

Appendix 1 – Appropriations Language

SALARIES AND EXPENSES

For necessary expenses, not otherwise provided for, of the Small Business Administration, including hire of passenger motor vehicles as authorized by sections 1343 and 1344 of title 31, United States Code, and not to exceed \$3,500 for official reception and representation expenses \$265,000,000: *Provided*, That the Administrator is authorized to charge fees to cover the cost of publications developed by the Small Business Administration, and certain loan program activities, including fees authorized by section 5(b) of the Small Business Act: *Provided further*, That, notwithstanding 31 U.S.C. 3302, revenues received from all such activities shall be credited to this account, to remain available until expended, for carrying out these purposes without further appropriations: *Provided further*, That the Small Business Administration may accept gifts in an amount not to exceed \$4,000,000 and may co-sponsor activities, each in accordance with section 132(a) of division K of Public Law 108–447, during fiscal year 2019: *Provided further*, That \$6,100,000 shall be available for the Loan Modernization and Accounting System, to be available until September 30, 2020.

OFFICE OF INSPECTOR GENERAL

For necessary expenses of the Office of Inspector General in carrying out the provisions of the Inspector General Act of 1978, \$21,900,000.

OFFICE OF ADVOCACY

For necessary expenses of the Office of Advocacy in carrying out the provisions of Title II of Public Law 94–305 (15 U.S.C. 634a et seq.) and the Regulatory Flexibility Act of 1980 (5 U.S.C. 601 et seq.), \$9,120,000, to remain available until expended.

ENTREPRENEURIAL DEVELOPMENT PROGRAM

For necessary expenses of programs supporting entrepreneurial and small business development, \$192,450,000, to remain available until September 30, 2020: *Provided*, That \$110,000,000 shall be available to fund grants for performance in fiscal year 2019 or fiscal year 2020 as authorized by section 21 of the Small Business Act: *Provided further*, That not more than 10 percent of the amounts made available in the preceding proviso shall be available for the Administration to award grants (including contracts and cooperative agreements) to entities described in 15 U.S.C § 648 (a)(1) if such entities submit proposals that meet criteria established by the Administration: *Provided further*, That the grants (including contracts and cooperative agreements) described in the preceding proviso shall be exempt from the requirements of 15 U.S.C § 648 (a)(4): *Provided further*, That \$25,000,000 shall be for marketing, management, and technical assistance under section 7(m) of the Small Business Act (15 U.S.C. 636(m)(4)) by intermediaries that make microloans under the microloan program: *Provided further*, That \$10,000,000 shall be available for grants to States to carry out export programs authorized under section 22(l) of the Small Business Act (15 U.S.C. 649(l)) to assist small business concerns.

DISASTER LOANS PROGRAM ACCOUNT (INCLUDING TRANSFERS OF FUNDS)

For administrative expenses to carry out the direct loan program authorized by section 7(b) of the Small Business Act, \$186,458,000, to be available until expended, of which \$1,000,000 is for the Office of

Inspector General of the Small Business Administration for audits and reviews of disaster loans and the disaster loan programs and shall be transferred to and merged with the appropriations for the Office of Inspector General; of which \$176,458,000 is for direct administrative expenses of loan making and servicing to carry out the direct loan program, which may be transferred to and merged with the appropriations for Salaries and Expenses; and of which \$9,000,000 is for indirect administrative expenses for the direct loan program, which may be transferred to and merged with the appropriations for Salaries and Expenses

BUSINESS LOANS PROGRAM ACCOUNT (INCLUDING TRANSFER OF FUNDS)

For the cost of direct loans, \$4,000,000, to remain available until expended: *Provided*, That such costs, including the cost of modifying such loans, shall be as defined in section 502 of the Congressional Budget Act of 1974: *Provided further*, That subject to section 502 of the Congressional Budget Act of 1974, during fiscal year 2019 commitments to guarantee loans under section 503 of the Small Business Investment Act of 1958 shall not exceed \$7,500,000,000: *Provided further*, That during fiscal year 2019 commitments for general business loans authorized under section 7(a) of the Small Business Act shall not exceed \$30,000,000,000 for a combination of amortizing term loans and the aggregated maximum line of credit provided by revolving loans: *Provided further*, That, notwithstanding section 7(a)(23) of the Small Business Act, the Administration may assess fees pursuant to such section so that the cost of making guarantees under section 7(a) of such Act is less than zero: *Provided further*, That for fiscal year 2019, section 7(a)(23)(A) of the Small Business Act shall be applied by replacing "0.55 percent" with "0.625 percent": *Provided further*, That for fiscal year 2019, section 7(a)(18)(A)(iii) of the Small Business Act shall be applied by adding "but less than \$1,000,000" after "\$700,000": *Provided further*, That for fiscal year 2019, section 7(a)(18)(A) of the Small Business Act shall be applied by redesignating clause (iv) of such section as clause (v), and by inserting the following after clause (iv): "A guarantee fee not to exceed 3.75 percent of the deferred participation share of a total loan amount that is more than \$1,000,000.": *Provided further*, That during fiscal year 2019 commitments for loans authorized under subparagraph (C) of section 502(7) of The Small Business Investment Act of 1958 (15 U.S.C. 696(7)) shall not exceed \$1,000,000,000: *Provided further*, That during fiscal year 2019 commitments to guarantee loans for debentures under section 303(b) of the Small Business Investment Act of 1958 shall not exceed \$4,000,000,000: *Provided further*, That during fiscal year 2019, guarantees of trust certificates authorized by section 5(g) of the Small Business Act shall not exceed a principal amount of \$12,000,000,000. In addition, for administrative expenses to carry out the direct and guaranteed loan programs, \$155,150,000, which may be transferred to and merged with the appropriations for Salaries and Expenses.

ADMINISTRATIVE PROVISIONS (INCLUDING CANCELLATION AND TRANSFER OF FUNDS)

Sec. 520 Not to exceed 5 percent of any appropriation made available in this title for the Small Business Administration may be transferred between such appropriations upon the advance notification to the Committees on Appropriations of the House of Representatives and the Senate: Provided, That no transfer under this section may increase any such appropriation by more than 10 percent.

Sec. 521 For loans and loan guarantees that do not require budget authority and the program level has been established in this Act, the Administrator of the Small Business Administration may increase the program level for such loans and loan guarantees by not more than 15 percent: Provided, That prior to the Administrator implementing such an increase, the Administrator notifies, in writing, the Committees on Appropriations and Small Business of both Houses of Congress at least 15 days in advance.

Sec. 522 Of the unobligated balances from prior year appropriations available under the “Business Loans Program Account” heading for the Certified Development Company Program, \$50,000,000 are hereby permanently cancelled: Provided, That no amounts may be cancelled from amounts that were designated by the Congress as an emergency requirement pursuant to a concurrent resolution on the budget or the Balanced Budget and Emergency Deficit Control Act of 1985.

Sec. 523 REPEAL OF CERTAIN DISASTER AND BUSINESS LOAN PROGRAM AUTHORITIES

- (a) Section 42 of the Small Business Act (15 U.S.C. 657(n)) is repealed.*
- (b) Section 7(c) of the Small Business Act (15 U.S.C. 636(c)) is repealed.*
- (c) Section 12085 of Public Law 110-246 is repealed.*
- (d) Section 7(a)(31)(H) of the Small Business Act (15 U.S.C. 636(a)(31)(H)) is repealed.*

Sec. 524 AMENDMENTS TO 7(m) MICROLOAN PROGRAM

Section 7(m) of the Small Business Act (15 U.S.C. 636(m)) is amended —

- (1) in subparagraph (4)(E) by striking “25 percent” in clauses (i) and (ii) and inserting “50 percent”; and*
- (2) in paragraph (7), by striking subparagraph (B).*

Sec. 525 SMALL BUSINESS DEVELOPMENT CENTER AND WOMEN’S BUSINESS CENTER PROGRAM EVALUATIONS.

- (a) Section 21(a)(7)(A) of the Small Business Act (15 U.S.C. 648(a)(7)(A)) is amended by —*
 - (1) striking the word “or” at the end of clause (i);*
 - (2) striking the period at the end of clause (ii) and inserting “; or”; and*
 - (3) adding the following new clause: “(iii) the Administrator considers such a disclosure to be necessary for the purpose of conducting a program evaluation.”.*
- (b) Section 29(n)(1) of the Small Business Act (15 U.S.C. 656(n)(1)) is amended by —*
 - (1) striking the word “or” at the end of subparagraph (A);*
 - (2) striking the period at the end of subparagraph (B) and inserting “; or”; and*
 - (3) adding the following new subparagraph: “(C) the Administrator considers such a disclosure to be necessary for the purpose of conducting a program evaluation.”.*

Sec. 526 INCREASED EXPRESS LOAN LIMIT. — *Section 7(a)(31)(D) of the Small Business Act (15 U.S.C. 636(a)(31)(D)) is amended by striking “\$350,000” and inserting “\$1,000,000”.*

Sec. 527 CHANGES TO 7(a) SECONDARY MARKET FEE PROVISIONS.

- (a) Section 5(g)(2) of the Small Business Act is amended by:*
 - (1) renumbering the current paragraph as subparagraph (A); and*
 - (2) adding a new subparagraph (B) to read as follows:“(B) With respect to the Administration’s guarantee of the timely payment of the principal and interest on the trust certificates issued under this subsection, the Administration may assess, collect, and retain an annual fee, in an amount established once annually by the Administration in the Administration’s budget request to Congress, not to exceed 0.05 percent per year of the outstanding balance of such trust certificates. The fee shall, at a minimum, offset the cost (as that term is defined in section 502 of the Federal Credit Reform Act of 1990) to the Administration of such guarantee, and any amounts received that exceed the cost of the timely payment guarantee shall be maintained in accordance with the Federal Credit Reform Act. The fee shall be payable solely by the holders of such trust certificates and shall not be charged to any*

borrower whose loan is represented in the secondary market. The Administration may contract with an agent to carry out, on behalf of the Administration, the assessment and collection of this fee. The fee shall be deducted from the amounts otherwise payable to such holders of the trust certificates."

Appendix 2 — Data Validation and Verification

Managing for results and integrating performance with budget information requires valid, reliable, and high-quality performance measures and data. The SBA conducts data validation as a means of determining if data being used are appropriate for the outcome being pursued. The SBA data collected and measured truly reflect the performance being measured and have a clear relationship to the mission of the organization. In accordance with the GPRA Modernization Act of 2010, the SBA aligns its annual performance measures with the SBA mission and strategic goals within the Agency's *FY 2018–2022 Strategic Plan*. The verification process assesses data accuracy, completeness, consistency, availability, and internal control practices that serve to determine the overall reliability of SBA processes.

The SBA framework for verifying and validating the data include the following actions:

Data Analytics

- *Responding to data limitations.* It is not enough to identify data quality problems. Where there are data limitations, the SBA is working hard to improve quality. In the meantime, the SBA will recognize where there are data limitations and specify the steps being taken to improve the data.
- *Reconciling finances and performance costs.* The SBA will continue to ensure the accuracy of this cost-related performance data by reconciling that information with its financial statements. Achieving this important reconciliation means that the Agency has strengthened the integration of its financial and performance information.

Accountability

- *Fostering organizational commitment and capacity for data quality.* The SBA aims to achieve data quality through 1) training managers to ensure they understand the need for quality data for developing valid performance measures and 2) having managers attest to the quality of the data under their management.
- *Coordinating with a variety of data sources to evaluate performance.* In addition to using output data internally from its own systems, the SBA relies on data from resource partners and other federal agencies and local governments to assess its accomplishments and effectiveness.

Quality Control

- *Assessing the quality of existing data.* Audits and reviews ensure the quality of SBA's financial data systems. However, the SBA must assess the quality of loan and program data provided by its resource partners and will include data verification in its lender and resource partner oversight. SBA management reviews and approves data validation and certification forms for all performance indicators. These forms are published on www.sba.gov/performance.

Appendix 3 – SBA Program Offices

Office of Advocacy. The Office of Advocacy is an independent voice for small business within the Federal Government, the watchdog for the Regulatory Flexibility Act (RFA), and the source of small business statistics. Advocacy advances the views and concerns of small businesses before Congress, the White House, federal agencies, the federal courts, and state policy makers.

Office of Business and Economic Development. The Office of Business and Economic Development (OBED) is SBA's front-line operating team and represents the SBA field offices at headquarters. Most SBA programs and services are executed when small businesses connect with their regional, district, and branch offices, which are located in each state and territory.

Office of Capital Access. The Office of Capital Access (OCA) assists small businesses in obtaining capital via the 7(a) Loan, 504 Certified Development Company Loan, and Microloan programs.

Office of Chief Information Officer. The Office of Chief Information Officer (OCIO) is responsible for strategic execution and management of Agency-wide functions related to information technology as outlined in the Federal Information Technology Acquisition Reform Act (FITARA), the Clinger-Cohen Act, OMB Circular A-130, "Management of Federal Information Resources," the Paperwork Reduction Act of 1995 and subsequent regulatory and policy guidance.

Office of Continuous Operations and Risk Management. The Office of Continuous Operations and Risk Management (OCORM) oversees planning and continuous operations in the event a disaster disrupts SBA operations and oversees SBA's enterprise risk management functions.

Office of Disaster Assistance. The Office of Disaster Assistance (ODA) is responsible for providing affordable, timely, and accessible financial assistance to businesses of all sizes, private nonprofit organizations, homeowners, and renters following a disaster. Financial assistance is available in the form of low-interest, long-term loans. SBA's disaster loans are the primary form of federal assistance for the repair and rebuilding of non-farm, private sector disaster losses.

Office of Diversity, Inclusion and Civil Rights. The Office of Diversity, Inclusion, and Civil Rights (ODICR) champions a diverse workforce and inclusive culture by ensuring equal access and equitable treatment regarding employment and entrepreneurial endeavors. The office oversees equal employment opportunities, civil rights, workforce diversity, and workplace inclusion matters.

Office of Entrepreneurial Development. The Office of Entrepreneurial Development (OED) provides business advising, mentoring, and training assistance through its resource partner network composed of small business development centers, women's business centers, and SCORE, as well as through the Regional Innovation Clusters, Entrepreneurship Education, SBA Learning Center, and Emerging Leaders programs. In addition, SBA district offices support coordination between resource partners and small business communities.

Office of Executive Management, Installation and Support Services. The Office of Executive Management, Installation and Support Services is charged with leading SBA operations to achieve the mission of the Agency. It ensures that the program offices are able to meet their goals through coordination of facilities, security, and grants management.

Office of General Counsel. The Office of General Counsel (OGC) Executive Secretariat provides comprehensive legal services to the Administrator and all Agency offices. These legal services include advising, analyzing, and interpreting statutes, regulations and other sources of law, as well as drafting legislative, regulatory, and other types of materials.

Office of Government Contracting and Business Development. The Office of Government Contracting and Business Development (GCBD) provide assistance to small businesses competing for federal contracting opportunities through government-wide prime and subcontracting programs. This includes HUBZone, 8(a) Business Development, 7(j) Management and Technical Assistance, Surety Bond Guarantes, and All Small Mentor-Protégé programs, as well as programs dedicated to women-owned and veteran-owned small businesses. The GCBD also sets size standards for small businesses, which determine the size a business must be to be considered a small business.

Office of Government Relations. The Office of Government Relations (OGR) assists in the development of SBA legislative programs and serves as the communications focal point on legislation and congressional activity. The OGR monitors legislation and policies introduced by Congress and government agencies to determine their effects on the SBA and small business and serves as liaison with legislative personnel at the White House, Office of Management and Budget, and other federal agencies.

Office of Hearings and Appeals. The Office of Hearings and Appeals (OHA) provides an independent, quasi-judicial appeal of certain SBA program decisions. The OHA formally adjudicates disputes rising in numerous jurisdictional areas.

Office of Human Resource Solutions. The Office of Human Resources Solutions (OHRS) partners with SBA leaders to develop strategic solutions to human capital issues and create a work environment that attracts and retains the talented and high-performance workforce SBA needs to accomplish its mission.

Office of Inspector General. The Office of Inspector General (OIG) is an independent office within the SBA that conducts and supervises audits, investigations, and other reviews relating to the Agency's programs and supporting operations; detects and prevents waste, fraud, and abuse; and promotes economy, efficiency, and effectiveness in the administration and management of SBA programs. The Inspector General informs the SBA Administrator and Congress of any problems, recommends corrective actions, and monitors progress in the implementation of such actions.

Office of International Trade. The Office of International Trade (OIT) enhances the ability of small businesses to export and compete in the global marketplace by facilitating access to capital, providing technical assistance, ensuring the consideration of small business interests in trade negotiations, and contributing to the U.S. Government's international commercial and economic agenda.

Office of Investment and Innovation. The Office of Investment and Innovation (OII) assists small businesses through tailored programs that drive innovation and competitiveness, which include the Small Business Investment Company, Small Business Innovation Research, and Small Business Technology Transfer.

Office of Marketing and Communications. The Office of Marketing and Communications (OMC) communicates the Agency's programs and priorities to small businesses, resource partners, and the public at large by working with media outlets, developing social media content, creating user-friendly

online resources, crafting high-quality marketing materials, organizing events to gain feedback from small businesses, and coordinating strategic partnerships.

Office of National Ombudsman. The Office of National Ombudsman (ONO) works with all federal agencies that regulate small business to provide a means for businesses to comment on Federal Government enforcement activity. This includes audits, onsite inspections, compliance assistance efforts, and other enforcement efforts. The ONO also maintains a five-member Regulatory Fairness Board in each of SBA's 10 regions to hold public hearings on small business concerns.

Office of Performance Management and Chief Financial Officer. The Office of Performance Management and Chief Financial Officer oversee Agency strategic planning and performance management, financial management, and acquisitions. The Chief Financial Officer is responsible for Agency disbursements and coordination of Agency planning, budgeting, financial analysis and modeling, and internal controls.

Office of Veterans Business Development. The Office of Veterans Business Development (OVBD) ensures the availability of small business programs for veterans, service-disabled veterans, reserve component members, and their dependents or survivors. The OVBD accomplishes its work through Veterans Business Outreach Centers, the Boots to Business program, and partnerships with federal agencies and SBA resource partners.

Appendix 4 – Glossary

7(a) – 7(a) Loan Guaranty program

7(j) – 7(j) Management and Technical Assistance Program

8(a) – 8(a) Business Development Program

AARP – American Association of Retired Persons

ACSI – American Customer Satisfaction Index

ACVBA – Advisory Committee on Veterans Business Affairs

B2B – Boots to Business

B2B|R – Boots to Business: Reboot

BD – Business Development Program

BDMIS – Business Development Management Information System

BOS – Business Opportunity Specialist

BRC – Business Recovery Center

CA – Community Advantage pilot loan

CAP Goals – Cross-Agency Priority Goals

CBJ – Congressional Budget Justification

CDC – Certified Development Company

CIO – Chief Information Officer

COC – Certificate of Competency

COOP – Continuity of Operations Plan

CMR – Commercial Market Representative

CRM – Credit Risk Management

DATA Act – Digital Accountability and Transparency Act of 2014

DLAP – Disaster Loan Application Portal

DLOC – Disaster Loan Outreach Center

DOD – U.S. Department of Defense

DOI – U.S. Department of the Interior

DSBS – Dynamic Small Business Search system

ED – U.S. Department of Education

EDWOSB – Economically Disadvantaged Women-Owned Small Business

EIDL – Economic Injury Disaster Loan

ELA – Electronic Loan Application

EPC – Export Promotion Cabinet

EVS – Federal Employee Viewpoint Survey

FACA – Federal Advisory Committee Act

FAC-C – Federal Acquisition Certification in Contracting

FAR – Federal Acquisition Regulation

FAST – Federal and State Technology partnership grants

FEMA – U.S. Federal Emergency Management Agency

FISMA – Federal Information Security Management Act of 2002

FITARA – Federal Information Technology Acquisition Reform Act

FPPS – Federal Personnel Payroll System

FTA – Fiscal Transfer Agent

FTE – Full-Time Equivalent

FY – Fiscal Year

GAO – Government Accountability Office

GPRAMA — GPRA (Government Performance and Results Act) Modernization Act of 2010

504 Loan — 504 Certified Development Company Loan Program

GSA — U.S. General Services Administration

HCAAF — Human Capital Assessment and Accountability Framework

HUBZone — Historically Underutilized Business Zones

IBC — Interior Business Center

IBP — International Buyer Program

IMCP — Investing in Manufacturing Communities Partnership

IPC — Interagency Policy Committee

IT — Information Technology

Jobs Act — Small Business Jobs Act of 2010; may also be referred to as SBJA

LOC — Lender Oversight Committee

LMAS — Loan Management and Accounting System

L/LMS — Loan and Lender Monitoring System

LRR/LPR — Lender Risk Rating/Lender Purchase Rating

MOU — Memorandum of Understanding

NAGGL — National Association of Government Guaranteed Lenders

NAICS — North American Industry Classification System Codes

NASBP — National Association of Surety Bond Producers

NDAA — National Defense Authorization Act

NEI/NEXT — National Export Initiative

NFIB — National Foundation of Independent Business

NWBC — National Women's Business Council

OBED — Office of Business and Economic Development

OCA — Office of Capital Access

OCFO — Office of the Chief Financial Officer

OCIO — Office of Chief Information Officer

OCORM — Office of Continuous Operations and Risk Management

OCRM — Office of Credit Risk Management

ODA — Office of Disaster Assistance

ODICR — Office of Diversity, Inclusion and Civil Rights

OED — Office of Entrepreneurial Development

OEE — Office of Entrepreneurship Education

OEM — Office of Executive Management, Installation and Support Services

OFPP — U.S. Office of Federal Procurement Policy

OGR — Office of Government Regulations

OHRS — Office of Human Resources Solutions

OIA — Office of Intergovernmental Affairs

OIG — Office of Inspector General

OII — Office of Investment and Innovation

OIT — Office of International Trade

OMC — Office of Marketing and Communication

OMB — U.S. Office of Management and Budget

ONAA — Office of Native American Affairs

ONO — Office of National Ombudsman

OPM — U.S. Office of Personnel Management

OSDBU — Office of Small and Disadvantaged Business Utilization

OSTP — U.S. Office of Science and Technology Policy

OVBD — Office of Veterans Business Development

PCR — Procurement Center Representative

PFCRA — Program Fraud Civil Remedies Act

PII — Personally Identifiable Information

PMF — Presidential Management Fellows

PRIME — Program for Investment in Micro-Entrepreneurs

PTP — SBA Partner Training Portal

R&D — Research and Development

RIC — Regional Innovation Cluster

RISE After Disaster Act of 2015 — Recovery Improvements for Small Entities After Disaster Act of 2015

SAM — System for Award Management

SBA — U.S. Small Business Administration

SBDC — Small Business Development Center Program

SBDCNet — National Information Clearinghouse that provides small business research services to small business development center counselors in all states and territories

SBIC — Small Business Investment Company

SBIR — Small Business Innovation Research

SBO — Survey of Business Owners

SBPAC — Small Business Procurement Advisory Council

SBWG — Small Business Working Group

SCORE — Service Corps of Retired Executives

SDB — Small Disadvantaged Business

SDV — Service-Disabled Veteran

SDVETP — Service-Disabled Veteran Entrepreneurship Training Program

SDVOSB — Service-Disabled Veteran-Owned Small Business

SEC — U.S. Securities and Exchange Commission

SES — Senior Executive Service

SME — Small to Medium-size Enterprises

SME — Subject Matter Expert

SOP — Standard Operating Procedure

STEP — State Trade Expansion Promotion

STTR — Small Business Technology Transfer program

TAP — U.S. Department of Defense Transition Assistance Program

TPCC — Trade Promotion Coordinating Committee

T-TIP — Transatlantic Trade and Investment Partnership

US-CERT — United States Computer Emergency Readiness Team

USDA — U.S. Department of Agriculture

USGBS — U.S. Global Business Solutions

USTR — U.S. Trade Representative

VAM — Vehicle Allocation Methodology

VBOC — Veterans Business Outreach Center

VERA/VSIP — Voluntary Early Retirement
Authority/Voluntary Separation Incentive
Payment

VIP — Veterans Institute for Procurement
Program

V-WISE — Veteran Women Igniting the Spirit
of Entrepreneurship

WBC — Women's Business Center

WOSB — Women-Owned Small Business
Program

WOSBFCP — Women-owned Small Business
Federal Contract Program

Appendix 5 – Performance Indicators Table

Strategic Goal One – Support Small Business Revenue and Job Growth

Strategic Objective 1.1: Expand Access to Capital

FY 2018–2019 Priority Goal		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Loans to Small Businesses in Socially and Economically Disadvantaged Urban Communities and Rural Areas	Target	N/A	N/A	N/A	N/A	N/A	Baseline	26,075	26,075
	Actual	N/A	N/A	N/A	N/A	N/A	24,833		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
Additional Information: The SBA established an FY 2018–2019 Agency Priority Goal that supports greater outreach to socially and economically disadvantaged urban communities and rural areas. Each year the SBA will increase the number of loans to small businesses in these locations through continued training and lender outreach.									
FY 2016–2017 Priority Goal		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Active Lending Partners Providing 7(a) Loans	Target	2,700	2,800	2,850	2,850	2,400	2,500	2,100	2,100
	Actual	2,476	2,345	2,244	2,163	2,045	1,978		
	Variance	-8%	-16%	-21%	-24%	-15%	-21%		
Additional Information: The continual bank mergers impacted the number of active lending partners providing 7(a) loans in FY 2017. This trend is evident by the SBA approving the transfer of more than 60 portfolios due to mergers in FY 2016 and FY 2017.									
Performance Goal		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Jobs Supported by 7(a) Loans, 504 Loans, Microloans, and SBICs	Target	559,900	639,100	651,850	664,650	679,400	692,900	798,500	798,500
	Actual	653,581	663,454	699,499	831,269	789,654	761,954		
	Variance	17%	4%	7%	25%	16%	10%		
Additional Information: Continuation of the streamlining process has a positive impact on jobs supported.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Billions of Dollars of 7(a) Loans Approved	Target	13.2	14.5	14.8	15.1	21.0	24.3	26.0	26.0
	Actual	15.2	17.9	19.2	23.6	24.1	25.4		
	Variance	15%	23%	30%	56%	15%	5%		
Additional Information: The performance data represent the gross loan approvals at the close of the fiscal year. Improvements in 7(a) loan program delivery and reduced fees continue to make the 7(a) loan program feasible for lenders and available for small business applicants.									

Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Small Businesses Assisted by 7(a) Loans	Target	40,000	38,700	39,500	39,500	45,000	55,000	60,000	60,000
	Actual	39,022	40,574	45,730	55,742	57,083	62,430		
	Variance	-2%	5%	16%	41%	27%	14%		
Additional Information: 7(a) loan activity increased across all loan sizes, with the streamlined processing for loans under \$350,000 contributing to the increase in the number of small businesses assisted.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Jobs Supported by 7(a) Loans	Target	470,000	547,200	558,100	569,300	580,100	591,000	600,000	600,000
	Actual	454,814	483,976	503,853	623,466	587,716	571,208		
	Variance	-3%	-12%	-10%	10%	1%	-3%		
Additional Information: 7(a) loan activity increased and the streamlined processing for loans under \$350,000 continues to support increases in the number of small businesses assisted.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Small Businesses Assisted by 504 Loans	Target	6,800	6,400	6,500	6,500	6,700	6,800	6,000	6,000
	Actual	9,038	7,502	5,725	5,618	5,722	6,060		
	Variance	33%	17%	-12%	-14%	-15%	-11%		
Additional Information: While the SBA did not meet the FY 2017 target, continued streamlining to the loan process and the elimination of unnecessary regulatory burdens on CDCs, loan eligibility restrictions, and implementation of the 504 Debt Refinancing Program should have a positive impact on future results. Future targets are forecasted based on historical performance.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Billions of Dollars of 504 Loans Approved	Target	4.1	4.1	4.2	4.3	4.4	4.5	5.1	5.2
	Actual	6.7	5.2	4.2	4.3	4.7	5.0		
	Variance	63%	27%	0%	0%	7%	11%		
Additional Information: The FY 2012 and FY 2013 results reflect spikes in funding levels due to the economic decline and support for the 504 loan program provided in the Small Business Jobs Act.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Jobs Supported by 504 Loans	Target	75,900	79,400	81,000	82,600	84,300	86,000	66,000	66,000
	Actual	116,569	90,257	66,744	61,454	61,983	59,350		
	Variance	54%	14%	-18%	-26%	-26%	-31%		
Additional Information: While the SBA did not meet the FY 2017 target, continued streamlining to the loan process and the elimination of unnecessary regulatory burdens on CDCs, loan eligibility restrictions, and implementation of the 504 Debt Refinancing Program should have a positive impact on future results.									

Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Small Businesses in Emerging Markets Assisted by 7(a) Loans	Target	24,400	23,600	24,100	24,600	24,600	25,850	26,000	30,000
	Actual	23,846	24,225	27,778	29,369	30,574	26,650		
	Variance	-2%	3%	15%	19%	24%	3%		
Additional Information: Geo-coding data for economic empowerment zones and low-to-moderate income areas was discontinued in May 2015 and is not included in June–September FY 2015 and FY 2016 data. HUBZone is a part of this data set, but was not available to include for this same period. Effective FY 2016, the definition for emerging markets includes emerging populations (i.e., veterans, women, and minorities) and places (HUBZone and rural areas).									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Small Businesses in Emerging Markets Assisted by 504 Loans	Target	4,000	3,800	3,800	4,000	4,000	4,200	3,300	3,300
	Actual	5,379	4,361	3,319	2,782	3,227	3,891		
	Variance	34%	15%	-13%	-30%	-19%	-7%		
Additional Information: Geo-coding data for economic empowerment zones and low-to-moderate income areas was discontinued in May 2015 and is not included in June–September FY 2015 and FY 2016 data. HUBZone is a part of this data set, but was not available to include for this same period. Effective FY 2016, the definition for emerging markets includes emerging populations (i.e., veterans, women, and minorities) and places (HUBZone and rural areas).									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Small Businesses Assisted by Microloans	Target	3,400	3,600	3,650	3,650	3,650	4,000	4,500	4,500
	Actual	4,224	4,842	3,917	3,694	4,506	4,958		
	Variance	24%	35%	7%	1%	23%	24%		
Additional Information: This program has seen a growing demand for microlending, which can be attributed to the final rule issued in FY 2015 that increased the pool of eligible microborrowers and the minimum number of loans for intermediaries. The actual number of small businesses assisted by the program was above the target due to recruiting several new lenders.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Jobs Supported by Microloans	Target	14,000	12,500	12,750	12,750	15,000	15,900	17,500	17,500
	Actual	13,280	15,636	15,880	16,600	17,573	18,531		
	Variance	-5%	25%	25%	30%	17%	17%		
Additional Information: This program has seen a growing demand for microlending, which can be attributed to the final rule issued in FY 2015 that increased the pool of eligible microborrowers and the minimum number of loans for intermediaries. In FY 2017, four new lenders were added and one lender was re-admitted into the program.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Thousands of Dollars in Loans Approved by SBA to Microlenders	Target	25,000	25,000	25,000	25,000	35,000	40,000	40,000	43,000
	Actual	24,606	43,286	26,465	34,987	35,000	44,350		
	Variance	-2%	73%	6%	40%	0%	11%		
Additional Information: This program has seen a growing demand for microlending, which can be attributed to the final rule issued in FY 2015 that increased the pool of eligible microborrowers and the minimum number of loans for intermediaries. In FY 2017, four new lenders were added and one lender was re-admitted into the program.									

Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Thousands of Dollars in Loans Approved by Lenders to Microborrowers	Target	45,340	44,000	45,000	45,000	55,000	62,800	62,800	65,000
	Actual	46,107	54,850	55,478	52,080	61,223	68,518		
	Variance	2%	25%	23%	16%	11%	9%		
Additional Information: This program has seen a growing demand for microlending, which can be attributed to the final rule issued in FY 2015 that increased the pool of eligible microborrowers and the minimum number of loans for intermediaries.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Small Businesses Counseled by Microlenders	Target	13,600	14,400	14,600	14,600	14,600	15,000	16,000	17,000
	Actual	15,892	19,368	15,668	17,200	17,948	19,600		
	Variance	17%	35%	7%	18%	23%	31%		
Additional Information: This program has seen a growing demand for microlending, which can be attributed to the final rule issued in FY 2015 that increased the pool of eligible microborrowers and the minimum number of loans for intermediaries. In FY 2017, four new lenders were added and one lender was re-admitted into the program.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Grant-eligible Microlenders	Target	Baseline	135	135	135	135	140	140	144
	Actual	134	135	137	137	140	144		
	Variance	N/A	0%	1%	1%	4%	3%		
Additional Information: The SBA tracks the number of grant-eligible microlenders to ensure that there is geographic coverage for microlending across the country.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Small Businesses Financed by SBICs	Target	N/A	N/A	N/A	N/A	N/A	N/A	Baseline	1,130
	Actual	1,094	1,068	1,085	1,210	1,201	1,077		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
Additional Information: The SBA introduced this metric in FY 2018 to track the number of small businesses financed by SBICs.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Underserved Small Businesses Financed	Target	N/A	N/A	N/A	N/A	N/A	N/A	Baseline	310
	Actual	290	260	281	288	332	308		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
Additional Information: The SBA introduced this metric in FY 2018 to track the number of underserved small businesses financed by SBICs during the fiscal year. An underserved small business lacks an adequate supply of private equity capital or long-term loan funds and therefore seeks supplemental capital through the SBIC program. In general, an underserved small business is owned by women, veterans, minorities, or is located in an underserved geographic area. Underserved geographic areas include low- and moderate-income areas as well as areas that lack an adequate supply of capital or funds.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Jobs Supported by SBIC Financing	Target	N/A	N/A	N/A	N/A	N/A	N/A	115,000	115,000
	Actual	68,918	73,585	113,022	129,749	122,382	112,865		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
Additional Information: The SBA added a new jobs supported metric in FY 2018 that tracks the number of jobs supported by small businesses that received a financing during the fiscal year from an SBIC. Historical data is provided that estimates jobs supported, which combines job created and jobs sustained, by estimating a figure using the "1999 Arizona Venture Capital Impact Study." The Study estimated one job is supported for every \$36,000 (adjusted for inflation) of SBIC financing provided.									

Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Jobs Supported by Underserved Small Businesses	Target	N/A	N/A	N/A	N/A	N/A	N/A	Baseline	36,000
	Actual	N/A	N/A	N/A	N/A	N/A	N/A		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
Additional Information: This is a new jobs supported metric in FY 2018 that tracks the number of jobs supported by underserved small businesses that received financing during the fiscal year from an SBIC.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Time (Months) Taken to License an SBIC	Target	N/A	N/A	N/A	Baseline	6.0	6.0	N/A	N/A
	Actual	5.4	6.8	7.4	8.4	6.0	5.1		
	Variance	N/A	N/A	N/A	N/A	0%	15%		
Additional Information: The measure monitors the average number of months for the internal SBIC licensing process. This measure will not be reported after FY 2017, due to new priorities in the SBIC program.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Millions of Dollars of SBA-guaranteed Leverage Committed to SBICs	Target	1,900	2,400	2,500	2,500	2,500	2,600	N/A	N/A
	Actual	1,924	2,156	2,549	2,533	2,514	1,960		
	Variance	1%	-10%	2%	1%	1%	-25%		
Additional Information: The measure tracks the dollar amount of commitments to SBICs. This measure will not be reported after FY 2017, due to new priorities in the SBIC program.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of CDCs Providing 504 Loans	Target	267	267	267	240	240	240	235	235
	Actual	256	247	228	228	230	211		
	Variance	-4%	-7%	-15%	-5%	-4%	-12%		
Additional Information: The SBA reviewed the activity levels of CDCs and worked diligently to address underperforming CDCs in order to continue improving program delivery. The SBA continues to actively recruit new CDC candidates.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Risk-based Reviews of Lenders	Target	N/A	180	195	335	335	335	300	300
	Actual	N/A	184	219	378	368	341		
	Variance	N/A	2%	12%	13%	10%	2%		
Additional Information: SBA's Office of Credit Risk Management conducts reviews of lenders that guarantee SBA loans. Risk-based reviews include analytical risk-based reviews, targeted risk-based reviews, and full risk-based reviews of lenders.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Analytical Risk-based Reviews of Lenders	Target	N/A	110	150	300	300	300	150	150
	Actual	N/A	110	181	300	287	153		
	Variance	N/A	0%	21%	0%	-4%	-49%		
Additional Information: Analytical reviews are a basic assessment, and may conclude with a review report or with additional assessment activities required. Analysis of risk factors has identified the need to shift more reviews to targeted and full scopes, thus reducing the need for analytical reviews after FY 2017.									

Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Targeted Risk-based Reviews of Lenders	Target	N/A	40	20	15	15	15	70	75
	Actual	N/A	41	13	32	32	123		
	Variance	N/A	3%	-35%	113%	113%	720%		
Additional Information: Analysis of risk factors during development and implementation of the Annual Risk Plan identified a need to conduct additional targeted risk-based reviews in FY 2018. Therefore, targeted risk-based reviews for FY 2018 significantly exceed the planned performance indicator for FY 2017.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Full Risk-based Reviews of Lenders	Target	N/A	30	25	20	20	20	73	75
	Actual	N/A	33	25	46	49	65		
	Variance	N/A	10%	0%	130%	145%	225%		
Additional Information Enhanced analysis of risk factors during development and implementation of the Annual Risk Plan identified a need to conduct additional full risk-based reviews in FY 2018. Therefore, the number of full risk-based reviews for FY 2018 significantly exceeds the planned performance indicator for FY 2017.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Supervision and Enforcement Actions	Target	Baseline	5	5	5	5	5	10	12
	Actual	3	24	9	6	13	21		
	Variance	N/A	380%	80%	20%	160%	320%		
Additional Information: Lender oversight and recommendations for actions against lenders are based on a more thorough use of monitoring, increased supervision, and enforcement tools.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Net Recoveries from Failed SBICs (Millions of Dollars)	Target	N/A	N/A	N/A	N/A	N/A	N/A	Baseline	84
	Actual	273	290	366	282	174	171		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
Additional Information: The SBA will add a new metric in FY 2018 that tracks the accelerated net recoveries of outstanding guaranteed leverage associated with failed SBICs.									

Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Average Dollar Return on Investment of STEP Grants	Target	N/A	N/A	N/A	N/A	Baseline	12	30	30
	Actual	28	N/A	37	33	Data Lag	Data Lag		
	Variance	N/A	N/A	N/A	N/A	N/A			
Additional Information: STEP grants help small businesses enter and succeed in the international marketplace. The average return on investment is calculated by dividing the reported total dollar export sales supported by the STEP funds awarded for each fiscal year. The SBA did not receive appropriations for the STEP in FY 2013. Data for FY 2016 will be available in July 2018. Data for FY 2017 will be available in July 2019. Results have a 2-year data lag because the grantee reporting cycle is every 2 years.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Small Businesses Receiving Export Training	Target	7,200	8,000	7,600	8,000	8,400	8,400	8,400	8,500
	Actual	10,598	8,244	8,273	8,120	8,274	8,096		
	Variance	47%	3%	9%	2%	-2%	-4%		
Additional Information: This metric tracks the sum of all small businesses that have received export training by SBA trade finance staff.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Lenders Receiving Export Training	Target	3,950	4,400	4,000	4,200	4,500	4,500	4,500	4,600
	Actual	4,119	4,868	5,097	4,329	4,547	5,546		
	Variance	4%	11%	27%	3%	1%	23%		
Additional Information: This metric tracks the sum of all lenders that have received export training by SBA trade finance staff. In FY 2017, SBA exceeded its target due to a greater number of SBA export finance managers reaching out to new lenders in new regions of the country.									

Strategic Objective 1.3: Ensure Federal Contract and Innovation Set-aside Goals are Met and/or Exceeded

FY 2018–2019 Priority Goal		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Percent of Federal Contracts Awarded to Small Businesses	Target	23.00%	23.00%	23.00%	23.00%	23.00%	23.00%	23.00%	23.00%
	Actual	22.30%	23.40%	24.99%	25.75%	24.34%	Data Lag		
	Variance	-3%	2%	9%	12%	6%	N/A		
Additional Information: The FY 2017 data supporting the FY 2016–2017 Priority Goals is not finalized until the third quarter of FY 2018. The SBA works with each federal agency annually to set their prime and subcontracting goals. The SBA ensures that the sum total of all of the goals exceeds the 23 percent target established by law.									
Performance Goal		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Jobs Supported by Federal Contract Set-asides	Target	572,000	572,000	501,113	501,113	500,000	500,000	500,000	550,000
	Actual	527,000	479,515	549,000	537,000	587,000	Data Lag		
	Variance	-8%	-16%	10%	7%	17%	N/A		
Additional Information: The data supporting the FY 2017 performance indicators are not finalized until the third quarter of FY 2018.									

Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Percent of Federal Government Prime Contracts Awarded to Small Disadvantaged Businesses	Target	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
	Actual	8.00%	8.61%	9.46%	10.06%	9.53%	Data Lag		
	Variance	60%	72%	89%	101%	91%	N/A		
Additional Information: The data supporting the FY 2017 performance indicators are not finalized until the third quarter of FY 2018. The government does not have an 8(a) small business goal, but 8(a) firms are counted within the small disadvantaged business goal.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Percent of Federal Government Prime Contracts Awarded to Women-owned Small Businesses	Target	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
	Actual	4.00%	4.32%	4.68%	5.06%	4.79%	Data Lag		
	Variance	-20%	-14%	-6%	1%	-4%	N/A		
Additional Information: The data supporting the FY 2017 performance indicators are not finalized until the third quarter of FY 2018. While not meeting the goal, more dollars were awarded in FY 2016 than in FY 2015.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Percent of Federal Government Prime Contracts Awarded to Service-disabled Veteran-owned Small Businesses	Target	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
	Actual	3.03%	3.40%	3.68%	3.93%	3.98%	Data Lag		
	Variance	1%	13%	23%	31%	33%	N/A		
Additional Information: The data supporting the FY 2017 performance indicators are not finalized until the third quarter of FY 2018.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Percent of Federal Government Prime Contracts Awarded to HUBZone Small Businesses	Target	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
	Actual	2.01%	1.76%	1.82%	1.82%	1.67%	Data Lag		
	Variance	-33%	-41%	-39%	-39%	-44%	N/A		
Additional Information: The data supporting the FY 2017 performance indicators are not finalized until the third quarter of FY 2018.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Surveillance Reviews Completed	Target	Baseline	30	30	30	30	30	30	30
	Actual	30	31	41	30	30	30		
	Variance	N/A	3%	37%	0%	0%	0%		
Additional Information: The SBA introduced this performance indicator in FY 2013 and historical data have been provided for context. Surveillance Reviews (for prime contracting) and Small Business Performance Compliance Reviews (for subcontracting) are conducted to evaluate the implementation of regulations across the Federal Government.									

Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Contract Value (Billions) of Bid and Final Bonds	Target	3.70	3.70	5.70	6.50	6.75	7.10	7.00	7.25
	Actual	3.92	6.15	6.41	6.35	5.72	6.03		
	Variance	6%	66%	12%	-2%	-15%	-15%		
Additional Information: A soft surety market refers to a more than normal surety credit available in the marketplace, resulting in a highly competitive bond market. Program regulations and procedures are being revised to encourage increased bond activity.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Bid and Final Bonds Guaranteed	Target	8,850	8,850	13,500	13,750	14,000	14,700	12,000	13,000
	Actual	9,503	12,866	12,384	11,480	10,435	10,397		
	Variance	7%	45%	-8%	-17%	-25%	-29%		
Additional Information: A soft surety market refers to a more than normal surety credit available in the marketplace, resulting in a highly competitive bond market. Program regulations and procedures are being revised to encourage increased bond activity.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Jobs Supported by SBG	Target	14,900	14,900	23,000	24,000	32,000	34,000	26,000	28,000
	Actual	24,774	32,000	28,887	27,300	23,940	26,223		
	Variance	66%	115%	26%	14%	-25%	-23%		
Additional Information: A soft surety market refers to a more than normal surety credit available in the marketplace, resulting in a highly competitive bond market. Program regulations and procedures are being revised to encourage increased bond activity.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
SBIR/STTR Dollars (Billions) Obligated Each Fiscal Year	Target	N/A	N/A	N/A	N/A	N/A	N/A	2.300	2.250
	Actual	2.491	2.361	2.510	2.549	2.265	Data Lag		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
Additional Information: Participating agencies have until March of the following fiscal year to submit their data. The DoD did not provide FY 2016 data for the Air Force, in FY 2015 Air Force SBIR/STTR funding totaled \$325 million. The reduced FY 2018 and FY 2019 targets reflect anticipated reductions in agency research and development budgets.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of SBIR/STTR Phase I and Phase II Awards	Target	N/A	N/A	N/A	N/A	N/A	N/A	4,750	4,500
	Actual	6,225	5,154	5,380	5,058	4,600	Data Lag		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
Additional Information: Participating agencies have until March of the following fiscal year to submit their data. The DoD did not provide FY 2016 data for Air Force.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Percent of Federal Government Dollars Awarded to SBIR Proposals	Target	N/A	N/A	N/A	N/A	2.9%	3.0%	3.2%	3.2%
	Actual	2.7%	2.8%	3.1%	2.9%	3.1%	Data Lag		
	Variance	N/A	N/A	N/A	N/A	7%	N/A		
Additional Information: The data lag is due to the fact that participating agencies have until March of the following fiscal year to submit their data. Numbers are based on agency reported total extramural R&D budget.									

Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Percent of Federal Government Dollars Awarded to STTR Proposals	Target	N/A	N/A	N/A	N/A	0.40%	0.45%	0.45%	0.45%
	Actual	0.34%	0.35%	0.32%	0.40%	0.38%	Data Lag		
	Variance	N/A	N/A	N/A	N/A	-5%	N/A		
Additional Information: Federal agencies with extramural budgets for research or research and development in excess of \$1 billion must spend at least the targeted amount on small business innovation. Participating agencies have until March of the following fiscal year to submit their data.									

Strategic Objective 2.1: Develop Small Businesses through Technical Assistance

Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Percent of Annual 8(a) Reviews Completed	Target	100%	100%	100%	100%	100%	100%	100%	100%
	Actual	101%	100%	100%	100%	100%	100%		
	Variance	1%	0%	0%	0%	0%	0%		
Additional Information: Each active 8(a) program participant is reviewed on an annual basis to ensure continued compliance with program requirements. Reviews are completed on a rolling basis and must occur within 60 days of the 1-year anniversary date from a firm's acceptance into the 8(a) program. For example, a firm certified on January 1 of a given year would need the review completed by March 1 of the following calendar year.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Small Businesses Assisted by 7(j)	Target	3,550	3,550	3,550	3,550	3,550	4,000	4,500	10,000
	Actual	3,272	3,913	4,104	5,360	5,245	4,100		
	Variance	-8%	10%	16%	51%	48%	3%		
Additional Information: Due to the increased marketing efforts with internal and external stakeholders, the number of businesses assisted by the 7(j) program exceeded the FY 2017 target. The marketing efforts included development of a 1-page 7(j) fact sheet on the 7(j) program and engagement with federal agency small business and procurement officials.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Small Businesses Assisted by HUBZone	Target	9,875	6,475	6,475	6,475	6,500	6,500	6,500	6,500
	Actual	7,872	6,497	6,399	8,016	6,431	6,563		
	Variance	-20%	0%	-1%	24%	-1%	1%		
Additional Information: The data includes initial applications received, protests, decertifications, recertifications, program exams, HUBZone office hours participants, and emails responded through the help desk.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of HUBZone Sites Visited	Target	690	517	518	500	475	492	508	508
	Actual	788	511	569	518	515	505		
	Variance	14%	-1%	10%	4%	8%	3%		
Additional Information: The number of HUBZone sites visited target is 10 percent of the previous fiscal year total number of HUBZone firm sites.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Approved Mentor-Protégé Agreements	Target	N/A	N/A	N/A	N/A	N/A	N/A	345	345
	Actual	N/A	N/A	N/A	N/A	N/A	N/A		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
Additional Information: The results are from the FY 2018 Annual Reports submitted from proteges completing their first year in the program									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Full Time Equivalents in Protege Firms	Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Baseline
	Actual	N/A	N/A	N/A	N/A	N/A	N/A		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
Additional Information: This information will come from the FY 2018 Annual Reports submitted from proteges completing their first year in the program.									

Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Success Rate of Proteges Winning Bids	Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Baseline
	Actual	N/A	N/A	N/A	N/A	N/A	N/A		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
Additional Information: This information will come from the FY 2018 Annual Reports submitted from proteges completing their first year in the program. The percent is calculated from the total applications submitted.									

Strategic Objective 2.2: Build Healthy Entrepreneurial Ecosystems

Performance Goal		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Entrepreneurs Assisted through Partnerships, Virtual Resources, and Targeted Outreach	Target	N/A	N/A	Baseline	1,353,000	1,378,700	1,304,200	1,467,000	1,499,000
	Actual	1,206,830	1,235,411	1,296,377	1,099,285	1,284,706	1,500,461		
	Variance	N/A	N/A	N/A	-19%	-7%	15%		
Additional Information: The SBA tracks the number of clients trained, advised, and mentored by resource partners (e.g., SBDC, WBC, SCORE, Boots to Business (B2B), and VBOC) through in-person and virtual resources. The number of unique clients has decreased because the resource partners have focused on repeat consultations as business needs of the clients evolve.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of SBDC Clients Trained	Target	Baseline	350,000	350,000	350,000	340,000	270,000	247,000	249,000
	Actual	332,421	330,781	291,366	267,420	261,255	245,329		
	Variance	N/A	-5%	-17%	-24%	-23%	-9%		
Additional Information: In FY 2016, the SBDC program shifted resources to focus on providing more counseling hours per client, resulting in fewer clients trained. In FY 2018, the SBA reduced its target for SBDC clients trained to reflect this focus.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of SBDC Clients Advised	Target	Baseline	200,000	220,000	220,000	220,000	190,000	194,000	194,000
	Actual	211,091	201,596	194,121	187,478	192,172	188,225		
	Variance	N/A	1%	-12%	-15%	-13%	-1%		
Additional Information: In FY 2016, the SBDC program shifted resources to focus on providing more counseling hours per client, thereby creating and maintaining long-term clients. In FY 2018, the SBA reduced its target for SBDC clients counseled to reflect this focus.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Small Businesses Created by SBDCs	Target	15,600	12,500	12,500	13,000	13,000	13,000	14,500	14,500
	Actual	14,357	14,201	13,415	13,123	14,419	14,491		
	Variance	-8%	14%	7%	1%	11%	11%		
Additional Information: In FY 2018 and FY 2019, the SBA decreased its target for number of small businesses created by SBDCs to reflect the proposed proportional decrease in funding. The SBDC data on small businesses created represents a subset of entrepreneurs who returned to the SBDC to report on their progress.									

Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Billions of Dollars of Capital Infusion from SBDCs	Target	3.7	3.4	4.0	4.0	4.0	4.0	5.0	5.0
	Actual	4.0	4.5	4.7	4.7	5.1	5.6		
	Variance	8%	32%	18%	18%	28%	40%		
Additional Information: Billions of dollars of capital infusion includes financing provided to small businesses from various sources including the SBA. As the economy improved, robust lending for small businesses helped SBDCs exceed the FY 2017 target.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Financial Reviews of Entrepreneurial Development Resource Partners	Target	45	75	75	65	65	65	N/A	N/A
	Actual	49	76	70	66	69	64		
	Variance	9%	1%	-7%	2%	6%	-2%		
Additional Information: The indicator includes the number of financial reviews completed on the SBA resources partners: SBDC, WBC, and SCORE. This measure will retire after FY 2017, due to new Administration priorities.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of WBC Clients Trained	Target	Baseline	95,000	105,000	111,000	120,000	125,000	126,000	127,000
	Actual	114,931	114,310	119,351	120,341	122,986	114,310		
	Variance	N/A	20%	14%	8%	2%	-9%		
Additional Information: Services delivered by nonprofit WBCs in almost every state or territory help women overcome barriers to entrepreneurship.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of WBC Clients Advised	Target	N/A	Baseline	20,000	22,000	22,200	22,000	27,000	28,000
	Actual	22,020	19,455	20,686	20,375	22,429	26,318		
	Variance	N/A	N/A	3%	-7%	1%	20%		
Additional Information: The SBA predicts WBC clients advised levels to remain steady in FY 2018 and FY 2019 as the SBA prioritizes development of its quality of services in terms of hours served and enhanced export training. Many WBCs have changed models to increase counseling to meet the changing needs of their clients. The SBA anticipates opening new centers in 2018, therefore more counseling clients will be advised in the future.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Small Businesses Created by WBCs	Target	590	475	600	650	730	11,000	17,000	17,000
	Actual	694	637	708	766	17,435	17,438		
	Variance	18%	34%	18%	18%	2,288%	59%		
Additional Information: The SBA adopted a new data collection and calculation method for FY 2016 that more accurately represents the performance of the WBC program. The metric now accounts for the businesses created from the training and counseling offered, whereas previous data only accounted for businesses created from counseling. The number reported for FY 2017 reflects new business starts accomplished during the previous calendar year. The change in methodology is further explained in the Data Quality Records that are at www.SBA.gov/performance .									

Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of SCORE Clients Trained	Target	Baseline	250,000	250,000	240,000	274,000	240,000	460,000	460,000
	Actual	292,264	218,434	277,971	212,229	311,164	519,368		
	Variance	N/A	-13%	11%	-12%	14%	116%		
Additional Information: SCORE's FY 2017 performance was impacted by its continued investment in technology that allowed it to engage entrepreneurs virtually, thereby increasing the number of clients trained between FY 2016 and FY 2017 by 67 percent. During this period, SCORE hosted two virtual conferences; offered expanded webinar offerings; and increased the volume of online and in-person workshops. SCORE continued to collaborate with regional and national partners to increase its reach. The FY 2018 and FY 2019 target reflects the continued implementation of this strategy.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of SCORE Clients Mentored	Target	N/A	N/A	Baseline	160,000	182,500	156,000	140,000	143,000
	Actual	166,509	127,468	164,403	137,310	122,230	126,892		
	Variance	N/A	N/A	N/A	-14%	-33%	-19%		
Additional Information: In FY 2017, the SCORE program engaged in more repeat consultations with existing mentoring clients to drive stronger individual outcomes. The FY 2018 and FY 2019 target reflects a better targeting model and continued focus on a quality repeat-client engagement strategy.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Small Businesses Created by SCORE	Target	1,080	700	700	5,400	5,400	5,400	45,000	50,000
	Actual	828	628	5,339	39,495	54,027	Data Lag		
	Variance	-23%	-10%	663%	631%	901%	N/A		
Additional Information: The SBA adopted a new data collection and calculation method for FY 2016 that more accurately represents the performance of the SCORE program. The number reported for FY 2015 reflects new business starts accomplished during the indicated fiscal year. The FY 2017 data will be available summer FY 2018. The FY 2018 and FY 2019 targets are updated to reflect this new methodology.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Clients Trained Online	Target	N/A	500,000	225,000	250,000	220,000	200,000	225,000	250,000
	Actual	220,596	150,355	182,002	154,132	187,162	206,172		
	Variance	N/A	-70%	-19%	-38%	-15%	3%		
Additional Information: The number of clients trained online includes clients trained through the SBA Learning Center. The SBA did not reach its FY 2016 target; however, the SBA will maintain its focus on providing quality courses that support the needs of business owners.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Percent of Emerging Leaders Creating or Retaining Jobs	Target	N/A	N/A	N/A	Baseline	81%	81%	81%	81%
	Actual	73%	69%	81%	81%	81%	81%		
	Variance	N/A	N/A	N/A	N/A	0%	0%		
Additional Information: The SBA introduced this metric in FY 2016. Due to the nature of the initiative, the SBA surveys participants each year, for 3 years, following the completion of the initiative's curriculum. This performance indicator includes results obtained by the three most recent cohorts during the previous calendar year.									

Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Percent of Emerging Leaders Obtaining Revenue Growth	Target	N/A	N/A	N/A	Baseline	65%	67%	67%	67%
	Actual	62%	68%	66%	68%	70%	68%		
	Variance	N/A	N/A	N/A	N/A	8%	1%		
Additional Information: The SBA introduced this metric in FY 2016. Due to the nature of the initiative, the SBA surveys participants each year, for 3 years, following completion of the initiative's curriculum. This performance indicator includes results obtained by the three most recent cohorts during the previous calendar year.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Percent of RIC Participants Obtaining an Innovation Milestone	Target	N/A	N/A	N/A	Baseline	50%	52%	N/A	N/A
	Actual	N/A	69%	46%	51%	49%	49%		
	Variance	N/A	N/A	N/A	N/A	-2%	-6%		
Additional Information: The SBA introduced this metric in FY 2016. The SBA is not requesting funds for this initiative in FY 2018 and FY 2019.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Percent of RIC Participants Obtaining Revenue Growth	Target	N/A	N/A	N/A	Baseline	60%	62%	N/A	N/A
	Actual	63%	52%	57%	57%	59%	68%		
	Variance	N/A	N/A	N/A	N/A	-2%	10%		
Additional Information: The SBA introduced this metric in FY 2016. The SBA is not requesting funds for this initiative in FY 2018 and 2019.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Veterans Trained by VBOCs	Target	N/A	N/A	Baseline	33,000	48,000	50,000	32,000	32,000
	Actual	44,535	23,271	39,201	46,629	27,938	28,407		
	Variance	N/A	N/A	N/A	41%	-42%	-43%		
Additional Information: The SBA introduced this performance indicator in FY 2015, and historical data have been provided for context. The methodology calculation has been revised to ensure consistency among SBA's other entrepreneurial development programs.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Veterans Counseled through VBOCs	Target	N/A	N/A	Baseline	31,000	31,000	31,000	16,000	16,000
	Actual	44,079	49,791	38,923	15,488	19,404	20,432		
	Variance	N/A	N/A	N/A	-50%	-37%	-34%		
Additional Information: The SBA introduced this performance indicator in FY 2015, and historical data have been provided for context. The methodology calculation has been revised to ensure consistency among SBA's other entrepreneurial development programs. The SBA is placing greater priority on developing its quality of services in terms of hours served per client. The 20 VBOCs anticipate sustaining the current level of service, but are now tracking the average time spent per client, theorizing that increased interaction with repeat clients will improve overall business outcomes for clients.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of B2B Participants Trained	Target	N/A	N/A	15,000	15,500	17,500	20,000	18,000	18,000
	Actual	N/A	4,514	14,684	14,457	17,966	17,320		
	Variance	N/A	N/A	-2%	-7%	3%	13%		
Additional Information: The SBA introduced this performance indicator in FY 2015, and historical data have been provided for context. The methodology calculation has been revised to ensure consistency among SBA's other entrepreneurial development programs.									

Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
B2B Participants Eight Week Graduation Rate	Target	N/A	N/A	Baseline	50%	50%	50%	N/A	N/A
	Actual	N/A	27%	30%	37%	39%	47%		
	Variance	N/A	N/A	N/A	-26%	-22%	-6%		
Additional Information: The SBA introduced this performance indicator in FY 2017. Historical data have been provided and updated to reflect improved program oversight. This measure will be replaced in FY 2018 with a measure tracking B2B follow-on SBA resources.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Small Businesses Formed by B2B Graduates	Target	N/A	N/A	N/A	N/A	N/A	255	255	255
	Actual	N/A	N/A	N/A	N/A	250	425		
	Variance	N/A	N/A	N/A	N/A	N/A	67%		
Additional Information: The SBA introduced this performance indicator in FY 2017. Baseline data is available via survey. The survey is conducted annually on a rolling basis, based on participants' B2B graduation rate.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Rate of B2B Participants Using Follow-on SBA Resources	Target	N/A	N/A	N/A	N/A	N/A	N/A	Baseline	TBD
	Actual	N/A	N/A	N/A	N/A	N/A	N/A		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
Additional Information: Information is used to establish goals and monitor performance. The SBA is a member of an interagency initiative (along with DoD, DOL, and VA) that administers the DoD Veteran Transition Assistance Program (TAP).									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of VBOC Programmatic and Financial Reviews	Target	N/A	N/A	Baseline	5	5	5	5	5
	Actual	N/A	N/A	N/A	N/A	0	3		
	Variance	N/A	N/A	N/A	N/A	-100%	-40%		
Additional Information: A VBOC Partner Review involves an analysis of internal procedures using SBDC procedures. The SBA plans to review 5 of the 20 VBOCs each annual period of performance (not fiscal year). SBA's Office of Credit Risk Management will conduct three pilot Financial Reviews of VBOCs in FY 2016 to assist with establishing the process, timeline, checklists, and documentation for the rollout of the full review schedule starting in FY 2017.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Small Businesses Assisted in Native American Communities	Target	N/A	N/A	N/A	N/A	Baseline	2,000	3,000	3,000
	Actual	1,713	1,943	2,107	2,209	1,817	3,192		
	Variance	N/A	N/A	N/A	N/A	N/A	60%		
Additional Information: This measure tracks the number of small businesses assisted through training and technical assistance workshops. The SBA established this performance indicator in FY 2016 and has provided historical data for context.									

Strategic Objective 2.3: Create a Small Business Friendly Environment

Performance Goal		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Outreach Events through Federal Agencies, Trade Associations, and Resource Partners	Target	N/A	46	52	58	58	60	100	120
	Actual	48	48	64	66	102	134		
	Variance	N/A	4%	23%	14%	76%	123%		
Additional Information: Over the course of FY 2017, ONO worked steadily to establish new, and strengthen existing, relationships with federal agencies, trade associations, and SBA resource partners. SBA's efforts resulted in significantly increasing the number of invitations for ONO to speak before large audiences of small businesses, strengthening the awareness of SBA services, and providing regulatory relief for many small businesses.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Board Membership Rate	Target	N/A	78%	85%	85%	90%	85%	80%	80%
	Actual	96%	74%	80%	74%	76%	46%		
	Variance	N/A	-5%	-6%	-13%	-16%	-46%		
Additional Information: The board membership rate includes SBA's 10 regions. In the FY 2017 Presidential transition year, ONO did not fill board vacancies to preserve the prerogative of the incoming Administrator to make appointments based upon recommendations by the incoming National Ombudsman. The SBA appointed a new National Ombudsman in September 2017.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Number of Rules Identified that Burden Small Businesses	Target	N/A	N/A	2	5	6	8	7	7
	Actual	N/A	N/A	6	7	6	23		
	Variance	N/A	N/A	200%	40%	0%	188%		
Additional Information: This measure tracks rules and regulatory issues that ONO identified, escalated, and successfully resolved in collaboration with federal agency partners. ONO's expanded outreach to small businesses in FY 2017 contributed to an increase in the number of case filings. ONO has worked to strengthen trust with federal regulators. While there is no direct causal relationship, the investments that ONO has made in building relationships with federal regulators has contributed to the achievement of favorable outcomes for small businesses.									

Strategic Goal Three—Restore Small Businesses and Communities after Disasters

Strategic Objective 3.1: Deploy Disaster Assistance Effectively and Efficiently

FY 2018–2019 Priority Goal		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Average Number of Disaster Loan Applications Processed per Loan Specialist per Day	Target	N/A	N/A	N/A	N/A	N/A	Baseline	4	6
	Actual	N/A	N/A	N/A	N/A	N/A	3		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
Additional Information: The SBA has established an FY 2018–2019 Agency Priority Goal that seeks to increase the number of applications that loan specialists can process. As a result of new disaster loan system modernization technology, the SBA will better respond to large-scale disasters through more efficient loan processing.									

Performance Goal		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Customer Satisfaction Rate for Disaster Loan Approvals	Target	71%	71%	71%	71%	71%	71%	71%	77%
	Actual	80%	81%	80%	80%	84%	85%		
	Variance	13%	14%	13%	13%	18%	20%		
Additional Information: The SBA conducts an annual customer satisfaction study on its Disaster Assistance program using the methodology of the American Customer Satisfaction Index (ACSI). The SBA can use the survey data to identify and target areas for improvement that will have the greatest impact on customer satisfaction scores. The FY 2017 actual is a result of the new process for issuing applications to disaster survivors (i.e., using call centers to promote the use of electronic loan applications), greater usage of the electronic loan application, the enhanced features of the disaster loan assistance portal and other technology tools, and the program's high employee engagement rate.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	F 2018	FY 2019
Percent of Disasters Having Field Presence Within 3 Days	Target	95%	95%	95%	95%	95%	95%	95%	95%
	Actual	100%	100%	100%	100%	100%	100%		
	Variance	5%	5%	5%	5%	5%	5%		
Additional Information: Field presence is defined as getting disaster personnel to disaster sites within 3 days of disaster declaration.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Percent of Disasters Having a Disaster Loan Outreach Center (DLOC) or Business Recovery Center (BRC) Open Within 7 Days	Target	N/A	N/A	N/A	N/A	N/A	N/A	95%	95%
	Actual	N/A	N/A	N/A	N/A	N/A	Baseline		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
Additional Information: Center opening is defined as opening at least one SBA disaster loan outreach center or business recovery center within 7 days of all major presidential disaster declarations for individual assistance and the SBA agency disaster declarations.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Percent of Loans With Initial Disbursements Within 5 Days of Loan Closing	Target	95%	95%	95%	95%	95%	95%	95%	95%
	Actual	100%	100%	100%	98%	96%	99%		
	Variance	5%	5%	5%	3%	1%	4%		
Additional Information: Disbursement refers to the last step of a three-step disaster loan process in which a loan is closed and funds are disbursed to the customer for an approved loan amount.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Percent of Disaster Loans Processed Within Standard	Target	85%	85%	85%	85%	85%	85%	85%	85%
	Actual	95%	55%	100%	100%	99%	99%		
	Variance	12%	-35%	18%	18%	16%	16%		
Additional Information: A streamlined approval process and digital service improvements have allowed the Disaster Assistance program to process higher-volume loans in a more efficient and timely manner, resulting in a higher variance.									

Strategic Goal Four – Strengthen SBA's Ability to Serve Small Businesses

Strategic Objective 4.1: Ensure Effective and Efficient Management of Agency Resources

Performance Goal		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Customer Satisfaction Rate of Financial Management Services for SBA Employees	Target	N/A	N/A	N/A	N/A	N/A	N/A	Baseline	TBD
	Actual	N/A	N/A	N/A	N/A	N/A	N/A		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
Additional Information: The SBA will begin tracking the customer satisfaction of employees’ interactions with financial management activities through an internal, customized survey. The SBA will develop a baseline of the data in FY 2018.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
SBA Small Business Utilization Rate	Target	67.00%	67.00%	68.00%	69.00%	72.75%	72.75%	73.00%	TBD
	Actual	71.00%	72.00%	77.48%	78.10%	73.70%	79.50%		
	Variance	6%	7%	14%	13%	1%	9%		
Additional Information: The SBA tracks small business contracts and has the highest small business contracting goal in the Federal Government. The SBA exceeded its target of 72.75 percent by continuing to default to small businesses first when awarding a contract.									
Performance Goal		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
SBA Real Estate Footprint Reduction Rate	Target	N/A	N/A	N/A	Baseline	2%	1%	1%	1%
	Actual	2%	2%	2%	2%	5%	4%		
	Variance	N/A	N/A	N/A	N/A	150%	300%		
Additional Information: The SBA tracks the square footage of its facilities and continues to reduce the amount of space needed for operations through Reduce the Footprint guidance, such as co-locations, consolidations, and returns of excess space. Future targets are based on the SBA Real Property Efficiency Plan, which has been submitted to GSA through FY 2022 and reflects 1 percent reductions.									

Strategic Objective 4.2: Build a High-performing Workforce

Performance Goal		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Federal Employee Viewpoint Survey Job Satisfaction Rate	Target	71%	71%	71%	71%	64%	67%	67%	67%
	Actual	66%	66%	65%	62%	64%	67%		
	Variance	-7%	-7%	-8%	-13%	0%	0%		
Additional Information: The satisfaction rate is the Human Capital Assessment and Accountability Framework (HCAAF) Trends – Job Satisfaction Index, which indicates the extent to which employees are satisfied with their jobs.									

Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Retention Rate for New Hires	Target	80%	85%	88%	93%	93%	93%	93%	93%
	Actual	83%	77%	74%	79%	92%	89%		
	Variance	4%	-9%	-16%	-15%	-1%	-4%		
Additional Information: The retention rate is defined as an employee remaining in a current position for a minimum of 2 years within the Agency. The SBA has examined its methodology and recalculated the retention rates between FY 2011 to FY 2016.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Average Number of Days to Hire	Target	100	80	100	100	100	100	100	100
	Actual	154	154	85	97	98	76		
	Variance	54%	93%	-15%	-3%	-2%	-24%		
Additional Information: Time to hire includes the time a completed recruit action is received until the job offer is accepted. In FY 2013, the Time-to-Hire goal was adversely impacted by sequestration. The Agency had to manage the onboarding of new hires to support adjustments in the full time equivalent (FTE) ceilings for budget requirements related to the Continuing Resolution constraints. The FY 2014 actual decreased as a result of changes in the measure calculation methodology. In FY 2017, OHRS collaborated with SBA's executives and hiring managers to use expanded federal hiring flexibilities. The OHRS provided targeted job analyses training to hiring managers to enhance their effectiveness and efficiency in assessing and selecting the best candidates.									
Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Federal Employee Viewpoint Survey Engagement Index	Target	N/A	N/A	N/A	Baseline	64%	67%	67%	68%
	Actual	64%	65%	62%	60%	63%	67%		
	Variance	N/A	N/A	N/A	N/A	-2%	0%		
Additional Information: A government-wide goal established that federal agencies increase engagement efforts with the goal of increasing the government-wide Engagement Index on the FY 2017 Federal Employee Viewpoint Survey to 67 percent. The Index is comprised of three sub-categories, including Leaders Lead, Supervisors, and Intrinsic Work Experience. The SBA established this measure in FY 2016. Historical data have been provided for context.									

Strategic Objective 4.3: Implement Enterprise-wide Information System Modernization and Cost-effective Technology

Performance Goal		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
IT Cost Savings/Avoidance (Millions of Dollars)	Target	N/A	N/A	N/A	N/A	N/A	N/A	10.5	10.8
	Actual	N/A	N/A	N/A	N/A	N/A	8.3		
	Variance	N/A	N/A	N/A	N/A	N/A	N/A		
Additional Information: The metric reports the cumulative (FY 2017–FY 2019) cost savings/avoidance related to OMB initiatives such as DCOI, commodity IT, the Cloud, software license management, and PortfolioStat. ¹									

¹ Data are reported via Integrated Data Collection (IDC) Quarterly Submission.

Performance Indicator		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Percent of Security Incidents Reported to US-CERT Within Specified Timeframes	Target	100%	100%	100%	100%	100%	100%	N/A	N/A
	Actual	100%	100%	100%	100%	100%	100%		
	Variance	0%	0%	0%	0%	0%	0%		
Additional Information: The metric reports the percentage of the total number of incidents reported to US-CERT within the mandatory timeframe. This measure is retiring due to redirected Administration priorities.									

Appendix 6 – Management Challenges

The SBA Inspector General submitted its Report Number 18-01 entitled “Report on the Most Serious Management and Performance Challenges in Fiscal Year 2018,” October 12, 2017. 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, there is a series of recommended actions (noted by a number) to resolve it. Refer to the associated strategic objective section for details regarding the recommended actions and SBA’s progress on addressing the challenges.

Challenge			Strategic Objective
1	Small Business Contracting	Weaknesses in Small Business Contracting Programs and Inaccurate Procurement Data Undermine the Reliability of Contracting Goal Achievements	1.3
2	IT Leadership	SBA’s Information Technology Leadership Capabilities Need Strengthening to Address Operational Risks and Challenges	4.3
3	Human Capital	SBA Needs Effective Human Capital Strategies to Carry Out Its Mission Successfully and Become a High-Performing Organization	4.2
4	Loan Program Risk Management	SBA Needs to Improve Its Risk Management and Oversight Practices to Ensure Its Loan Programs Operate Effectively and Will Continue to Benefit Small Businesses	1.1
5	8(a) Business Development Program	SBA Needs to Ensure that the Section 8(a) Business Development Program Identifies and Addresses the Needs of Program Participants, Only Eligible Firms are Admitted Into the Program, and Standards for Determining Economic Disadvantage Are Justifiable	2.1
6	Loan Program Operations	SBA Can Improve Its Loan Programs by Ensuring Quality Deliverables and Reducing Improper Payments at SBA Loan Operation Centers	1.1
7	Disaster Assistance	Disaster Assistance Must Balance Competing Priorities to Deliver Timely Assistance and Reduce Improper Payments	3.1
8	Acquisition Management	Challenge closed	4.1

To read the full report, go to: www.sba.gov/sites/default/files/oig/SBA_OIG_Report_18-012.pdf.