

University of Louisiana at Lafayette

Detailed Assessment Report 2015-2016 Small Business Development Center (SBDC)

As of: 11/04/2016 12:07 PM CENTRAL

(Includes those Action Plans with Budget Amounts marked *One-Time, Recurring, No Request.*)

Mission / Purpose

Provide comprehensive, high -quality assistance to existing and potential small businesses, and to business entrepreneurs in Louisiana. The overall mission of the LSBDC program is supported as follows: foster the formation and growth of small businesses in order to expand and diversify the Louisiana economy, and to enhance the economic well-being of the citizens of Louisiana, assist with the implementation of the initiatives of the U.S. Small Business Administration and Louisiana Economic Development's master plan for economic development and the local university's economic development efforts, and provide client-verified economic impact data showing the significant value of Louisiana's Small Business Development Centers and network.

LSBDC Core Values encompass the following: delivery of the highest quality business and technology consultation, demonstration of increased value to Louisiana small businesses and the state economy, attention to small business job creation, increase of sales dollars, and growth of small business exporting, improvement of network personnel skills through professional development opportunities, promotion of the brand-image of America's SBDC and America's SBDC of Louisiana, control of client information with complete confidentiality, and demonstration of superior client support beginning with initial conversation and continuing through routine follow-up.

Other Outcomes/Objectives, with Any Associations and Related Measures, Targets, Findings, and Action Plans

O/O 1: Creation of jobs

Client companies of SBDC are tasked with job creation as measurements for federal and state funding.

Related Measures

M 1: Measures for outcome 1

Job creation by client companies of SBDC is verified by direct contacts with clients on a frequent basis, usually weekly or monthly, until typical project completion.

Assessment Timeline

Assessed by SBDC Director and compared to goals on a weekly basis with staff

Source of Evidence: Administrative measure - other

Target:

The 2015-16 goal for the job creation number is 58.

Finding (2015-2016) - Target: Met

The LSBDC at UL Lafayette has exceeded the job creation goal by 154% by achieving 89.5 jobs for this fiscal year.

Related Action Plans (by Established cycle, then alpha):**Closing the loop for outcome 1**

Job creation is verified by constant contact with LSBDC clients to determine if the services provided by the LSBDC have resulted in new jobs being created or if the services have resulted in the retention (or saving) of existing jobs. Other potential issues are also identified through this process of feedback directly from clients.

Established in Cycle: 2009-2010

Implementation Status: In-Progress

Priority: High

Relationships (Measure | Outcome/Objective):

Measure: Measures for outcome 1 | **Outcome/Objective:** Creation of jobs

Implementation Description: Continuing to gather feed-back and confirmation from clients on new job creation and existing job retention through follow-up interview process.

Responsible Person/Group: LSBDC Center Director and Center Consultants

Modified Job Creation Target

Due to the economic downturn and inexperienced staff, the job creation goal will be lowered for the next fiscal year, 2015-16.

Established in Cycle: 2014-2015

Implementation Status: Planned

Priority: High

Relationships (Measure | Outcome/Objective):

Measure: Measures for outcome 1 | **Outcome/Objective:** Creation of jobs

O/O 2: High customer satisfaction

Attain high satisfaction rates on customer service surveys.

Related Measures**M 2: Measures for outcome 2**

Survey every attendee following each training program as to relevance to client's perceived needs. Survey each consulting client following each initial meeting as to satisfaction. Survey each client who receives 5 or more hours of consulting in a year as to relevance of services and satisfaction. Reviewed and compared to goals set by yearly spot surveys on a weekly basis by SBDC Director and staff. Overall review on a yearly basis by LSBDC State HQ as part of an annual program audit.

Assessment Timeline

Assessed by SBDC Director and compared to goals on a weekly basis

with staff.

Source of Evidence: Administrative measure - other

Target:

The 2015-16 goal is to survey and obtain results with Good to Excellent satisfaction rates from clients.

Finding (2015-2016) - Target: Met

Based on the surveys returned, the satisfaction rate is approximately 90-95% rating.

Related Action Plans (by Established cycle, then alpha):

Closing the loop for outcome 2

Customer service surveys are administered at several stages of the relationship with clients. One is to determine the client's perceived service needs following the intake seminar (business basics). The result is a review and update of the LSBDC core competencies to make sure the Center is prepared to provide the requested services. Another survey is the master customer service survey administered to clients who have spent significant time with LSBDC consultants over the course of a typical year. The survey results are tabulated and an action matrix built by LSBDC HQ from the results. Review of the document at the Center provides direction for needed changes in customer service practices.

Established in Cycle: 2009-2010

Implementation Status: In-Progress

Priority: High

Relationships (Measure | Outcome/Objective):

Measure: Measures for outcome 2 | **Outcome/Objective:**
High customer satisfaction

Implementation Description: It is expected that the several survey instruments for the 2009-10 calendar year will be tabulated LSBDC State HQ and reviewed by the LSBDC at UL Lafayette Center Director by 8-31-11.

Projected Completion Date: 08/2011

Responsible Person/Group: LSBDC Center Director

O/O 3: Number of training program attendees

The LSBDC at UL Lafayette will provide educational programs for new and existing business owners in the community.

Related Measures

M 3: Measures for outcome 3

The SBDC Business Training Program attendees are verified by attendance records of each event and compared to yearly goals set by program funders. The goal is reviewed on a monthly basis by SBDC Director and staff.

Source of Evidence: Administrative measure - other

Target:

The 2015-16 goal for training attendees was to have 750 training attendees.

Finding (2015-2016) - Target: Partially Met

The finding for this goal is 413 attendees throughout this fiscal year.

Related Action Plans (by Established cycle, then alpha):

Closing the loop for outcome 3

By utilizing the feedback provided by training program exit surveys (as supported by the high level of attendees), the LSBDC is able to determine if the training programs offered are providing the topics and content relevant to the needs of the customer base. In addition, the success of the marketing efforts of those programs is reflected in the high attendance levels achieved, indicating that those efforts are effective in attracting customers to programs they are actually seeking.

Established in Cycle: 2009-2010

Implementation Status: Planned

Priority: High

Relationships (Measure | Outcome/Objective):

Measure: Measures for outcome 3 | **Outcome/Objective:**
Number of training program attendees

Increasing Training Attendees

The LSBDC Center at UL Lafayette no longer has the funding for a dedicated training coordinator. The staff will strategically plan training activities to improve this goal and will partner with out resource organizations that can share in offering training in the community.

Established in Cycle: 2015-2016

Implementation Status: Planned

Priority: High

Relationships (Measure | Outcome/Objective):

Measure: Measures for outcome 3 | **Outcome/Objective:**
Number of training program attendees

Projected Completion Date: 09/2017

O/O 4: Starting of new companies

The LSBDC at UL Lafayette will track the number of new companies created in the current fiscal year.

Related Measures

M 4: Measures for outcome 4

New Companies started by SBDC clients are verified by direct contact with clients and reviewed on a monthly basis by SBDC Director and staff. Verification can be in the form of an impact statement or in writing by the client.

Source of Evidence: Administrative measure - other

Target:

The 2015-16 goal for new companies to be created is 16.

Finding (2015-2016) - Target: Met

The LSBDC at UL Lafayette created 18 new companies which exceeded the goal by 112%.

Related Action Plans (by Established cycle, then alpha):**Closing the loop for outcome 4**

As part of the continuous improvement process at the LSBDC, clients who have impact such as job creation or retention are interviewed in depth to discuss how the LSBDC facilitated the impact and what could be done to further improve the level and quality of LSBDC service delivery. In addition, the impact creation and customer service performance information is entered into a trend analysis model to use by LSBDC management for employee review and improvement.

Established in Cycle: 2009-2010

Implementation Status: Planned

Priority: High

Relationships (Measure | Outcome/Objective):

Measure: Measures for outcome 4 | **Outcome/Objective:**
Starting of new companies

O/O 5: Assisting of clients through consulting

The LSBDC at UL Lafayette will provide counseling services to new and existing businesses in the eight parish region of Acadiana.

Related Measures**M 5: Measures for outcome 5**

The number of clients assisted through Business Consulting is verified by direct contact with clients and reviewed on a monthly basis by SBDC Director and staff. There is an additional measurement for long-term business consulting.

Source of Evidence: Administrative measure - other

Target:

The 2015-16 goal is to assist 312 clients and 68 long-term clients (made up of five or more hours of consulting).

Finding (2015-2016) - Target: Met

The LSBDC at UL Lafayette counseled 521 clients which exceeded the goal by 167%. Long-term counseling was 151 clients which exceeded the goal by 220%.

Related Action Plans (by Established cycle, then alpha):**Closing the loop for outcome 5**

Research has shown that clients whose projects require long-term consulting services of more than 5 hours plus additional research time on the part of the consultant usually create significant economic impact and increase the chances of their success in business. Constant feedback from these

clients as to their progress and needs identify additional areas to be addressed in order to facilitate the successful creation of new business enterprises and expansion of existing businesses. Recording and review of this progress on a weekly basis by the Center Director aids in management of the client load to ensure timely follow-up and project completion.

Established in Cycle: 2009-2010

Implementation Status: Planned

Priority: High

Relationships (Measure | Outcome/Objective):

Measure: Measures for outcome 5 | **Outcome/Objective:**
Assisting of clients through consulting

O/O 6: Capital Infusion

The highest ranking metric from the U.S. Small Business Administration and Louisiana Economic Development is capital infusion in the form of loans, owners' equity or investment, or any outside capital. The Small Business Development Center accomplishes this objective by improving the access to capital for small business owners. This is accomplished by providing access to research and the development of loan packages for clients, focus on meeting/educating lenders about the LSBDC network to improve referrals, and assist clients in understanding credit requirements and lender expectations, and addressing weaknesses.

Related Measures

M 6: Capital Infusion

Capital Infusion is the primary metric that is expected from the funders, U.S. Small Business Administration and Louisiana Economic Development. Capital infusion is a culmination of bank loans, owners' equity, and any other form of monetary investment.

Source of Evidence: Administrative measure - other

Target:

The capital infusion goal is \$5,200,000 for 2015-16 fiscal year.

Finding (2015-2016) - Target: Met

The LSBDC at UL Lafayette achieved \$8,678,358 in capital infusion which is 167% of the goal.

Analysis Questions and Analysis Answers

How were assessment results shared and evaluated within the unit?

The assessment results are calculated through our online database that collects all of the metrics reported by staff of the LSBDC network. The results are shared electronically and compared against the benchmark goals that are aligned with the funding that is received at the beginning of each fiscal year. The results are evaluated quarterly and specific action plans are put in place for continuous improvement.

Identify which action plans [created in prior cycle(s)] were implemented in this current cycle. For each of these implemented plans, were there any measurable or perceivable effects? How, if at all, did the findings appear to be affected by the implemented action plan?

The action plans that were put in place for fiscal year 2015-2016 include the following:

1) Increase the number of potential impact clients.

This was accomplished by aligning services to unique markets and market segmentation

and the focus was placed on higher impact clients.

The measurable effects reflected in our overall metrics as a network and capital infusion surpassed the goal by 145% for a total of \$74,400,675.

2) Increase the number of small business 8a certifications.

This was accomplished through more work with our state U.S. Small Business Administration District Office for Louisiana in helping to assess the needs of 8a firms, provide assistance in all areas, and work with PTAC on training and services.

There are no calculated metrics for this goal but we did increase the number of training activities for 8a certification and work closely with the PTAC office in making referrals for government contracting.

3) Increase the export readiness and activity of Louisiana's small businesses.

This was a focus by providing more training for personnel in this area and working closely with the U.S. Department of Commerce and Lafayette International Center.

There is no tangible metric but the center is better prepared to assist a client interested in exporting and can make referrals for increasing this activity.

4) Become ASBDC (America's Small Business Development Center) Accredited and continuously improve

The network was engaged in preparing for state-wide accreditation with growth and improvement work plans.

This goal is measurable by the successful outcome of being Accredited through 2020.

What has the unit learned from the current assessment cycle? What is working well, and what is working less well in achieving desired outcomes?

As a unit, we have learned the importance of strategic planning and the implementation in daily workflow. It is necessary to align consulting and training efforts back to the goals and strategic plan and analyze work performance, outcomes and trends in order to drive quality performance and continuous improvement.