

**Dixie State College:
St. George Regional Small Business Development Center
Strategic Plan 2012-2015
Dated: 12/16/11
“Leading Entrepreneurial Growth”**



Vision Statement:

We are respected as a critical cornerstone in the development of small businesses in Utah as a result of effective and sought-after services throughout the state.

Mission Statement:

To Strengthen Utah's economic fabric and quality of life by facilitating the success and prosperity of small business endeavors.

Strategic Objectives

1. Operate as a COLLABORATIVE Network with coordinated goals and execution. Adapt Center level tactics to the highest potential client types in their regions.
2. Identify HIGH POTENTIAL markets and clients and go after them.
3. Increase DEMAND for our services from high potential clients.
4. Increase RESPECT from stakeholders and partners.
5. Add value to HOST INSTITUTIONS.

6. Position Utah SBDC Network as a CORNERSTONE in Utah's economic development.
7. Increase CAPACITY to serve clients.

Center Details

The St. George Regional Center is located on the Dixie State College campus in association with the Dixie Business Alliance Business Resource Center and the Dixie State College Department of Business. The Center is located in a strategic setting in the middle of the educational and business communities of St. George, Utah.

The Center has a full-time SBDC Director, Lennart T. Erickson, who has been with the SBDC since 2008, after thirty plus years in various Fortune 500 companies; Over-seas ventures; Small Business ownership; and Corporate Executive positions. There is one other full-time employee Lanora Nielson and one part-time counselor Kelly Wilson in Kanab, Utah. The St. George region covers Washington and Kane Counties. Kelly Wilson is the main part-time counselor handling Kane County. The center shares 10 percent of Lanora's time with the Business Resource Center. Lennart Erickson also oversees the Business Resource Center which takes very little of his time and he teaches an entrepreneurial class each semester at Dixie State College which helps to boost the SBDC awareness in the community and the college's awareness of the capabilities of the SBDC.

Lanora Nielson is the new Support Specialist who has been with the SBDC for two months. Lanora has a BS degree from Dixie State College in Communication, where she graduated Magna Cum Laude. She is the glue that holds the organization together. She communicates, coordinates and schedules all SBDC activities, counseling and classes. Additionally, she will help to screen the clients to see if they should go to the SBDC counselors or to SCORE, PTAC, or USTAR. She is the budget coordinator and class facilitator.

Kelly Wilson is a part-time counselor who lives in Orderville up the road 25 miles from Kanab. He covers the Kane County area from his base in Orderville which is centrally located in Kane County. Mr. Wilson has a BA degree from BYU and an MBA from BYU. He is semi-retired and has over 40 years in the business world. Kelly has been an Independent Business Coach, Real Estate Developer, Entrepreneur, High Tech Executive and Mining and Milling Company Executive. He has just the background we need in Kane County to advice and counsel the current and future entrepreneurs of the area. Kelly is active with the BEAR program and the area Chambers of Commerce always looking for clients.

The SBDC Center is located in the BRC with the PTAC, USTAR/ SEED, SCORE, Washington County Economic Development, DXATC and Custom Fit. The synergy and mentoring between personnel is excellent and helps to round-out the services provided to our clients.

The SBDC Center continually looks to provide outreach to the communities in Washington and Kane Counties by developing classes that can be delivered at the BRC in St. George, at the SWATC location in Kanab, on the Dixie State College campus and at various other locations in the small communities of Southern Utah.

The SBDC Center in St. George has been the developer of the BizSmart program which is an online business class (see www.mybizsmart.com) that can build a business plan or provide entrepreneurial business training to start a business or develop a strategic plan to prepare for the future or turn around a business. It is a great program for the busy potential entrepreneur or the person who lives far from a continuing education center and the underserved populations who do not normally have access to such a high-powered class. It mirrors the basic Entrepreneurial class that Lennart Erickson teaches at Dixie State College. Currently, the SBDC Center is working with the other centers in the state to deliver BizSmart to more clients throughout the State of Utah.

It is critical that the SBDC continues to develop and nurture the relationships with the host, communities, educational institutions, financial institutions, businesses, state legislature, and local governments. In the strategies and actions set forth in this plan, each of the key cohorts will be addressed.

Strategic Objectives Center Action Items and Measurements

- 1. Strategy Objective: Operate as a COLLABORATIVE Network with coordinated goals and execution. Adapt Center level tactics to the highest potential client types in their regions.**

Historical Assessment: The Utah SBDC network includes 11 centers and four satellite centers with a great diversity of clientele, economic conditions, partners and stakeholders. While the Utah SBDC Network has maintained a strategic plan over the past eight years, the uniqueness and challenges of operating each center created an independent approach that failed to create coordinated goals and execution. This lack of coordinated goals and execution has created a situation where each center is well recognized within its territory, but the Statewide Network's brand image and reputation has suffered. ASBDC accreditation was denied in 2011 as a result of a 2009 accreditation review in which the lack of statewide alignment was identified.

Approach: In a two-day retreat in October 2011, it was identified that Center Directors would feel more actively involved in the Network strategic plan including objectives, goals, actions, and implementation if a Leadership Team were established. The Leadership Team will consist of eleven Center Directors and Lead Center personnel.

Deployment: The Lead Center Director undertook the assignment of creating a Statewide Strategic Plan based on objectives and markets identified by the Leadership Team during the October retreat. Each center in turn is charged with developing a Center level strategic plan, identifying the highest potential client types for that region and developing action items which identifies methods of achieving results under each objective.

St. George Small Business Development Center, Action Items, Strategic Objective 1

Action Item and Measurement	Target Date
<p><u>Action Item 1:</u> St. George Center Director will be an active part of the Leadership Team and will participate in: three Leadership Team meetings per year; the annual strategic planning retreat once a year; all ad hoc meetings as needed; certification committee meetings; and be active in blog postings on the Leadership Blog to provide thoughtful and relevant articles and writings.</p> <p>St. George Center Director will be an integral part of: evaluating the customer base demographics of each center; analyze products and services currently deployed or potentially to be deployed throughout the state-wide system; identify and assess best practices used throughout the state; analyze the analytics and dashboard items compiled through Center IC to determine maximum effectiveness and usefulness of those analytics; monitor Needs Assessment analysis and determine action plan to meet the current needs; study the state-wide and regions SWOT analysis in order to continue to improve the strategic goals and objectives.</p> <p>St. George Center Director will be more involved in the working activities of the Statewide Network and will work to improve communications both within the region and the state organizations. Also, the Center Director will work with existing programs such as BizSmart to improve the delivery of services throughout the state. The Center Director will be involved in the not only setting goals and objectives but in seeing that the entire state organization achieves those goals and objectives in conjunction with the Leadership Team.</p> <p>Measurement:</p> <ul style="list-style-type: none"> • Attendance at three Leadership Team Meetings per year • Attendance at strategic planning retreat once per year • Participation in all ad hoc meetings that are mandatory • Post Blog comments with pertinent articles and information • Participate on Certification Committee to improve and inspect state and regional compliance 	<p>Throughout 2012</p>
<p><u>Action Item 2:</u> The St. George Center Director will participate with the Leadership Team at the leadership meetings and ad hoc meetings to implement those services, products, consulting methods, best practices, and training opportunities that have been analyzed and evaluated in Action Item 1. This will depend on the determination of the needs analysis and the current business environment as well as how each region in the State can best benefit, utilize and implement those best practices being used by certain regions, other state's SBDC organizations, new and innovative national business trends and progressive educational ideas.</p> <p>As the business environment is constantly changing and it is hard for each individual Center Director to know everything and be aware of continually changing trends and client needs, it will be a great benefit to have the Leadership Team cull through the new and existing offerings in an attempt to create Statewide programs and best practices.</p> <p>The more the Utah SBDC programs can be disseminated throughout the State organization, the greater the impact, recognition and branding will be not only for each of the programs like BizSmart, 7 Habits, Start Smart and others but also the visibility of the SBDC Network will increase. It is understood that with both rural and</p>	

<p>urban areas there will be certain programs that will be more centered in one area or another. However, if the State can standardize its basic programs that apply to all regions, counseling, training and teaching results will improve.</p> <p>Measurement:</p> <ul style="list-style-type: none"> • Comprehensive marketing of BizSmart throughout the State. • Complete evaluation of ProfitCents and further implementation in Region • Evaluate DooBizz not only as a tool for use in the Entrepreneurship Class, but for use by my clients and for use by Zions Bank. They are currently evaluating it. 	<p>April, 2012 July 2012 September,2012</p>
<p><u>Action Item 3</u> The St. George Center Director will have the Center Strategic Plan completed and deployed so that it aligns with the State Network Plan. It will be a tool that contains long-term and short-term objectives and goals in harmony with the State Network Plan.</p> <p>Communicate and teach the Center and Statewide goals and objectives to the Center employees through staff meetings to insure that the objectives are carried out on a day-to-day basis to achieve expected Statewide and Center results.</p> <p>Maintain an atmosphere of collaboration not only with the Center staff but with the State organization to insure innovation and development of amazing ideas and programs that align with the State Strategic Plan.</p> <p>Measurement:</p> <ul style="list-style-type: none"> • Development of Center plan by December 23, 2012 • Implement Center action items and prepare follow-up throughout year • Update of strategic plan annually by January 1st of each new-year. 	<p>Dec 2011 Continually Dec 2012</p>
<p><u>Action Item 4</u> The St. George Center Director will be an active participant in the development and maintenance of the State Network wide Leadership Team Blog. The Director will be sure that the Center Staff understands how to access and use the Blog in order to allow them access to the current posting of strategic developments and disseminated information. It will also ensure that the staff and Director can collaborate on thoughts and ideas and participate in discussions and developments.</p> <p>Work with the Staff in training, discussions, meetings to insure that they understand and are implementing the goals and objectives of the strategic plan. Additionally, be sure that the staff understands the network metrics and how it impacts the Center and State.</p> <p>Communicate on a timely and continuous basis with the State organization Lead Center. Be sure that the State understands how the Region is implementing the Network objectives and how there are possible region anomalies that are unique to the region.</p> <p>Measurement:</p> <ul style="list-style-type: none"> • Annual Planning Staff Meeting • Monthly Staff Meeting to evaluate actions, achievements and goals and work on future projects to improve client satisfaction 	<p>January 2012 January, 2012</p>

2. Strategy objective: Identify HIGH POTENTIAL markets and clients and go after them.

Historical Assessment: As a public entity, we believe in serving all individuals who need our assistance. However, from a marketing point of view, we know that certain types of clients are more likely to create the types of impact that gain recognition and funding for our organization. It is vital that we are proactive in identifying these clients and marketing services designed for their needs.

Approach: During the October 2011 strategic planning retreat, the Leadership Team identified six high potential client markets:

Network Strategic Markets:

1. Start up with capacity
2. High technology startups and Gazelles
3. Economic Gardening Sweet Spot
4. Economically Distressed Businesses
5. Underserved Businesses
6. Exporting Businesses

These markets were identified based on known demand within the State as well as those types of individuals and entities which can create the most impact within a community. Impact within a community can vary a great deal from region to region depending on population and economic base.

Deployment: Each center is, in turn, to identify up to three of these markets and develop marketing and service delivery strategies to address these markets. The Ogden Center has chosen target clients that best align with the skill sets of the staff while avoiding duplication of services with closely located SBDC Centers and other resource providers.

St. George SBDC Thoughts on Identifying 3 Strategic Markets in Southern Utah

It is fairly easy for most SBDC offices to choose “Start up with Capacity” and “Economic Gardening Sweet Spot”; however, then it becomes more difficult. The mission of the new BizSmart class is to reach the Underserved Businesses of Utah. The St. George Center will continue to do this as one of its missions. That said, in Southern Utah unemployment is still high and the construction industry is still in disarray. Therefore, for the short-term it is imperative that the third concentration for the St. George Center must be “Economically Distressed Businesses”. Also, turning around businesses is what the Director has done for his career.

<ul style="list-style-type: none"> • Expand the awareness of the CEO Club which can be more directed toward the high impact markets including Economic Gardening. • Market the “Entrepreneurship Workshops” held at the SBDC and Dixie Business Alliance to the 1,400 Clients in our data base and to all Chamber Members, Corporate Alliance and Network members, and DSC students. • Complete the final schedule of implementation locations throughout the State for the new BizSmart program in order to increase market penetration. • Develop an implementation schedule in order to adopt the Advanced Internet classes online offered by the Ogden Center. • Continue to work with the State of Utah UCAP project to identify businesses in Southern Utah that need more attention and can potentially be added as tenant in the Business Incubator. 	<p>March 2012</p> <p>Continually 2012</p> <p>April 2012</p> <p>September 2012</p> <p>Continually 2012</p>
<p>Deliver Products to the Target “Economic Gardening” Market</p>	
<ul style="list-style-type: none"> • Engage in marketing and prospecting efforts through the Chambers of Commerce conducted quarterly through articles in the Chamber newsletters and power point presentations at the meetings to disseminate classes, trainings and consulting opportunities for our target market. 	<p>Continually 2012</p>
<ul style="list-style-type: none"> • Conduct one-on-one briefings with local legislators to get their help in identifying potential target businesses, as these individuals are well connected local business people who know and understand the pulse of the business community. 	<p>Continually 2012</p>
<ul style="list-style-type: none"> • Promote and train the local lenders, annually, as to what services and products are available from the SBDC office. Also, better prepare the lenders on who are target clients. 	<p>Continually 2012</p>
<ul style="list-style-type: none"> • Work with the Economic Development Director in Kanab and the SBDC part time counselor to be sure that the BEAR project interviews are underway and at least 100 businesses are contacted in 2012. 	<p>First Quarter 2012</p>
<ul style="list-style-type: none"> • Promote and deliver the “Business Checkup” in the Entrepreneurship class at Dixie State College in the spring and summer semesters of 2012. Contact through Emails and personal invitations all potential target businesses in St. George and Kanab to identify 5 target businesses in each semester for the students and the Professor to conduct SWOT analysis and additional financial and marketing analysis, depending on the client’s needs which in most cases will include strategic planning. 	<p>Jan. & Jun. 2012</p>
<ul style="list-style-type: none"> • Coordinate with Craig Isom the Southern Utah University MBA program Capstone class delivery in the St. George area to identify several target clients that can be analyzed by the MBA class to identify the SWOT and complete a strategy plan for the client. 	<p>September 2012</p>
<ul style="list-style-type: none"> • Expand and deliver the CEO Club to at least 10 entrepreneurs during the year. Identify at least 5 entrepreneurs from the Economic Gardening area. This program is a 10 week leadership program for senior executives. 	<p>March 2012</p>
<ul style="list-style-type: none"> • Engage contacts in Corporate Alliance, Leadership Dixie, and local networking groups to identify their needs and deliver custom training programs throughout the year. 	<p>Continually 2012</p>
<ul style="list-style-type: none"> • Deliver the “Entrepreneurship Workshops” in St. George and Kanab at least quarterly to include such topics as: Cash is King; Guerrilla Marketing; Customer Service; Intellectual Properties; Social Media; and Strategic Planning. 	<p>Quarterly 2012</p>

<ul style="list-style-type: none"> • Deliver training sessions throughout the state so that all 11 Centers are thoroughly able to mentor clients in BizSmart. Increase the number of students through the “Entrepreneurship Excellence Initiative Grant” scholarship. Increase the visibility of BizSmart through marketing. Conduct at least 8 classes in 2012. • Implement a marketing program for the Advanced Internet classes after better understanding the program and the material. Deliver to at least 3 Economic Growth clients. • Continually research and review the material being delivered to assess its effectiveness. • Deliver and teach 7 Habits for Small Businesses to at least one half of the BizSmart graduates through reduced rates offset by scholarships for the “Entrepreneurship Excellence Initiative Grant”. • Implement the final recommendations of the UCAP project for Southern Utah. Add Clients to the Business Incubator and increase the size of the incubator in order to help more businesses. 	<p>April 2012</p> <p>September 2012</p> <p>Continually 2012</p> <p>August 2012</p> <p>August 2012</p>
<p>Startups with Capacity</p> <p>Members of this segment are primarily individuals who are: 1) interested in starting and business; 2) in the process of starting a business; or 3) have recently started a business.</p> <p>One of the main clients of the St. George SBDC Center is startups. It is the desire of this Center to provide service and products to all Startups. The Center provides the training, counseling, and mentoring to all startups. In addition, the ability of the Center to provide outbound resource referrals is a major effort to be sure the startups are not dropped in the cracks and not served.</p> <p>The currents goals are to identify the target of “startups with capacity”. These businesses can be developed into long term clients. These are the businesses with real growth potential. They can utilize many of the products offered by the Center and other services offered throughout the state. Additionally, these are exactly the type of clients for the Business Incubator. These clients can grow and learn from the mentorship of the Dixie Business Alliance staff.</p> <p>It is the charge of the Center to be able to identify the startups that potentially have capacity. In the beginning, it may be difficult to determine. That is why there is a filtering process to determine on which path the business should be placed. Obviously, as the business receives serves the path will probably be adjusted. It is important to be sure that there is a system set up to deliver the needed services to all startups.</p>	

<p>Additional Improvement Awareness Actions</p> <ul style="list-style-type: none"> • Provide adequate marketing to drive new businesses to the available websites including: www.dixiebusinessalliance.com ; www.mybizsmart.com ; www.utahsbdc.org ; www.sba.gov ; www.score.gov ; These site will or should lead the new business startup to be able to seek serves provided by the Center. • Invite all the pre-startup clients to complete the Start Smart orientation or the new SCORE product "Simple Steps for Starting Your Business". • Work to get the Vocational Rehabilitation and Workforce Services to know and understand the Services and Products available at the SBDC Center and the Dixie Business Alliance. • Market to students and Dixie State College and Dixie Applied Technology College who are interested in starting a business. • Build awareness in the business community of what services are offered and more importantly, survey the public to see which seminars, classes and training products are desired by the business public. • Develop the contacts throughout the State who serve the underserved businesses and entrepreneurs. It is the mission of BizSmart to provide services to the economically disadvantaged, the women and minorities. 	<p>April 2012</p> <p>Continually 2012 Mar 2012</p> <p>Jan., Jun. Sep. 2012</p> <p>Continually 2012</p> <p>Continually 2012</p>
<p>Deliver products to the Target "Startups with Capacity" Market</p> <ul style="list-style-type: none"> • Provide extensive marketing throughout the State regarding the www.mybizsmart.com website and what it offers. Drive the pre-startup and newly started businesses to take the BizSmart class which is a 10 week class similar to a college entrepreneurship class without all the non-necessary information. • Combine with the local SCORE chapter to advertise to the Chambers of Commerce, networks, businesses and colleges to get the Startups to find and then take the new "Simple Steps for Starting Your Business" or the Start Smart class. After that the clients will be evaluated and then directed to the SBDC or SCORE. • Utilize the Business Plan Contest in Southern Utah that is in conjunction with State programs to attract real entrepreneurs who want to start a business. The programs are: Opportunity Quest which is tied to the University of Utah and Concept to Company that is a part of the State Venture Capital program. The contestants create a Business Plan and submit it. Many of the winners have started businesses. • Advertise the services of the SBDC at the Economic Summit called "What's Up Down South" in January by hosting a breakout session. • Present at least annually to the Vocational Rehabilitation and Workforce services to be sure that they have materials and an understanding on how the SBDC Center can help train, consult, and mentor the individuals who come through their organizations and would have an interest in starting a business. • Continue to get the word out verbally to the students at Dixie State College and Dixie Applied Technology College about the classes, 	<p>Mar 2012</p> <p>Jan 2012</p> <p>Jan, Sep 2012</p> <p>Jan 2012</p> <p>May 2012</p> <p>Jan. Jun Sep 2012</p>

<p>training, counseling and mentoring available at the SBDC Center. This will be accomplished through speaking at functions at the college, teaching entrepreneurial classes and mentoring students through the Entrepreneurial Challenge.</p> <ul style="list-style-type: none"> • Develop improved filtering and online self-testing and analysis and self-help products to get the Startup initial information to determine which direction to pursue. • Develop and deliver basic startup help such as the Accounting Incubator which is students from Dixie State College who help startup and new businesses with their accounting and tax problems. Also, introductory Quickbooks, Credit Management will be offered in 2012 and in to future, September, 2012, the Introductory Internet course will be offered. • Provide training to the Pete Suazo Center clients, Women’s Resource Center, and the Piute and Navajo Tribes. • Develop added spaces in the Business Incubator at Dixie Business Alliance to increase the mentoring and advancement of startup businesses. 	<p>Jun 2012</p> <p>Jun & Sep 2012</p> <p>April 2012</p> <p>Continually 2012</p>
<p>Economically Distressed Businesses</p> <p>This segment includes small businesses that are already in business, but struggling because of poor economic conditions. These conditions may be a result of macro-economic conditions or they may be conditions specific to a region.</p> <p>The St. George and Kanab Regions have been hit harder than the rest of the State of Utah due to the downturn in real estate and the related construction jobs. When the housing bubble burst the trickle-down was immense. Many businesses have closed their doors and others are hanging on. It is important that the SBDC Center is able to get to those businesses that are hanging on and have a possibility of turning the business around before it is too late. In order to accomplish this goal, the St. George SBDC must get the word out to those businesses and then be able to provide services that will actually help those businesses. The marketing effort must be specific and directed to the businesses that are affected. In addition some of the services need to be more detailed and directed in order to find the problem and correct it.</p> <p>Additional Improvement Awareness Actions</p> <ul style="list-style-type: none"> • Provide detailed information to the Southern Utah Homebuilders Association and the Board of Realtors regarding the services available and present information to their Boards on various cash and turn-around topics. • Work with the Economic Development Directors of Washington and Kane Counties to let them know what services are available for struggling businesses. • Work with the lending institutions and even the SBA regarding properties and businesses that can use the turn-around services of the SBDC Center. • Continue to Email and present the facts to the local Chambers, organizations, networks, and businesses themselves that the SBDC 	<p>Feb 2012</p> <p>Jan & Jun 2012</p> <p>Continually 2012</p> <p>Continually 2012</p>

Center has well qualified turn-around experts in St. George and Kanab that are capable of providing real solid advice. That of course is dependent on whether or not the business is still salvageable.

Deliver Products to the Target “Distressed Business” Market

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| <ul style="list-style-type: none"> • Speak and present at the Southern Utah Homebuilders and the Real Estate Association meetings on subjects such as Thriving during Tough Times”, Cash is King” and “Guerrilla Marketing in Tough Times”. Also, present the programs, classes and courses that will help the construction community. | Start Feb 2012 |
| <ul style="list-style-type: none"> • Continue to present quarterly to the local Chambers of Commerce to be sure that the new businesses and the current members are aware of the services provided by the SBDC. | Quarterly 2012 |
| <ul style="list-style-type: none"> • Work individually with the Economic Development Directors when they receive calls from distressed businesses to be a part of the solution | Continually 2012 |
| <ul style="list-style-type: none"> • Market the product “Profit Cents” which is a good analytic tool to develop ratios and trends on the business through the lenders to determine problems and solutions. | Continually 2012 |
| <ul style="list-style-type: none"> • Promote the “Business Checkup” that is available through the Entrepreneurial class at Dixie State College, but can also be delivered by the Center Director and the Kanab Consultant who are both turn-around experts. | Jan, Jun, Sep 2012 |
| <ul style="list-style-type: none"> • Market the BizSmart Class to all business areas to help provide assistance to businesses that are looking for Strategic Planning help. | Continually 2012 |
| <ul style="list-style-type: none"> • Market the Accounting Incubator at Dixie State College to provide immediate help to distressed businesses. Once they have been served they will be referred back to the SBDC Center. | Continually 2012 |
| <ul style="list-style-type: none"> • Work with the lenders to be sure they are continually aware of the turn-around services available at the SBDC. Make sure they have the brochures and handouts that are available. Follow-up annually. | Annually 2012 |

3. Strategy objective: Increase DEMAND for our services from high potential clients.

Historical Assessment: It is common to hear business owner’s state that they are not familiar with the services of the Small Business Development Center. According to our client database, clients are referred commonly by lenders, Chambers, SBA and the Internet. Many times there is a misperception concerning the services available through the SBDC, such as there may be a belief that we only help Mom & Pop level business, only help start-up or only help prepare business plans for individuals to seek financing.

Approach: In order to increase demand from high potential clients, we must take a three-step approach, 1) assess and understand the needs of these clients and 2) establish a marketing plan that sells our services and establishes brand recognition and 3) provide services that meet the needs of our clients as trends and technology changes

Deployment: The Leadership Team shares knowledge about high potential client needs and discusses best practices in meeting them as well as identifying gaps. This leads to a Network wide understanding of services and how well these services are working for each target market segment. Both the Lead Center and all regional Centers will participate in deploying these actions.

St. George Small Business Development Center Action Items, Strategic Objective 3

Action Item	Target Date
<p>Assess and understand the needs of our clients.</p> <p>It is necessary to move forward to better understand the current, ever changing, needs of our clients and our prospective clients. As a part of this process, it is important to understand the needs of TARGET clients, if it is found that in the past those needs have not been met. In other words, since each State region is now more narrowly defining three potential groups of Target clients, it is important to understand if we have been really providing the correct services to the real targets.</p> <p>Action Items:</p> <ul style="list-style-type: none"> • Develop consistent assessment and training evaluations after all classes and training. • Develop questionnaires to Email to all clients, chamber members, network members, lenders and college educators to determine the current needs and requirements of our clients. • Participate in area organizations, boards, leadership groups, and education cohorts to have a pulse on the communities in the region. • Communicate with area stakeholders including: the two colleges, the lenders, local businesses organizations, and local legislators to understand the changes that are taking place in order to be able to react to those changes to provide relevant services and products. 	<p>March 2012</p> <p>February 2012</p> <p>Continually 2012</p> <p>Continually 2012</p>

<ul style="list-style-type: none"> • Follow-up with clients directly prior to closing out an account. Contact them via the telephone or via a short survey to assess their current and future needs and whether or not the services provide were adequate. • Study national publications as well and state and local business publications in an attempt to be ahead of the client’s needs and the changing business atmosphere and climate. Always attempt to deliver the new technology and methods. 	<p>January 2012</p> <p>Continually 2012</p>
<p>Establish a Marketing Plan to Sell Services and Establish SBDC Brand Recognition.</p> <p>It is important for the State and for each region to truly be the organization that leads entrepreneurial growth. It is important to be the “go to” organization. This is an ever changing situation. As people leave the area, come to the area, retire, and change employment and even die, the faces of the important contact will change. Therefore it is necessary to develop and ongoing marketing program that will build the brand over and over.</p> <p>Action Items:</p> <ul style="list-style-type: none"> • In Southern Utah, it is more possible than in Salt Lake to get “free publicity” in the newspapers and on television and radio. The SBDC Director becomes the expert on many topics and is therefore quoted in articles. It is important to continue this free publicity by cultivating the relationships at the local news sources. • Develop in coordination with the State, marketing materials, and coordinated logos and colors that will brand us at any event. Be sure that have the banners, brochures, and name tags always front and center at any event at which the SBDC is present and contributing. • Refine the Dixie Business Alliance website and be sure the Biz Smart stays updated. • Work actively with the Dixie State College Business, IT, Visual Arts and Communications Departments to be sure of the visibility of the SBDC and its continued presence. • Participate in all Small Business activities with local and state legislators. • Develop and then distribute the quarterly and annual success stories. Continue to work with the local news outlets to publicize the winners. • Continue to me a major player in the annual Economic Summit called “What’s Up Down South” each January. It attracts over 1,000 business leaders from throughout the State. 	<p>Continually 2012</p> <p>First Quarter 2012</p> <p>March, 2012</p> <p>Continually 2012</p> <p>Continually 2012</p> <p>Quarterly 2012</p> <p>January 2012</p>

Provide Services that Meet the Needs of our Clients as Trends and Technology Changes

As we thoroughly assess the changing needs of our clients and future clients we must develop and refine the products and services that are being delivered at this time to make the changes necessary to meet future counseling, training and mentoring needs.

The State and Regions must utilize the current products and create new editions in line with current technology and business theories.

The SBDC's are the experts, but we must remain so by identifying new and existing products that will take our businesses and our clients to new levels of competitiveness.

Action Items:

- Expand the market penetration of BizSmart into a greater area of the State and into the underserved communities.
- Expand the BEAR project in Kane County to find the entrepreneurs and provide them requested services.
- Deliver Profit Cents to Economically Distressed and other businesses that need financial analysis.
- Deliver the "Business Checkup" through" Dixie State College and the Entrepreneurship Program at the College to at least 5 local businesses in St. George and Kanab to provide free consulting services.
- Continue to mentor the SUU MBA Projects each year to find several lucky businesses in St. George that can use the consulting and analytical services of the MBA s on their capstone project.
- Conduct 7Habits training in the Southern region with the graduates of the BizSmart program.
- Develop a synergy with the Medical Coding/Health Informatics program form Blanding. There are several Doctors in the area that are interested in the program.
- Implement the Internet Business class in Southern Utah in the fourth quarter of 2012.
- Deliver updated seminars to the local businesses and colleges on updated and relevant topics.
- Continue to work with the Dixie State College, Economic Development and SEED Dixie on the UCAP project to identify and develop the real business opportunities in Southern Utah.
- Continue to deliver in conjunction with Dixie State College, the Accounting Incubator that helps struggling businesses with accounting and taxes.
- Continue to be an active partner in the business incubator at the Dixie Business Alliance

July 2012

Mar. 2012
Sep 2012

Jan, Jun and
Sep 2012

Sep 2012

July 2012

Jan 2012

Oct 2012

Mar-Nov 2012

Continually 2012

Jan and Sep
2012

Continually 2012

4. Strategy objective: Increase RESPECT from stakeholders and partners.

Historical Assessment: During the past eight years, changes have occurred within the State that has changed the awareness and partnering relationships with the SBDC. While some of these changes have been positive for the SBDC, some have not. As with any business, if we are not moving forward, we are falling behind.

Approach: First, we need to meet or exceed all performance expectations both at the Network and Center levels and second, we need to make sure our key stakeholders are aware of our purpose and accomplishments.

Deployment: All Directors will understand and participate in the development of goals, definitions, operating procedures, and deadlines. The Lead Center will be responsible for reporting requirements, contract management and partner relations with each regional center backing up their efforts with reporting and operating compliance as well as local relationship management. The lead center will facilitate the performance of the regional centers through statewide actions.

St. George Small Business Development Center Action Items, Strategic Objective 4

Action Item	Target Date
<p>Achieve a High Level of Economic Impact and Reach Performance Goals</p> <p>The State SBDC's are important partners in creating economic growth in Utah. We believe we are one of the four cornerstones in small business development and growth. We provide services and products that help businesses to provide value-added jobs, increases revenues and profits. We create winners! In order to maximize our economic impact we must meet or exceed all performance expectations at the St. George SBDC Center.</p> <p>Action Items:</p> <ul style="list-style-type: none"> • Achieve a 25% response rate from clients on the annual national impact survey. • Meet or exceed all of the goals established by the SBA and the State annually so that as we receive the scorecards monthly the results will provide a positive impact with our local and regional stakeholders. Quarterly, we will formerly go over the report with our College stakeholder the Dean of the Business school. • Review all scoreboard results with the other counselor and Staff Support person on a monthly basis to sure that we work as a team with the State to improve performance in areas where it is needed and innovate in areas where improvement will move the Center to 	<p>Second Quarter 2012</p> <p>April 2012</p> <p>February 2012</p>

<p>the next level.</p> <ul style="list-style-type: none"> • Create strategic objectives to improve on weaknesses and maintain effectiveness on strengths and exploit opportunities <p>Action Item</p>	<p>Target Date</p>
<p>Communicate the Success of the St. George Center to the Significant Stakeholders</p> <p>Furthermore, after meeting or exceeded the performance expectations and requirements, we must make sure that key stakeholders and funding partners are aware of our accomplishments. It is imperative that the key Stakeholders are aware of how much more we can do as a network with a small amount of additional Federal Funding.</p> <p>Action items:</p> <ul style="list-style-type: none"> • Participant on the network newsletter through providing content and resources. • Remain active on local boards and committees. • Remain active in communicating with local and state elected officials. • Communicate results with local and regional stakeholders and partners. • Work with the local colleges so that they are aware of our successes and our products and services. • Submit great quarterly success stories and disseminate the good news to the press in all venues. Also, hand-deliver them to the local mayors and legislators in the region. • Develop at least on video of a success story client during 2012. More than likely produce one for every quarter. • Produce local banners for the Economic Summit in January 2012 as an official sponsor. • Participate in the annual Small Business Day at the legislature. • Display quarterly success stories in the Center office. Present the awards with a legislator or mayor present and with the local press coverage. 	<p>Feb 2012</p> <p>Continually 2012</p> <p>Continually 2012</p> <p>Quarterly 2012</p> <p>Quarterly 2012</p> <p>Quarterly 2012</p> <p>Feb 2012</p> <p>Jan 2012</p> <p>Jan 2012</p> <p>Quarterly 2012</p>

5) Strategy objective: Add value to HOST INSTITUTIONS.

Historical Assessment: Utah SBDC staff feels a strong patriotism to their host institutions, not only because that is the channel of employment and a source of funding for the Center, but because of the day-to-day interactions and program management support that is part of the relationship.

Approach: Center strategies, services and market segments will be aligned with host institution’s regional economic development efforts and interests.

Deployment: Both the Lead Center and each Regional Center will work to build strong relationships with hosts. The State Director will meet with all host administrators to explain strategic plan, legislative education plan and to understand the needs of the host. Center Directors will identify host needs and develop action items to address those needs.

St. George Small Business Development Center Action Items, Strategic Objective 5

Action Item	Target Date
<p>Align Center Strategies, Services, and Market Segments Dixie State College Regional Economic Development Efforts.</p> <p>Work with Dixie State College and the key partners in the Business Department but also in the related Departments such as IT, Communications, Visual Arts and Pre-engineering in order to partner with them on business development issues in the region. Also, work with them on business related projects and presentations delivered to the students and the business world.</p> <p>Continue to interact with Key College partners to enhance support for the SBDC Center across departments on campus and improve understanding of SBDC capabilities as part of the team.</p> <p>The St. George SBDC needs to continue to be known as a “go to” organization on the College Campus. With administrators, professors and students knowing and understanding the capabilities and services of the SBDC.</p> <p>Action Items:</p> <ul style="list-style-type: none"> • Review program goals and objectives with the College Dean of Business on a quarterly basis in the Staff meeting for the Business School. • Continue to be the leader in the Entrepreneurship program as an adjunct professor teaching both intermediate and advanced Entrepreneurship at Dixie State College. • Mentor the Opportunity Quest Business Plan contest at the College. This program is sponsored by the University of Utah but attracts from 10 to 20 participants annually with cash awards sponsored by Zions Bank. 	<p>Apr 2012</p> <p>Jan Jun and Sep 2012</p> <p>Sept 2012</p>

<ul style="list-style-type: none"> • Continue to co-sponsor the Accounting Incubator at the College which provides basic accounting and tax services for existing businesses. • Continue to sponsor “Business Checkup” through the advanced Entrepreneurship class. This is where the students and the professor select businesses in the community that want consulting services to work on everything from basic SWOT analysis to financial and marketing analysis. • Work with the SUU MBA students to help the Cedar City Host by mentoring at least one business in the St. George so that the St. George MBA students attending SUU can help a local St. George business and fulfill their Capstone requirement. • Work directly with USTAR and the IT Departments and SEED Dixie on the Business incubator housed at the Dixie Business Alliance and Dixie State College to see that we develop and mentor Entrepreneurs from beginning until they are able to stand on their own. • Work with the DECA and Accounting club on the College campus to teach the students about the SBDC and its services and products. • Continue work on the UCAP project with the College. 	<p style="text-align: center;">Jan 2012</p> <p style="text-align: center;">Jan Jun Sep 2012</p> <p style="text-align: center;">Sep 2012</p> <p style="text-align: center;">Continually 2012</p> <p style="text-align: center;">Jan 2012</p> <p style="text-align: center;">Jan 2012</p>
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6) Strategy: Position Utah SBDC Network as a CORNERSTONE in Utah’s economic development.

Historical Assessment: Utah has a broad variety of resources available to businesses. These services include, but are not restricted to UMEP, USTAR, PTAC, BRC’s, DWS, AOG’s and local economic development agencies. We respect that each of these services are a valuable resource to the business and that a client could and should take advantage of many of them. We want to be recognized as a critical cornerstone as a resource provider to the business owner or management. The Utah SBDC will be a key player in supporting the development and growth of a business in Utah.

Approach: Proactively cooperate with other economic development service providers. Leverage Network capabilities and market presence throughout the State to secure an enduring and key role for the Utah SBDC.

Deployment: Develop and enhance relationships with other service providers in order to educate each other about services available.

St. George Small Business Development Center Action Items, Strategic Objective 6

Action Item	Target Date
<p>Develop Relationships with Other Service Providers and Coordinate with them and Understand their Strategic Plans and how they can interplay with the SBDC.</p> <p>It is important that the St. George SBDC enhance its relationships not only with the other service providers that are located in the Dixie Business Alliance, but also those without a major presence in St. George such as UMEP. Also increase the alliance with the Five Counties of Government in St. George to improve the efficiency of the alignment of services and products of the organizations.</p> <p>Action Items:</p> <ul style="list-style-type: none"> • Join with the other business and economic development service providers to develop joint programs and services to enhance both providers. • Provide clients with referrals to appropriate service providers • Develop a closer relationship with SCORE to not duplicate but geometrically expand our services and products. • Continue the close relationship with the Seed Dixie organization and the Incubator housed at the Dixie Business Alliance and Dixie State College. • Maintain the relationship with USTAR to continue to jointly mentor and consult with clients that are a part of both spheres. • Continue cross-promotional programs and events with USTAR and SCORE. 	<p>March 2012</p> <p>Continually 2012 January 2012</p> <p>Continually 2012</p> <p>Continually 2012</p> <p>Continually 2012</p>

7) Strategy: Increase CAPACITY to serve clients.

Historical Assessment: With limited funding available to the program, it is imperative that in order to improve impact, we need to look to methods of increasing our capacity to serve clients.

Approach: Strategies 2-6 will have the impact of increasing demand for SBDC services, which will be met in several ways (1) focus the most resources on the highest potential clients, (2) select and deliver the most effective services, (3) increase counselor effectiveness and efficiency, (4) develop on-line self-serve services, and (5) secure additional funding to meet increasing demand.

Deployment: Development of tools, materials and processes across the Network will insure that each center optimizes capacity through utilization of assessments, evaluations, best practices, counselor certification, operating procedures, co- and cross-counseling between centers, and on-line delivery of services. Expansion of Legislative relationships will increase opportunity for additional State funding.

St. George Small Business Development Center Action Items, Strategic Objective 7

Action Item	Target Date
<p>Select and Deliver the most Effective Programs through the well-trained Counselors available to the Center in order to advance the ability to Increase Capacity to Clients.</p> <p>It is important that the St. George Center understands that we must: 1) increase the delivery capabilities of the Southern Utah Region in order to provide better services to a larger population, this will include increased capabilities to deliver BizSmart, Start Smart and Internet Business. We need to be able to at least double market penetration; 2) We must improve the skills and understanding of the Center employees so that we can become more efficient and enlightened on how to counsel clients; and 3) We must utilize all tools of assessment and evaluation to better understand the needs of our clients and the capabilities of our employees.</p> <p>Action Items:</p> <ul style="list-style-type: none"> • Increase training of Center Employees. Develop and detailed program in 2012 to improve the skills required in counseling and training clients. • Expand delivery of BizSmart throughout the State. • Work with SCORE to develop the online version of "Simple Steps for Starting Your Business" to either replace Start Smart or as an added value product to accompany Start Smart. 	<p>Jan 2012</p> <p>Apr 2012</p> <p>July 2012</p>

<ul style="list-style-type: none"> • Market the Internet Business class and the Turn-Around Strategy class online. • Enhance the certification requirements for the SBDC employees throughout the State that have completed the basic CBA requirements. • Follow-up to be sure the St. George Center employees are completing certification requirements as well as additionally training. • Utilize more completely the survey results from the monthly and annual surveys, in order to develop better client satisfaction to determine needs and programs that need to be disseminated to the clients. • Utilize the specialties of the other Center employees to broaden the delivery of products and services to clients. • Work with the State and Regional Centers to really develop the “best practices” for the Utah Centers. Then the practices must be implemented in the Southern Region. • Track the scoreboard results and present the results to the Stakeholders to help increase funding 	<p>Aug 2012</p> <p>Jan 2013</p> <p>Jan 2012</p> <p>Jan 2012</p> <p>Jan 2012</p> <p>Mar 2012</p> <p>Continually 2012</p>
<p>Secure Additional Funding through working with Stakeholders and expanding Program Income</p> <p>It is of paramount importance that the St. George Center works with the State Center and the other regions to secure additional funding from our stakeholders. In order to do that, we must prove our worth to all agencies and institutions involved with the SBDC’s.</p> <p>Additionally, each center must increase the local funding by improving their program income sources. St. George must increase program income by 100% within 2 years.</p> <p>Action Items:</p> <ul style="list-style-type: none"> • Continue to develop and expand the relationships with Dixie State College in order to improve the match funding and to secure cooperation and coordination with the College • Work with the legislators, both on a local basis and at the State level. • Participate in the Legislative Small Business Day. • Invite the local and State legislators to the quarterly and annual Success Story presentations. • Continue to meet and improve the knowledge of the legislators regarding the mission and programs of the SBDC’s. • Develop the BizSmart program to dramatically increase program income. • Conduct CEO Club with at least 10 senior managers to increase program income. • Conduct the Entrepreneurship series of programs that deliver different important business topics increase program income. 	<p>Continually 2012</p> <p>Jan forward 2012</p> <p>Jan 2012</p> <p>Jan 2012</p> <p>Jan forward 2012</p> <p>Continually 2012</p> <p>First quarter 2012</p> <p>Continually 2012</p>