1. Service Unit Outcomes Assessment Results

A) The Los Angeles Regional Small Business Development Center (SBDC) Network and Lead Center, operated by Long Beach Community College District, under a cooperative agreement with the U.S. Small Business Administration (SBA), serves the a three-county region – Los Angeles, Ventura and Santa Barbara. The Lead Center, located at the O Building at the LAC Campus, serves as the central hub. There are a total of six full-service SBDCs in the Los Angeles Network. They are as follows: College of the Canyons SBDC, Pacific Coast Regional SBDC (Koreatown, Los Angeles), Santa Monica College SBDC, El Camino College SBDC, Economic Development Collaborative Ventura County SBDC, and Long Beach City College SBDC. We also have a Specialty SBDC based within the Cal State University Los Angeles School of Engineering and, as a core part of our LBCC SBDC, we house a thriving international trade program.

The SBDC provides no-cost advising and low-cost training to those wishing to start a business, or who are already in business. Businesses served by the SBDC must meet the SBA’s published definitions and criteria. The network contracts with professionals as business advisors to provide consulting in the following areas – marketing, accounting, finance, web design, social media and government contracting, among many others. Economic development is a core pillar of Long Beach City College and the Office of Economic and Resource Development. As a key economic development arm of the college, the SBDC serves to drive the local economy and to create jobs for the community which provides employment and internship opportunities for our alumni and students.

In 2011, the Los Angeles Regional SBDC Network exceeded ALL of its annual metrics. In addition, the LBCC SBDC was the highest performing center in the Network. The year 2011 marked the first time ever that the Network met all of its goals, since its launch in 2006. It is also the first time that the LBCC Service Center finished as the top performing Service Center in the Network. The LBCC Service was historically the poorest performing Center. Under the leadership of new Director Mike Daniel – the Center has flourished.

Moving forward, the Network seeks to sharply increase the number of businesses that it helps to access new capital and to deploy services to the San Gabriel Valley. In addition, the Network is looking to secure additional cash match partners to diversify and strengthen its funding platform.

B) Attached please find Performance Reports from 2009-2011. Data from Performance Reports is collected during each client session and entered into WebCATS, which is the SBDC’s data collection system. This data is regularly collected as part of program compliance as well as efficiency and effectiveness.
2. Situational Analysis

A. External Conditions

The Lead Center at LBCCD functions as a central headquarters for the SBDC Network providing leadership, program management, operational and marketing oversight for the entire network. The District as the prime contractor for the SBDC program, subcontracts with higher education institutions, economic development agencies and others to provide regional services across the three-county area. Accordingly, the Lead Center deals with a number of leadership, program management and policy issues due to the various reporting requirements, schedules, fiscal challenges and hiring policies of our partner institutions. The Lead Center provides a policy and procedures manual for the Network to minimize issues. The Lead Center also provides training to service center personnel about program policies and procedures.

The Los Angeles District Office of the U.S. Small Business Administration, a key regional partner for the Network, has experienced significant staff turnover in recent years. Since October 2010, the LA District Office has had four different District Directors, three of which were interim directors. It has been challenging to adopt a clear strategic path for the Network during past years with the lack of a permanent District Director. In 2011, a permanent District Director, Victor Parker, was hired. Mr. Parker has made it clear one of his main priorities is to improve relationships with banks which will hopefully provide SBDC clients with increased opportunities for access to capital.

Another external condition affecting the Network includes the State of California budget situation, which creates a challenge for the program to raise the necessary cash match required to operate the program. The program is designed to leverage local, state, and private funding to maximize the federal dollars provided to operate and deliver programs and services.

B. Internal Conditions

The Lead Center has seen a high turnover in staff since 2009. The changes in personnel was challenging for both Lead Center staff and for the service centers as they managed with the various transitions. The complex hiring process of the College also contributed to the strain of addressing personnel changes. The Lead Center is working closely with the LBCC HR office to streamline processes. The staffing situation has largely been addressed by December or 2011, with all but one key position filled for the lead center.

In addition, due to the high volume of invoicing, partnerships and contracts related to the SBDC program, the Lead Center experiences a number of unique situations and challenges when working with vendors and establishing new partnerships, all of which add complexity to the relationship between the Lead Center and LBCC Fiscal and Contracts departments. There are also challenges of working with the
college’s 4-10 (4 days a week, 10 hours per day) summer schedule which the Lead Center does not observe, having been granted an exemption by the Administration.

Due to the outward nature of the SBDC programs and services, i.e. focused on serving businesses in the community, the SBDC program and its purpose, functions and benefits to the college is often not well-understood or even known within the campus community. This is a challenge that ERD is well aware of and is working on addressing in various manners.

C. Collaboration

External collaboration is a key element of Lead Center’s strategic growth. Collaboration between the Lead Center, LBCC, SBA, outside organizations and businesses, colleges, universities, municipalities, cities, local and state governments, chambers of commerce and non-profits are all a vital part of our organic growth and a key to our Network’s continuing success. Internal collaborations at the College have been an area of improvement and it is a goal for the Lead Center to play a stronger role in success of LBCC students and alumni through support of mission-fit programs at the College.

A significant area of internal collaboration is that with the 10,000 Small Businesses (10KSB) program at LBCC. The SBDC has been working with the 10KSB team, since the program launched in June 2010, to do outreach and recruitment, marketing the program, as well as in providing significant business support services (advising) to the 10KSB participants during, and after their participation in the program. The collaboration has created synergies internally, and raised the level of advising and clients that the SBDC serves, resulting in increased economic impact and results.

An area of collaboration that the SBDC has been working on for the past three years is outreach for the Young Entrepreneurs Project offered by the SBDC. The Young Entrepreneurs Project (YEP) is a program that is designed to teach students ages 14-27 all about entrepreneurship and the potential of a small business ownership career path. YEP is an interactive teaching model that is designed to teach students about all aspects of small business ownership. Students will learn concepts such as, business planning, financial projections, marketing, social media, legal formations, accounting, web design/seo and international trade. Each class is taught by current business owners and Q & A sessions allow the students to find out more about each business industry and what it takes to create a sustainable business/career. The SBDC has been offering YEP for the past three years with high enrollment from CSULB students, and have not been successful in having more LBCC students participate.
D. Communication

As mentioned in the Internal Conditions section, a challenge is find a way to improve the connection of the SBDC to the LBCC campus community. A key tactic is by sharing more information about our programs and communicating our value to the departments in the College. There are likely many opportunities for collaboration not being addressed simply due to lack of awareness. The Lead Center is committed to be a valued part of the LBCC team and supporting the Promise Pathway initiative.

3. Primary Functions/Primary Purpose/Department Mission

A. There are no primary changes to the L.A. Regional SBDC Lead Center focus. The SBDC mission is driven by the funders and partners, primarily SBA. The program fulfills the objectives and goals of the President and Board of Trustees, by the nature of the program outcomes, and will continue to do so.

B. A focus on opportunities for the SBDC program to support and benefit LBCC students, as well as the promise pathways has become central in support of student learning in the next three years.

C. The Network plans to continue the reputation it has built for LBCC nationally, which has attracted highly visible opportunities at the national level for the college, such as the Goldman Sachs 10,000 Small Businesses program, and one of eleven colleges nationally to be selected to participate in the AACC Virtual Incubation Network funded by the Charles S. Mott Foundation.

4. Goal Progress

A. The Network surpassed all of its goals and milestones in 2011. (Please see Performance Report attached). Much of this success was due to all the substantial effort put in by previous leadership to establish clear and effective processes, standards and procedures for the Network. The SBA has increased the Network’s goals for 2012 (Please find 2012 Goals attached) and is asking for $75 million in capital infusion. This will be a challenging goal due to the current lending climate and local and national economic challenges. The goals for business starts and jobs created have also increased and will be a challenge to accomplish due to current economic conditions, and funding availability. In the past few years, the Network has struggled to meet its goals, primarily due to the fact that the Network was in implementation mode in the first 3 years to ramp up and establish its service centers, followed by establishing compliance and processes to stabilize operations in year 4 & 5. The Network now has a permanent Regional Director in place, Jesse Torres, the Lead Center is fully staffed with the exception of plans to be filling the Associate Director and a Systems Specialist positions shortly.

The SBA has placed an emphasis on geographic coverage expansion. The Network has overseen the addition of two centers over the past year and a half – the EDC-VC SBDC and Cal-State Los Angeles
Specialty Center. However, despite various efforts having been made - the Network has not had success in identifying a new partner to serve the San Gabriel Valley, since the departure of Mt. San Antonio College, which operated a service center that served that area, one of the largest regions in county. This challenge lies in the ability for institutions in the San Gabriel Valley in raising the necessary cash match required to host and operate a SBDC Service Center. A potential solution is the implementation of two or three satellite Centers throughout the San Gabriel Valley, and the addition of a roving team of advisors to service the entire Valley. Current, there is one active advisor assigned to the SG Valley, Todor Trenkov.

The Network, in collaboration with the other six regional networks in California, is working to secure state matching funds for the program. Locally, the Network will focus on increasing its efforts in fundraising and securing new, long term financial partners. Network leadership has engaged in preliminary meetings with corporations and organizations to discuss partnership opportunities.

Another goal for 2012 will be securing accreditation for the Network. Every four years, the LA Network is reviewed for accreditation by the Association for Small Business Development Centers and must meet rigid standards for compliance. The L.A. Regional SBDC Network will be reviewed by the ASBDC accreditation team in August 2012.

B. The adequacy of resources at the College to achieve goals has been satisfactory.

C. The Network has achieved growth over the past three years due in large part to the support of the District, in terms of office space in bldg. O2, fiscal, purchasing, contracts, human resources, technology and other assistance covered under the indirect cost collected by the District from the grant. As part of the LBCC, the SBDC enhances the reputation of the college in the greater Los Angeles area, and support from the institutional affords the SBDC the opportunity to focus on the quality of services and implementation of its programs to serve the small business community, a key sector that is creating jobs to lead the country out of the lastest recession.


Vision and Direction of Department/Area

A. The L.A. SBDC Network Lead Center will play an integral role in the economic growth of all of Los Angeles, Ventura and Santa Barbara Counties. The Network as a whole will see expansion not only in geographic coverage but within target industries and economic growth areas such as technology and international trade. As part of a statewide movement, the Network is also building capacity to secure a special “T” Designation which will provide added ability to help clients in the technology industry. The “T” Designation also affords increased opportunities for grants and capital. This is expected to help advance the direction of the Network and lead to economic growth in the three-county region. The L.A.
Regional SBDC will continue to meet and exceed its SBA goals by securing new partners, enhancing collaboration across centers and diving deep into growth industries.

B. The Lead Center will support the Educational Master Plan by continuing to serve the local business community and providing opportunities for students and alumni to learn more about entrepreneurship and encouraging them to start or work for small businesses. Furthermore, by participating in core programs such as the Youth Entrepreneurship Program (YEP), students will be taught the finer points of business and entrepreneurism at no cost to them. There is a glaring need for this type of training as evidenced by the recent attendance of the first YEP spring 2012 class -- over 95 students attended. The Lead Center will support the goals of the Superintendent-President, Board of Trustees, and VP’s goals by ensuring that all SBDC successes and resources are shared with the college as appropriate, and attracting additional opportunities and funding to the college. Lead Center staff and LBCC Service Center will also continue to work with the Future Business Leaders Academy (FBLA) in Long Beach, which teaches invaluable business skills to LBUSD seniors and encourages college completion. Each student who completes the FBLA program, which is produced by LBCC SBDC, receives a $1000 scholarship. All FBLA classes take place at LBCC.

C. The depressed state of the economy continues to significantly impact the Network and its clients. Economic trends indicate a slow improvement to come in the next few years, and the Network will continue to provide much needed resources to small business owners and entrepreneurs in our region.

D. Streamlining processes and increasing communications with HR, Fiscal and Contracts will be vital to the operational efficiency and effectiveness of our Network. The Lead Center will continue to improve awareness and understanding of SBDC program and operations to advance efficiency and to develop a stronger connection to LBCC at large.

E. The Network will work strategically and deliberately to meet its goals and key metrics. Key challenges include, the state of the economy and its impact on small businesses, managing expectations of the SBA, and securing state matching funds to ensure continuing success for the program. In 2011, the CA SBDC was given $6 million in state matching funds for the first time in history. With the current state of the California budget, it is uncertain if such funding will be repeated.

**Part 3: Evidence of Staff Participation in Program Review**

1. The Lead Center staff participated in the program review process by attending a meeting on February 9\(^{th}\) with Eva Bagg. Staff also pulled performance reports and conducted WebCATS research.

2. Ted Hiatt, Special Projects Manager, and My Linh Perlas, Program Coordinator participated in this program review, in addition to Jesse Torres and Sheneui Weber.