**DRAFT Approach for *SBA’s FY 2018-2022 Strategic Plan***

**June 26, 2016**

**Purpose**: The Agency’s strategic plan communicates the long-term vision and strategic goals and objectives to be accomplished during the term of the President and Administrator. It will be used to monitor progress and support the development of future operating plans and budgets under the Government Performance and Results Act Modernization Act (2010). This strategic plan will cover FY 2018 to FY 2022 and primarily reflect the Agency’s statutory programs. It will also include strategic decisions in response to the operating environment, Administrator’s priorities, and emerging factors.

**Proposed Approach**: The SBA proposes to convene a senior strategic planning team composed of SBA politically appointed and career senior leadership from program and administrative offices. The team (no more than 12 members) will be appointed by the Administrator and be co-chaired by a politically appointed senior leader and the Performance Improvement Officer (career senior leader) and will be staffed by the Office of Performance Management. The team will draft the strategic plan architecture that reflects the President’s and Administrator’s priorities and consult with Congress and the Office of Management and Budget. A draft plan will be distributed for internal clearance, undergo two OMB reviews, and be distributed for external review (including a review in the SBA Daily) through a Notice in the Federal Register. The final plan will be published, sent to Congress, and reviewed with SBA employees at a Town Hall.

**Summary Timeline:**

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| **Month** | **Action** |
| Jan/Feb | President is inaugurated; Political appointees begin transitioning to SBA (may be 60-90 days before SBA Administrator/Deputy Administrator is confirmed) |
| March | Meetings are held with SBA senior leadership team to review process and requirements for strategic planning and discuss proposed approach |
| April/May | Draft 1) strategic plan architecture (goal and objective statements); 2) Agency Priority Goal (APG) (3-4 areas of interest); and 3) hold strategic reviews/finalize FY 2017 Summary of Findings |
| June | Send strategic plan architecture, APG goal areas, and Summary of Findings to OMB for review. Concurrently, hold discussions on external factors, program evaluations, major management priorities, and begin drafting narratives. |
| July | Send strategic plan architecture for Congressional review. Concurrently, finalize narrative and work on metrics |
| Aug | Conduct internal reviews and begin clearance (General Counsel, Communications) of strategic plan, APG goal statements, and Annual Performance Plan/Performance Report. Deliver to OMB by first week of September in coordination with the FY 2019 OMB Submission. |
| Sept | Hold public comment period on Strategic Plan (Federal Register) – 30 days |
| Oct/Nov | Review public comments and incorporate final edits from OMB’s review. |
| Dec/Jan/Feb | Send to OMB for clearance and hold while producing FY 2019 Congressional Budget Justification; publish concurrently in February. |

**Detailed Timeline:**

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| **Week(s)** | **Dates** | **Milestone** |
| 1 | By March 10, 2017 | Meet with Administrator (about 45 days after Presidential inauguration – earlier if confirmed) and team to review requirements for developing Strategic Plan and identify senior leadership strategic planning team for its development |
| 2-3 | By March 24, 2017 | Assemble senior leadership team to review plan and discuss former strategic plan architecture and other requirements |
| 4-8 | By April 28, 2017 | Draft strategic goals, objectives, and strategies that address the themes of the Administrator and send to Administrator and full SBA senior leadership team for review  Review SBA’s FY 2017 Strategic Review Summary of Findings (concurrently)  Draft Agency Priority Goals areas (include in Strategic Plan packet for reviews) |
| 9-10 | By May 12, 2017 | Review draft strategic goals, objectives, and strategies from Administrator and SBA senior leadership |
| 11-12 | By May 26, 2017 | Refine strategic goals, objectives, and strategies from Administrator and SBA senior leadership based on comments/edits |
| 13-14 | By June 1, 2017 | Send draft for OMB review (including Strategic Review Summary of Findings and Agency Priority Goal areas)  Concurrently, send to SBA employees for review |
| 15-18 | By June 30, 2017 | Review and incorporate OMB’s comments on strategic plan |
| 19-20 | By July 15, 2017 | Consult with Congress on SBA strategic plan architecture – send architecture to House and Senate for review and schedule staff briefings with Small Business Committees and Appropriation Committees |
| 19 | By June 9, 2017 | Hold discussion on external factors that could hinder agency progress |
| 20 | By June 16, 2017 | Hold discussion on major management challenges and discuss incorporation for strategies |
| 21 | By June 23, 2017 | Hold discussion on program evaluations and discuss needs for future evaluations |
| 14-20 | By July 14, 2017 | Draft Agency Priority Goals and Agency Performance Goals based on available data and consultation with the program offices  Write narrative of mission overview in coordination with program offices |
| 19-20 | By July 14, 2017 | Review and incorporate Congress’s comments on strategic plan |
| 24-25 | By Aug 18, 2017 | Review final draft strategic plan as a group and discuss any deficiencies or areas of improvement and send to Administrator and senior leadership for review |
| 25-27 | By Aug 18, 2017 | Send to Administrator and senior leadership for review |
| 27 | By Aug 30, 2017 | Discuss and incorporate comments from Administrator and senior leadership review |
| 28 | By Sept 8, 2017 | Send full strategic plan for OMB review |
| 29-31 | By Sept 29, 2017 | Incorporate comments from OMB’s review |
| 32-36 | Through Nov 3, 2017 | Send out for public comment in the Federal Register and the SBA Daily (30 days) (NB: Hold review while OCFO develops Agency Financial Report in Oct/Nov) |
| 37-39 | By Nov 24, 2017 | Review public comments and SBA employee comments and incorporate, as appropriate |
| 40-42 | By Dec 8, 2017 | Complete final strategic planning team review of document and hold QA/QC check |
| 43-47 | By Dec 22, 2017 | Send final Strategic Plan to OMB for clearance. Publication is by February 5. |
| 48-50 | By February 5, 2018 | Publish *SBA FY 2018-2022 Strategic Plan* in conjunction with SBA FY 2019 Congressional Budget Justification |
| Fall | FY 2018 | OHRS incorporates into Annual Performance Plans for individual employees |

Highlight internal and external reviews in blue

Highlight decisions in green

**Strategic Planning Team Deliverables:**

* SBA Guidance on the *FY 2018-2022 Strategic Plan*
* Exercises for SBA senior leadership team on:
  + Strategic Planning and Best Practices
  + Mission, Vision, Values, Strategic Goals, and Strategic Objectives
  + Major Management Priorities and Challenges
  + External Factors
  + Program Evaluation
* Draft Strategic Plan Architecture (Mission, Goals, Objectives, Strategies) to OMB and Congress
* Consultation Memo and Briefing to Congress
* Draft Strategic Plan (full narrative) to OMB, Congress, Public, SBA employees
* SBA Daily Notice – draft review
* Notice for the Federal Register
* Final Strategic Plan
* SBA Daily Notice – final publication
* Town Hall meeting
* APG Goal Areas and Action Plans
* Strategic Review Summary of Findings
* Presentations on OMB A-11 Strategic Plan, APG, and Strategic Review Requirements