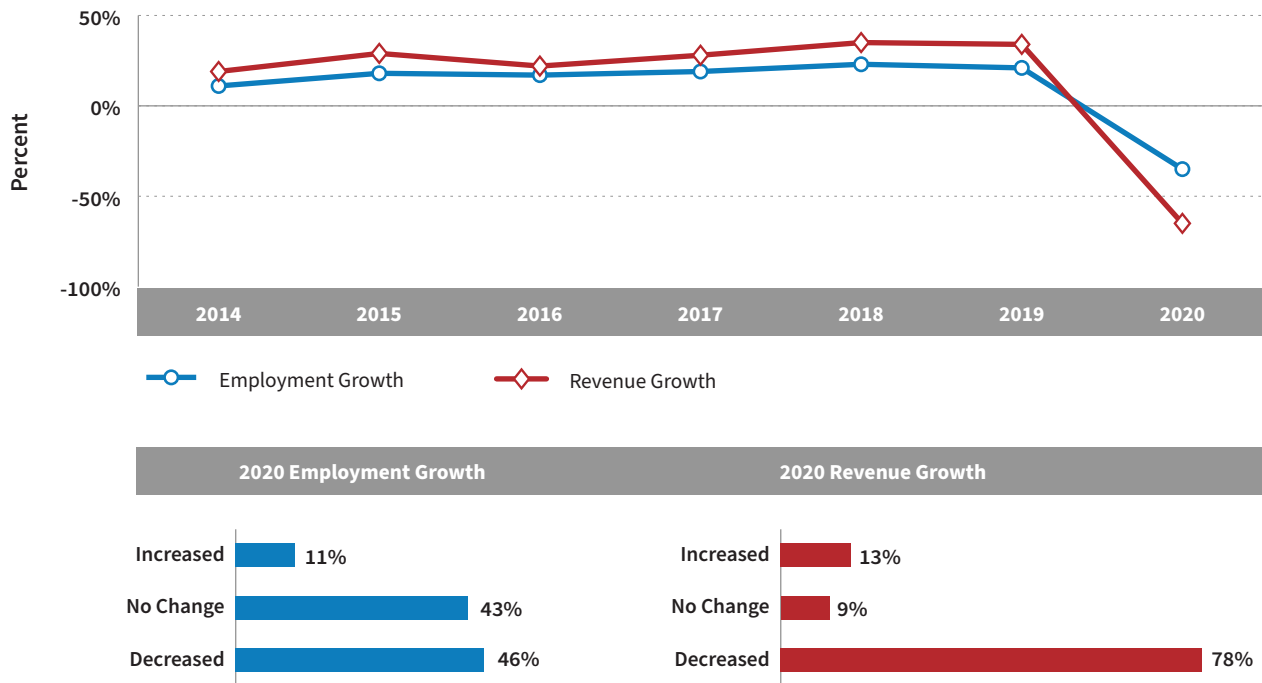
- Paycheck Protection Program
- COVID-Economic Injury Disaster Assistance Loans
- EIDL Advance
- Shuttered Venue Operator Grants
- Restaurant Revitalization Fund

**Strategy 3: 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.

Figures 12 shows that during the pandemic, both employment and revenue growth turned negative for the first time since the creation of the Small Business Credit Survey in 2014.

Figure 12. Employer Firm Performance Index CY 2014–2020



Source: Federal Reserve, Small Business Credit Survey, 2021 Report on Employer Firms

## Objective 2.2: Prepare small businesses and rebuild communities affected by natural disasters

Returning businesses to normal operations, preserving jobs, and helping families rebuild their homes after a disaster are critical to ensuring that local economies recover as quickly as possible. The SBA helps small businesses prepare for disasters and provides affordable, timely, and accessible financial assistance to businesses, nonprofit organizations, homeowners, and renters following a disaster.

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. 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. 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.

**Strategy 1: 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.

**Strategy 2: 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.

**Strategy 3: 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.

**Objective Lead:** Associate Administrator for Disaster Assistance; Associate Administrator for Capital Access

**FY 2022-2023 Agency Priority Goal:** By September 30, 2023, the SBA will increase the number of loans that include mitigation measures by 20 percent

**Equity Measure:** Increase the number of outreach activities to underserved communities

**Customer-Centric Measure:** Increase the customer satisfaction rate for disaster loan approvals

### Major Management Challenge

- Deliver prompt assistance while preventing potential fraud in disaster assistance

### Programs and Activities

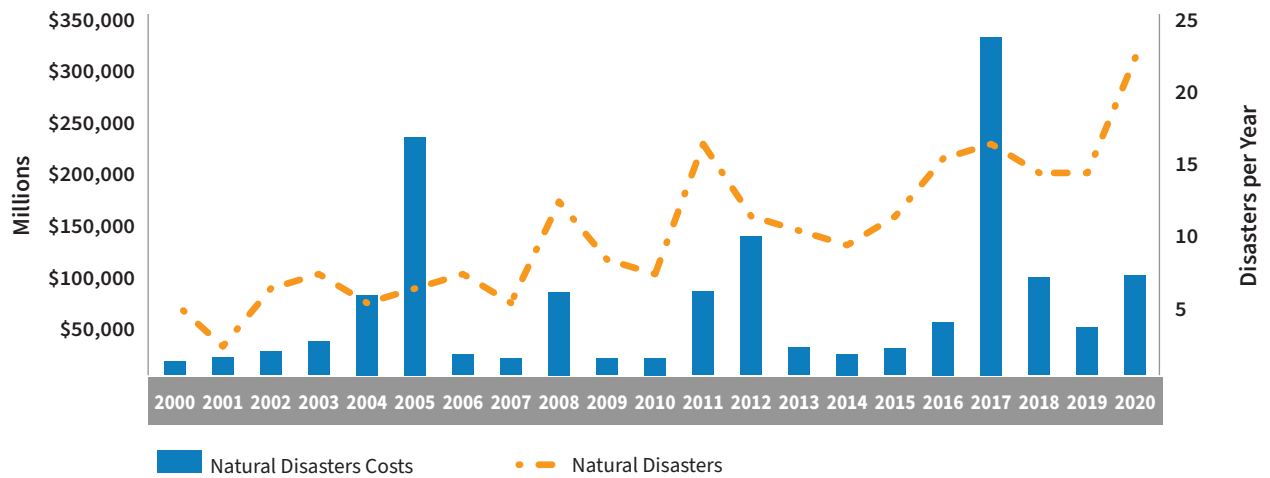
- Disaster Assistance
- Disaster Preparedness
- Disaster Mitigation
- Climate Readiness

**Strategy 4: Improve coordination and collaboration with federal, state, and local partners.** 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. These partnerships will be critical in

ensuring that outreach and marketing to improve pre-disaster readiness and coordinate post-disaster to help communities build back and recover.

Figure 13 shows that the yearly natural disaster costs have trended higher since 2000. The average natural disaster cost between 2000–2020 was approximately \$69 billion.

Figure 13. Yearly Natural Disaster Costs and Number of Events Costing over \$1Billion, CY2000–2020



Source: National Oceanic and Atmospheric Administration, National Centers for Environmental Information



## Strategic Goal 3: Implement Strong Stewardship of Resources for Greater Impact

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. 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.

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. 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.

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.<sup>34</sup> 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. Digital infrastructure supports programs to amplify benefits for customers and stakeholders such as improved services, agility, and better user experience. Optimized enterprise services help employees better support small businesses, and improved enterprise processes, procedures, and tools help SBA more efficiently fulfill its mission.

34 Building and Engaging Workplace, Office of Personnel Management

## Objective 3.1: Strategically manage resources by integrating quality data, evidence, and risk in decision-making processes

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 delivering quality financial management and risk management resources.

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

**Strategy 1: 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.

**Strategy 2: 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.

**Strategy 3: 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.

**Objective Leads:** Associate Administrator for Performance, Planning, and the Chief Financial Officer; Director of Executive Management, Installation, and Support Services

**Strategic Measures:** Increase the SBA Small Business Utilization Rate; Decrease the number of Material Weaknesses identified in Financial Statement Audit

**Customer-Centric Measure:** Increase the Customer Satisfaction Rate of Financial Management Services for SBA Employees

### Major Management Challenge

- Oversight of Grants Management

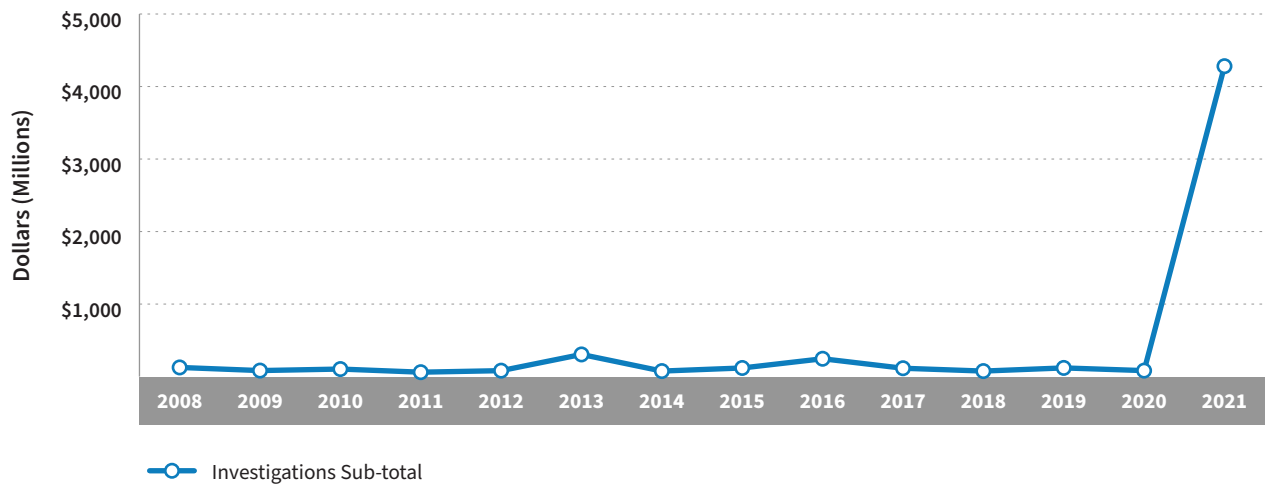
### Programs and Activities

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

Figure 14 demonstrates the amount of fraud recovery in SBA programs and the commitment to ensuring that the SBA is focused on financial stewardship. In FY 2021, the

spike in recovery is associated with COVID-19-related programs.

Figure 14. Office of Inspector General Fraud Investigations Dollar Amount Recovery, FY 2008–2021



Source: U.S. Small Business Administration, Office of Inspector General, Semiannual Report to Congress

## Objective 3.2: 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.

**Strategy 1: 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.

**Strategy 2: 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.

**Strategy 3: Foster diversity, equity, inclusion, and accessibility in the workplace.** 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. 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. 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.

Figure 15 shows regular-funded full-time equivalent staff positions between FY 2000 and FY 2020. Disaster assistance-funded FTE levels are dependent on the occurrence of disasters. The spike in 2006 is attributable to Hurricanes Katrina, Rita, and Wilma; and the spike in 2018 is attributable to Hurricanes Harvey, Irma, and Maria.

**Objective Leads:** Chief Human Capital Officer; Assistant Administrator for Diversity, Inclusion, and Civil Rights

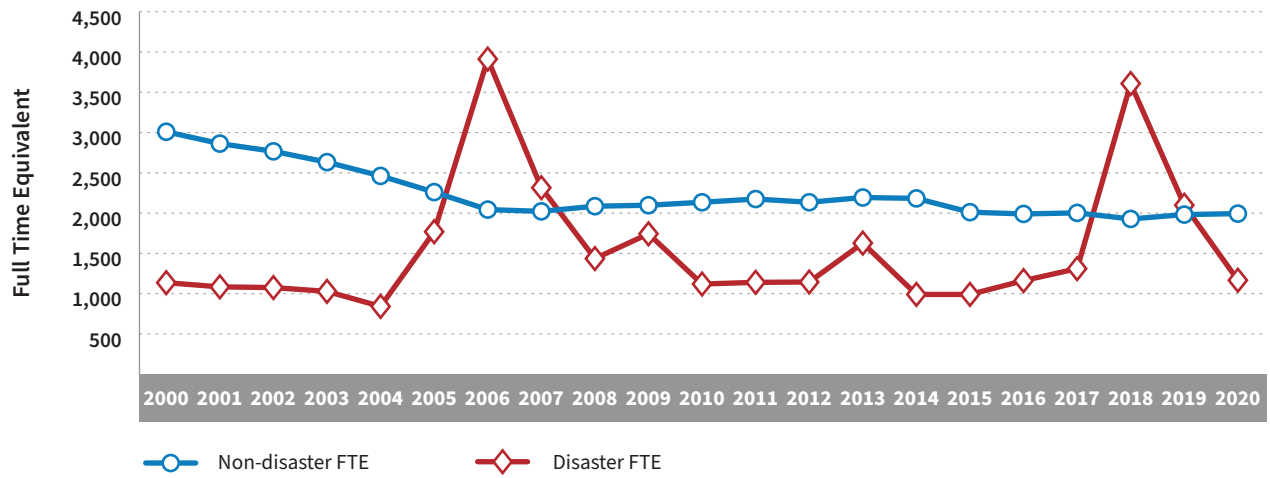
**Strategic Measure:** Increase SBA Federal Employee Viewpoint Survey job satisfaction rate

**Equity Measure:** Increase the number of MOUs and Agreements with Minority Serving Institutions

### Programs and Activities

- Human Capital
- Diversity and Inclusion
- Training
- Recruitment

Figure 15. SBA Full-Time Equivalent Actuals 2000–2020



Source: U.S. Small Business Administration, Office of Human Resource Solutions, based on data provided through U.S. Small Business Administration Internal Human Resource Records.

## Objective 3.3: 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.

**Strategy 1: 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.

### **Strategy 2: 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.

**Strategy 3: 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.

**Strategy 4: Manage a cybersecurity portfolio to reduce risk.** Cyber threats continue to be a risk for government and non-governmental networks.<sup>35</sup> 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.

**Objective Lead:** Chief Information Officer

**Strategic Measure:** Increase the IT maturity rating

**Customer-Centric Measure:** Increase the Information Technology Customer Satisfaction Rate

### **Major Management Challenge**

- Oversight of IT Investment and IT Security Risks

### **Programs and Activities**

- Enterprise IT Operations
- Mission Capability Support
- Cybersecurity
- Digital Services
- Information Systems

<sup>35</sup> Joint Statement by FBI, CISA, ODNI, and NSA, January 5, 2021

# Appendix A: External Factors

External factors beyond the SBA's control can affect the attainment of the strategic goals and strategic objectives identified in this Strategic Plan. The following matrix identifies those external factors by strategic objective that the SBA has considered in the development of the *FY 2022–2026 Strategic Plan*.

External Factors	Strategic Objective Impacted									
	1.1	1.2	1.3	1.4	1.5	2.1	2.2	3.1	3.2	3.3
The number small businesses entrepreneurs starting or growing a business	✓	✓	✓	✓	✓					
Federal agency collaboration to meet targets and to maintain appropriate data quality standards for reporting contract awards to small businesses		✓	✓	✓			✓			
The level of risk that the SBA can afford within its budget limits for new guarantees and/or delivery methods	✓	✓	✓				✓			
Economic factors including inflation, sector changes, growth rates, and unemployment trends impact portfolio performance as well as demand	✓	✓	✓	✓	✓	✓	✓			
Availability of local matching funds for resource partners (e.g., state and local governments, colleges and universities, private sector)	✓	✓	✓	✓	✓	✓				
Availability of lender networks, lending partners, and private equity	✓	✓	✓							
Long-term continuation of pandemic health mitigation efforts that impact communities	✓	✓	✓	✓	✓	✓				
The size of disaster and long-term financial recovery provided by the SBA							✓			
SBA partners face challenges that include providing access to records and services during disasters, which could affect the SBA's ability to provide timely assistance							✓			
Security concerns, immigration and health care, and laws and regulations impact the cost of doing business or starting a business	✓	✓	✓	✓	✓	✓	✓			
The cost of capital impacts the ability of entrepreneurs to obtain financing	✓	✓	✓				✓			
The ability of the Agency to continue supporting additional programs with fewer resources						✓	✓	✓	✓	✓
The ability of the Agency to respond to competitive markets for quality employees								✓	✓	✓

## Appendix B: Inter-agency Collaboration

The SBA understands the importance of inter-agency collaboration and has identified the following agencies and programs that intersect with SBA core services. The Agency will strive to enhance partnerships with other agencies to improve services and access for all entrepreneurs.

Federal Agency/Program	SBA Program Area			
	Capital	Contracting	Counseling/ Training	Disaster Assistance
Defense Logistics Agency Procurement Technical Assistance Centers		✓	✓	
Department of Housing and Urban Development Community Development Block Grants				✓
Department of Interior Indian Loan Guarantee and Insurance	✓			
Department of Labor Veterans Employment and Training Service			✓	
Department of the Treasury Community Development Financial Institutions	✓			
Department of Transportation Small Business Transportation Resource Centers			✓	
Department of Veterans Affairs Vets First Contracting Program		✓		
Economic Development Administration Build to Scale Program			✓	
Economic Development Administration Economic Adjustment Assistance				
Export-Import Bank Working Capital Loan Guarantee	✓			
Farm Service Agency Rural Microentrepreneur Assistance Program	✓			
Federal Emergency Management Agency Mitigation, Preparedness, Recovery				✓
International Trade Administration U.S. Commercial Service	✓			
Minority Business Development Agency MBDA Business Centers			✓	
National Institute of Standards and Technology Manufacturing Extension Partnership			✓	
Rural Business Cooperative Service Rural Business Investment Program	✓			



Federal Agency/Program	SBA Program Area			
	Capital	Contracting	Counseling/ Training	Disaster Assistance
Rural Business Cooperative Service Business and Industry Loans	✓			
US Forest Service Timber Service Line		✓		
US International Development Finance Corporation Debt and Equity Financing	✓			

# Appendix C: Enterprise Learning Agenda

The SBA's Enterprise Learning Agenda is organized around the 10 strategic objectives in the Strategic Plan. Agency leadership developed evidence-building questions to foster continuous learning and will update questions upon the development of new evidence. The SBA's *FY 2022–2026 Enterprise Learning Agenda* can be accessed at [Enterprise Learning Agenda \(sba.gov\)](https://www.sba.gov/enterprise-learning-agenda)

## Equity and Customer-Centric Design and Delivery:

1. What is the demographic and geographic makeup of the SBA's program participants, how does this compare with the eligible population, and which underserved small businesses can the SBA better serve through its programs?
2. Are there barriers that prevent underserved small businesses from accessing SBA programs, and if so, how can the SBA address these barriers to increase equitable distribution of services?
3. How can the SBA increase awareness of, ease of access to, and improved outcomes for its programs across the entire demographic makeup of its customer base?
4. How do SBA customers feel about their experience with SBA programs and services, and how can the SBA improve this experience, especially for small businesses that are underserved?
5. What best practices in customer-centric design and delivery of government programs could the SBA integrate into its program delivery?
6. How can the SBA best increase response rates and data quality for the demographic data it collects to develop optimal policies and strategies to support underserved small businesses?

### Strategic Objective 1.1:

1. How can the SBA broaden its lender base and keep lenders that have only participated in the PPP engaged with diverse small businesses?
2. What impact does lending have on job creation, revenue growth, export sales, and additional capital growth, how do these impacts vary by

business owner demographics, and what factors are responsible for these observed impacts?

### Strategic Objective 1.2:

1. Does the SBIC program help small businesses grow, and does this vary for underserved small businesses?
2. What are effective resources and strategies to encourage diverse individuals to form innovative startups?
3. What needs do underserved entrepreneurs have when starting STEM-focused small businesses, and how can the SBA best support them?

### Strategic Objective 1.3:

1. How can the SBA increase the use of its export programs, and what barriers could be removed to increase small business exporting?
2. How has the decline in small business exporters affected different demographic groups, geographic communities, and industries, and how can the SBA address this decline through its programs?
3. What effects do SBA export programs have on small business job creation, revenue, salaries, and diversity of exporting firms, and what aspects of export programs cause these effects?

### Strategic Objective 1.4:

1. How can the SBA advance equitable contracting policies and streamline small business certification in order to help more underserved small businesses win federal contracts?
2. How does SBA technical assistance impact small business performance, and how can firms be better

prepared to successfully participate and compete in the federal marketplace?

3. What factors have caused the downward trend in the number of small businesses receiving prime contract awards, and how can the SBA reverse this trend?

### Strategic Objective 1.5:

1. What are the business outcomes (including access to capital/financing) and impacts of the SBA's counseling, training, and outreach programs and services?
2. How can the SBA's counseling, training, and outreach programs and services best contribute to the development of an equitable entrepreneurial ecosystem?
3. How do participant outcomes and experiences differ for new community-based programs (e.g., the Community Navigator program), and what strategies from these programs can be adopted to promote equity in the SBA's other training and counseling programs?

### Strategic Objective 2.1:

1. What effects did the SBA's pandemic recovery programs have on small business outcomes (e.g., survival, employee retention, revenue and sales parity, etc.), and how did these vary by industry, geography, and owner demographics?
2. What policies, technologies, or best practices should the SBA implement to help small businesses recover and adapt to a post-COVID-19 environment?
3. To what extent do small businesses have emerging capital needs as they adapt to, recover from, and grow after the COVID-19 pandemic? If businesses have emerging needs, what are they?

### Strategic Objective 2.2:

1. How can the SBA increase use of its disaster loan mitigation increase option and prepare for future, more frequent disasters?
2. How do SBA disaster assistance loans contribute to post-disaster individual, business, and community rebuilding?

### Strategic Objective 3.1:

1. How can the SBA support program efforts to increase equitable access to its services (e.g., by reducing paperwork requirements, streamlining forms, leveraging data, etc.)?
2. How can SBA minimize fraud and manage fraud risk within its programs?

### Strategic Objective 3.2:

1. How can the SBA recruit, train, and retain a diverse, inclusive, and engaged workforce with the right skills to meet the Agency's mission requirements?
2. How can the SBA develop the current workforce to adapt and respond to emerging needs?
3. How will emerging workforce trends and new technologies (e.g., AI, New Pay through Shared Services, telework) impact the SBA's human capital needs?
4. What recruitment flexibilities and strategies (e.g., remote workers) can best promote equity, diversity, inclusion, and engagement, and how can these flexibilities be leveraged to create a competitive advantage?

### Strategic Objective 3.3:

1. How can the SBA improve the experience of both its internal and external customers through technology modernization?
2. How can the SBA leverage new technology and cybersecurity tools to mitigate security threats and prevent fraud?

## Appendix D: Evidence Capacity Assessment

The Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act) aims to improve the availability and use of evidence to make critical decisions about program operations, policy, regulations, and strategy. Building capacity to collect, generate, synthesize, prioritize, disseminate, and use evidence increases the ability of Agency leadership and program managers to make critical decisions. This evidence capacity assessment provides senior officials with information needed to improve the Agency's ability to support the development and use of evidence, coordinate, and increase technical expertise within the agency, and improve the quality of evidence available for decision making.

As a key strategy in building a high-performing organization, the SBA recognizes the importance of building evidence-related capacities to understand and improve the efficiency and effectiveness of its programs and operations. The SBA also acknowledges the complexities of small business environments and that rigorous evidence accumulated over time allows leadership to make more informed decisions. The SBA's Evidence Capacity Assessment can be accessed at [www.sba.gov/evaluation/ECA](http://www.sba.gov/evaluation/ECA).

# Appendix E: OIG Management Challenges

The SBA Inspector General submitted its Report Number 22-02 entitled “Top Management and Performance Challenges Facing the Small Business Administration in Fiscal Year 2022,” on October 15, 2021. The report represents the OIG’s current assessment of Agency programs or activities that pose significant risks, including those that are particularly vulnerable to fraud, waste, error, mismanagement, or inefficiencies. A summary of the contents of the report follows. Within each management challenge is a series of recommended actions by the OIG to resolve the challenge. The major management challenges have been integrated into each strategic objective section.

Challenge			Strategic Objective
1	SBA Loan Programs	SBA’s Economic Relief Programs are Susceptible to Significant Fraud Risks and Vulnerabilities	2.1
2	Small Business Contracting	Inaccurate Procurement Data and Eligibility Concerns in the Small Business Contracting Programs Undermine the Reliability of Contracting Goal Achievements	1.4
3	IT Leadership	SBA Faces Significant Challenges in IT Investment, System Development, and Security Controls	3.3
4	SBA Loan Program Risk Management and Oversight	SBA Risk Management and Oversight Practices Need Improvement to Ensure the Integrity of Loan Programs	1.1
5	8(a) Business Development Program	SBA’s Management and Monitoring of Section 8(a) Business Development Program Needs Improvement	1.4
6	SBA Loan Programs	Identification of Improper Payments in SBA’s Loan Programs Remains a Challenge	1.1, 2.2
7	Disaster Assistance Program	SBA’s Disaster Assistance Program Must Balance Competing Priorities to Deliver Prompt Assistance but Prevent Fraud	2.2
8	Grant Management Oversight	SBA Needs Robust Grants Management Oversight	3.1

To read the full report, visit: [Top Management and Performance Challenges Facing the Small Business Administration for Fiscal Year 2022 \(sba.gov\)](https://www.sba.gov/top-management-and-performance-challenges-facing-the-small-business-administration-for-fiscal-year-2022)

# Appendix F: Acronyms

<b>504 Loan</b>	504 Certified Development Company Loan Program	<b>OPM</b>	U.S. Office of Personnel Management
<b>7(a) Loan</b>	7(a) Loan Guaranty Program	<b>PMA</b>	President's Management Agenda
<b>7(j)</b>	7(j) Management and Technical Assistance Program	<b>PPP</b>	Paycheck Protection Program
<b>8(a)</b>	8(a) Business Development Program	<b>RRF</b>	Restaurant Revitalization Fund
<b>AEP</b>	Annual Evaluation Plan	<b>RIC</b>	Regional Innovation Clusters
<b>B2B</b>	Boots to Business	<b>SAM</b>	System for Award Management
<b>CAP Goals</b>	Cross-Agency Priority Goals	<b>SBDC</b>	Small Business Development Center
<b>CDFI</b>	Community Development Financial Institution	<b>SBG</b>	Surety Bond Guarantee Program
<b>EIDL</b>	Economic Injury Disaster Loan	<b>SBIC</b>	Small Business Investment Company
<b>ELA</b>	Enterprise Learning Agenda	<b>SBIR</b>	Small Business Innovation Research
<b>ERM</b>	Enterprise Risk Management	<b>SCORE</b>	Service Corps of Retired Executives
<b>FAST</b>	Federal and State Technology Partnership Grants Program	<b>SDB</b>	Small Disadvantaged Business
<b>FTE</b>	Full-Time Equivalent	<b>SDV</b>	Service-Disabled Veteran
<b>FY</b>	Fiscal Year	<b>SDVETP</b>	Service-Disabled Veteran Entrepreneurship Training Program
<b>GAO</b>	U.S. Government Accountability Office	<b>SDVO SB</b>	Service-Disabled Veteran-Owned Small Business
<b>GPRA</b>	Government Performance and Results Act (GPRAMA- Modernization Act of 2010)	<b>STEP</b>	State Trade Expansion Program
<b>GSA</b>	U.S. General Services Administration	<b>STTR</b>	Small Business Technology Transfer
<b>HUBZone</b>	Historically Underutilized Business Zone	<b>SVOG</b>	Shuttered Venue Operator Grant
<b>MCO</b>	Mission Critical Occupation	<b>VBOC</b>	Veterans Business Outreach Center
<b>NWBC</b>	National Women's Business Council	<b>VOSB</b>	Veteran Owned Small Business
<b>OMB</b>	U.S. Office of Management and Budget	<b>WBC</b>	Women's Business Center
		<b>WOSB</b>	Women-Owned Small Business

# Appendix G: Useful Website and Numbers

The SBA home page is [www.sba.gov](http://www.sba.gov). Information on SBA programs may be accessed from this website. Several of the more frequently visited websites are listed here:

## SBA and Business Information

About the SBA	<a href="http://www.sba.gov/aboutsba">www.sba.gov/aboutsba</a>
SBA Performance, Budget & Finances	<a href="http://www.sba.gov/performance">www.sba.gov/performance</a>
Qualifying as a Small Business	<a href="http://www.sba.gov/content/am-i-small-business-concern">www.sba.gov/content/am-i-small-business-concern</a>
Starting a business?	<a href="http://www.sba.gov/thinking-about-starting">www.sba.gov/thinking-about-starting</a>

## Capital

Small Business Loans & Grants	<a href="http://www.sba.gov/financialassistance">www.sba.gov/financialassistance</a>
Lender Resources	<a href="http://www.sba.gov/lender_resources">www.sba.gov/lender_resources</a>
Surety Bonds	<a href="http://www.sba.gov/content/surety-bonds-explained">www.sba.gov/content/surety-bonds-explained</a>
Export Products	<a href="http://www.sba.gov/exporting">www.sba.gov/exporting</a>
Fund Your Business	<a href="http://www.sba.gov/business-guide/plan/fund-your-business">www.sba.gov/business-guide/plan/fund-your-business</a>

## Contracting

Government Contracting	<a href="http://www.sba.gov/contracting">www.sba.gov/contracting</a>
Register as a Contractor	<a href="http://www.sam.gov">www.sam.gov</a>
Contracting Certifications	<a href="https://certify.sba.gov/">https://certify.sba.gov/</a>

## Counseling

SBA Learning Center	<a href="http://www.sba.gov/training">www.sba.gov/training</a>
Small Business Development Centers	<a href="http://www.sba.gov/tools/local-assistance/sbdc">www.sba.gov/tools/local-assistance/sbdc</a>
Women's Business Centers	<a href="http://www.sba.gov/tools/local-assistance/wbc">www.sba.gov/tools/local-assistance/wbc</a>
SCORE	<a href="http://www.sba.gov/tools/local-assistance/score">www.sba.gov/tools/local-assistance/score</a>
Veterans Business Outreach Centers	<a href="http://www.sba.gov/tools/local-assistance/vboc">www.sba.gov/tools/local-assistance/vboc</a>

## Disaster Assistance

Disaster Assistance	<a href="http://www.sba.gov/disaster">www.sba.gov/disaster</a>
Disaster Center Office Locations	<a href="http://www.sba.gov/about-offices-list/4">www.sba.gov/about-offices-list/4</a>
Coronavirus (COVID-19): Small Business Guidance & Loan Resources	<a href="http://www.sba.gov/funding-programs/loans/covid-19-relief-options">www.sba.gov/funding-programs/loans/covid-19-relief-options</a>

SBA National Answer Desk (Toll Free) (800) 827-5722

Disaster Assistance Customer Service Center (Toll Free) (800) 659-2955



**U.S. Small Business Administration**

Office of Program Performance, Analysis, and Evaluation  
409 Third Street, S.W.  
Washington, DC 20416