

AZSBDC NETWORK VISION FOR YEAR 2012

- Our staff is comprised of professional, highly skilled and committed individuals, who are well trained, passionate about the contributions that they make to client success, and mutually dedicated to the success and continuous improvement of the AZSBDC Network;
- We are a financially strong organization and have increased our funding, including funding from new sources, by more than \$300,000;
- As the result of our (1) investment in professional development, (2) steadily increasing employee productivity, (3) use of state-of-the-art technology, (4) introduction of new programs and services, and (5) accessibility to small business throughout Arizona, our economic impact has increased by 50% over 2009 levels;
- In addition to being known for providing superior client support (client satisfaction routinely exceeds 90%), we have established a record of working effectively with our host institutions and other stakeholders to assure their continuing satisfaction and support; and
- As a result of the achievements of our clients and the demonstrated commitment of our stakeholders, we are continually recognized at federal, state and local levels for playing a critical role in every stage of the development and success of Arizona's small business community.

MISSION STATEMENT

We provide high quality, high-impact one-on-one counseling, resource assistance, and training to preserve and create small business jobs and revenue, and to facilitate capital formation throughout Arizona.

CORE VALUES

We will actively live out the following core values every day because they are fundamental to our success:

Integrity – Our services are provided based on high ethical standards and with the utmost in honesty.

Teamwork – We work together for the benefit of our clients, cooperating and collaborating to enhance the strength and reach of our individual centers as well as the entire network.

Innovation – We continually seek creative and technological solutions to help address the major issues facing our clients and to increase our capacity.

Excellence – Our services are provided with the highest levels of professionalism and service to our customers.

Respect – We treat our clients, our stakeholders, and each other with civility, dignity, and respect.

Collaboration – We continually partner with others for the benefit of our clients to leverage resources, expand the capacity of available services, and seek innovative strategic initiatives.

Accountability – We are accountable to our stakeholders and committed to strong stewardship of the resources entrusted to us.

Continuous growth and improvement – Professional development and continuing education are an integral part of our service commitment to our clients.

STRATEGIES AND ACTION PLANS

Resource Sustainability and Development (From the SBA, Host Organizations and New Sources of Cash Match)

We will increase our funding by at least \$300,000 by year 2012 by:

1. Identifying and applying for SBA special program opportunities;
2. Identifying and applying for special programs from other federal agencies;
3. Obtaining direct state and local funding from existing and new sources; and
4. Increasing cash match from businesses, foundations and private sources.

Client Satisfaction

We will consistently exceed 90% client satisfaction (measured as either “very good” or “excellent”) by:

1. Improving our knowledge base (effective recruiting, business knowledge, technology, and people skills);
2. Offering workshops which meet client needs and challenge clients to grow;

3. Expanding the delivery options for our workshops, including providing webinars;
4. Surveying clients to obtain their input regarding the need for new workshops, programs and services;
5. Providing online access to counseling and workshops throughout the state; and
6. Helping to improve access to capital for start-ups and clients who wish to grow their businesses.

Stakeholder Satisfaction (non-client)

We will ensure continued stakeholder satisfaction and support by:

Host Organizations

1. Identifying the special needs of each host organization, which are in alignment with the AZSBDC mission and program;
2. Developing and nurturing personal relationships with host officials;
3. Providing ongoing reports of AZSBDC Network and Center progress;
4. Providing a mutually beneficial event/program for each Host on an annual basis.

Non-Host Stakeholders

1. Initiating targeted outreach to individual state legislators;
2. Initiating targeted outreach to major corporations with state and regional interests;
3. Providing ongoing reports of progress to stakeholders and to the media;
4. Creating mutually beneficial events/programs with banks and other community partners.

Economic Impact

We will continually increase the economic impact of our Centers by:

1. Improving our knowledge base (effective recruiting, business knowledge, technology, and people skills) ;
2. Better differentiating our client base and pursuing a growing percentage of clients with the potential to generate economic impact (while still providing support for a broad base of clients) ;
3. Maintaining staff productive hours (direct counseling, client support, travel to client locations, and client training) at 50% or higher of total hours;
4. Expanding use of technology to better serve and provide access to potential clients for counseling and training opportunities?
5. Converting at least 5% of training attendees to high economic impact clients;
6. Creating counseling programs in specialty areas (technology transfer, industry, business discipline, etc.);
7. Identifying and sharing best practices among the Centers (resources, counseling techniques, marketing, business plan development, program income generation, operating procedures, etc.);
8. Identifying and supporting emerging technologies/industries with the potential for high economic impact

Network Development, Cohesiveness and Delivery

We will expect active support and effective implementation of AZSBDC accreditation standards, Network policies and initiatives from all Centers, including specifically:

1. Full support of all initiatives required for accreditation;
2. Adherence to the contents of the Network Policy and Procedures Manual, which will be updated continually to reflect current practices;
3. The development of enhanced relationships on the part of Center directors and staff with all stakeholders to garner their ongoing support (host organizations, the local community, and fellow members of the AZSBDC Network) ;
4. Full support of the implementation of key performance indicators at the Center and individual levels, including the development of a report card which will be used to identify opportunities for recognition as well as areas in need of improvement and assistance (from the other Centers and/or the State Office).
5. Recruitment and hiring of exceptional individuals for all SBDC positions will be a priority within the AZSBDC Network.

ACTION PLANS CREATED IN SUPPORT OF THE AZSBDC VISION AND STRATEGY

**(All action plans are to be completed in the next twelve months or earlier.
Action plan forms will be provided)**

Action Plan #1 – Captain: Mike Fox as Chair of the Professional Development Committee. Set recruiting standards and specifications (position descriptions) for all SBDC staff positions hired by Host organizations and communicate as required.

Action Plan #2 – Captain: Mike Fox as Chair of the Professional Development Committee. Design an improved orientation and mentoring program for new AZSBDC employees, including new modes of delivery.

Action Plan #3 – Captain: Mike Fox as Chair of the Professional Development Committee. Improve and enhance the AZSBDC professional development program by developing differentiated tracks of training, including counseling specialties, leadership development, training in Network practices, and other areas which the Committee believes are important to a constantly improving Network.

Action Plan #4 – Captain: Janice Washington. Set up a system for the identification and shared use among the Centers of best practices, including technology, counseling methodology, resources, software, quality assurance, and Center operations.

Action Plan #5 – Captain: Teri Williams as a member of a new Program and Services Committee. Identify opportunities for advanced, second stage specialty topic workshops and associated delivery modes, which will be offered throughout the Network. Such workshops should satisfy the needs of owners of existing businesses, who are interested in business growth and maturation, and/or moving to the next stage of business development.

Action Plan # 6 – Captain: Janice Washington as Chair (temporary or otherwise) of a new Program and Services Committee. Create a system to survey clients and non-clients for the purpose of identifying new client programs and service opportunities.

Action Plan #7 – Captain: Janice Washington as Chair of the Program and Services Committee. Develop a new series of programs and /or workshops to provide information regarding access to capital for all clients, but with special emphasis on green technology, government procurement, and other areas deemed critical by the Committee.

Action Plan #8 – Captain: Mark Engle as Chair of the Performance Standards Committee. Recommend key performance indicators that are appropriate for the performance measurement and successful achievement of each strategy and action plan.

Action Plan #9 – Captain: Randy Nelson as Chair of the Grants Committee (in recognition of its broader function, it was suggested that the committee name be changed to “Resource Sustainability and Development Committee”). Develop and execute strategy for Resource Sustainability and Development.

Action Plan #10 – Captain: Janice Washington. Develop and implement a comprehensive Stakeholder Satisfaction Strategy.

Action Plan #11 – Captain: Teri Williams as a member of the new Program and Services Committee. As part of the Economic Impact Strategy: create counseling programs in specialty areas (technology transfer, industry, business disciplines, etc.); identifying and supporting emerging technologies/industries with potential for economic impact.

Action Plan #12 – Responsibility: The State Office and All Center Directors. Commit to effective implementation of the Network Development, Cohesiveness and Delivery Strategy in its entirety.

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