

Cross Agency Priority Goal

Quarterly Progress Update

Job-Creating Investment

Goal Leaders:

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FY2015 Quarter 2

Overview

Goal Statement

- Improve federal investment tools and resources, while also increasing interagency coordination, to encourage foreign direct investment (FDI), spurring job growth.

Background and Challenges

- Competitor nations have mature, robust inward investment promotion programs at the national-level
- Misperceptions exist regarding the attractiveness of the U.S. as an investment destination
- No shared client relationship management system or IT tools that link inter-agency activities and client assistance efforts

Objectives

- Ensure federal agencies maintain a focus and allocate adequate resources towards increasing FDI into the U.S.
- Identify and take full advantage of investment leads, projects and opportunities in a timely manner
- Create a whole-of-government approach and moving towards a one-stop-shop approach to assisting investors

Progress Update (1)

Status Updates

- As of FY 2015 Q2, SelectUSA assisted 714 clients towards the annual target of 1,600, 45% of the annual target.
- In addition to facilitating responses for clients, 20 Interagency Investment Working Group (IIWG) member agencies mobilized to staff the U.S. Government Pavilion at the March 2015 SelectUSA Investment Summit. IIWG agency representatives answered questions and promoted services to investors and Economic Development Organizations (EDOs).
- SelectUSA completed the migration of its website onto a new platform, providing increased flexibility to highlight new resources for investors, and continues to enhance online communication in FY2015.
- ITA began to deploy a new Customer Relationship Management (CRM) system that will allow more efficient tracking of SelectUSA activities starting in FY 2015 Q3.
- SelectUSA leveraged 74 major events to promote the United States domestically and abroad.

Risks/Challenges

- Operational challenges related to the rapid growth and development of SelectUSA
- Evolving roles and responsibilities across International Trade Administration (ITA), Department of Commerce (DOC), and federal partner agencies

Key Upcoming Milestones in Progress Over the Next Six Months

- Establish an Investment Advisory Committee (IAC) comprised of investors and EDOs.
- Identify key U.S. strengths and benefits to develop a multi-channel marketing strategy that will leverage the IIWG and other private/public partners

Progress Update (2)

Major Accomplishments: FY 2015 Q2

- **2015 SelectUSA Investment Summit:**
 - Held in March with **over 2,600 participants**, including **1,129** representatives of firms and business organizations from **almost 70 markets**. Participants met with **927** representatives of state / local governments and U.S. EDOs from **50 states, two territories and the District of Columbia**.
 - The Summit had support from across the U.S. government. **51 U.S. Chiefs of Mission** welcomed and supported delegations and 20 agencies from the IIWG participated in the U.S. Government Pavilion.
 - More than **1,746** one-on-one meetings were scheduled online, and many more meetings were arranged in-person.
 - A post-Summit satisfaction survey revealed that overall satisfaction was **nearly 85%**.
- **SelectUSA Investment Academy:**
 - SelectUSA led the first-ever SelectUSA Investment Academy, a half-day event where approximately 400 company and EDO representatives were able to learn more about successful strategies for foreign direct investment in the U.S..
- **Improved Information Resources:**
 - SelectUSA successfully procured the State Incentive Database (<http://selectusa.stateincentives.org/>), a comprehensive, accurate, and updated web-based listing of business incentives offered by U.S. states.
 - EDOs can self-identify as organizations among U.S. clusters based on the Harvard-EDA partnership U.S. Cluster Mapping Project (<http://www.clustermapping.us/>).

Action Plan Summary (1)

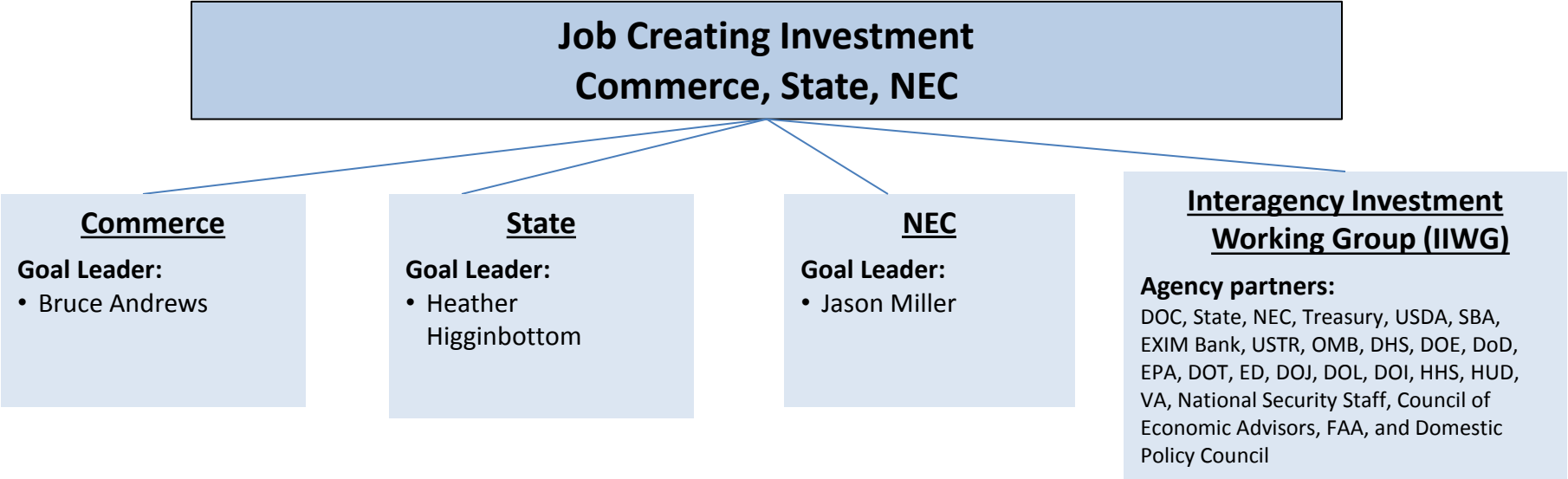
Sub-goal	Major Actions to Achieve Impact
Promote and market the U.S. as the premier investment destination	<ul style="list-style-type: none"> A. Strategically market key strengths and benefits for investing in the U.S. through multiple channels utilizing the IIWG and other strategic partners (e.g., commercial, economic, public affairs, USDA sections at posts, trade associations and multipliers, etc.) B. Conduct coordinated marketing, outreach and education to increase awareness of investment services, resources, and tools C. Execute key outreach events (e.g., Investment Summit, Investment road shows, Economic Development Forum, etc.) D. Develop a broad range of tools, to include internet based platforms, to promote the U.S. as the premier investment destination; address misconceptions about the U.S. business climate; and provide actionable information to clients E. Establish formal agreements with key public/private partners to enhance and leverage promotional efforts F. Establish a Federal Advisory Committee comprised of global CEOs to provide guidance and feedback
Improve federal services, tools and resources that facilitate inward investment	<ul style="list-style-type: none"> G. Conduct regular client needs assessment/focus groups to refine the suite of services and tools offered H. Enhance ombudsman, advocacy, counseling and other services for clients I. Facilitate access and improve quality of information on “how to invest in the U.S. ” on a state-by-state basis J. Augment existing cluster mapping tools K. Provide databases on investment opportunities (e.g., projects, incentives, sites, etc.) L. Develop FDI attraction plan tools for U.S. EDOs as part of counseling services to facilitate their investment attraction efforts and share best practices.

Action Plan Summary (2)

Sub-goal	Major Actions to Achieve Impact
<p>Improve and execute federal business processes that assist potential investors and economic development initiatives to attract, retain, expand, and reshore investment</p>	<ul style="list-style-type: none"> M. Develop and implement clear and consistent client identification, intake, management, and referral tools across agencies N. Develop and affect best practice standards for customer service throughout the investment lifecycle O. Implement a new platform for client management to support and streamline work flow and reporting P. Create a process for integrating program evaluation data, performance metrics, and investment policy into strategic program decisions Q. Optimize IIWG capability and leverage interagency teams to improve responsiveness to client needs
<p>Create a more attractive investment environment by identifying and initiating processes with appropriate agencies to address barriers and disincentives</p>	<ul style="list-style-type: none"> R. Establish client “feedback loops” that identify the most significant barriers/issues/trends/opportunities that can be addressed through federal action S. Establish/employ processes that leverage data-driven analysis to address barriers/issues/opportunities impacting the U.S. investment environment

Action Plan Summary (3)

Sub-goal	Key Performance Indicators
<ul style="list-style-type: none"> Promote and market the U.S. as the premier investment destination Improve federal services, tools and resources that facilitate inward investment Improve and execute federal business processes that assist potential investors and economic development initiatives to attract, retain, expand, and reshore investment Create a more attractive investment environment by identifying and initiating processes with appropriate agencies to address barriers and disincentives 	<p><u>Key Indicators</u></p> <ul style="list-style-type: none"> <i>Number of investment clients assisted</i> <i>Number of EDOs counseled</i> <p><u>Future Indicators</u></p> <ul style="list-style-type: none"> <i>Number of Investment Successes*</i> <i>Announced dollar value of investment success which SelectUSA helped facilitate*</i> <i>Number of U.S. jobs supported as a result of inward investment which SelectUSA helped facilitate*</i> <i>Percentage of clients that achieved their investment objectives**</i> <i>Response times or timeliness of USG response to client needs**</i> <i>Overall customer satisfaction (both quality and efficacy) with services provided**</i> <i>Improvement in investor perception of the U.S. as a premier investment destination***</i> <i>Impact of investment promotion activities***</i> <i>Number of top strategic barriers/issues/trends/opportunities identified impacting investment***</i> <p>*For these indicators SelectUSA is currently tracking and developing baseline data and trends in fiscal year 2015.</p> <p>**For these indicators, methodologies for tracking and measuring will be developed and implemented over the course of fiscal years 2015-2017.</p> <p>***These indicators will be considered as part of the CAP goal but may not be implemented during the FY15-17 CAP goal period. Further review of these indicators is in progress</p>



Governance

The Goal Team will convene monthly to discuss progress of sub-goals and relevant milestones. Team members will meet as needed. SelectUSA will leverage IIWG members and associated meetings to encourage further progress of these goals. The Goal Team will report quarterly in alignment with CAP Goal reporting requirements and in conjunction with existing program reporting process so as to not duplicate efforts.

Work plan 1: Promote and market the United States as the premier investment destination

Purpose

- Increase inward investment by improving investment promotion and collaboration at the national level to drive economic growth and job creation in the United States
- Actively promote the United States to increase overall awareness and competitiveness of the U.S. as an investment destination
- Develop opportunities for enhanced collaboration and integration at the national level to drive economic growth

Barriers/Challenges

- Ensuring investment promotion remains a priority for federal partners
- Implementing and ensuring consistent messaging to stakeholders across federal agencies and partners
- Institutionalize operational structures across federal agencies that are equipped with adequate resources and skills required to effectively execute the objectives of investment promotion and marketing
- Addressing foreign perspectives and misperceptions regarding the extent to which the U.S. is open, supportive and receptive to foreign investors

Milestone Summary

Key Milestones	Major Action(s) Supported (slides 5-6)	Milestone Due Date	Milestone status	Owner
Develop a multi-channel marketing strategy that will leverage the IIWG and other private/public partners	A, B	FY15 Q1	Complete	Commerce/ITA/SelectUSA
Engage overseas offices/Posts quarterly in key focus markets to assess progress	B, C, D	Ongoing Quarterly	FY15 Q2: Complete	SelectUSA
Develop a digital, online web presence and social media strategy that includes a range of tools and resources	A, D	FY15 Q3	On Track	ITA/SelectUSA/State
Establish an Investment Federal Advisory Committee	F	FY15 Q4	On Track	ITA/SelectUSA

Work plan 2: Improve federal services, tools, and resources that facilitate inward investment

Purpose

- Through collaboration with federal partners, streamline and improve the efficiency of resources and effectiveness of federal services provided by leveraging individual agency strengths to maximize the impact of assistance while avoiding duplication of efforts
- Encourage the collective knowledge, resources and skills of federal agencies to optimize the assistance provided to potential inward investors
- Promote and foster innovation and business process improvement to continually provide improved and value-added services, tools, and resources that meet the current needs of clients

Barriers/Challenges

- Gaining buy-in and affect change on EDOs to implement and support newly established tools and services targeting investment attraction
- Ability to meet threshold requirements for addressing issues regarding the legal requirements necessary to collect and share client information across federal agencies
- Ensuring collaboration at the state and local levels to address a range of interests and objectives that vary state-by-state while maintaining geographic neutrality

Milestone Summary

Key Milestones	Major Action(s) Supported (slides 5-6)	Milestone Due Date	Milestone status	Owner
Finalize methodology and approach for client needs assessment/focus groups for services, tools, and resources development/improvement	G	FY15 Q4	On Track	ITA/SelectUSA
Identify best practices of EDO investment promotion efforts	L	FY15 Q4	On Track	ITA/SelectUSA/EDA
Engage EDOs to provide state-by-state information and investment opportunities	I, K	FY15 Q2	Complete	SelectUSA/EDA

Work plan 3: Improve and execute federal business processes

Purpose

- Implement processes across federal partner agencies to ensure consistency, while also improving efficiency through improved processes in order to maximize the federal impact towards increasing inward investment

Barriers/Challenges

- Ability to meet the differing needs of federal partners in a timely manner to enable streamlined workflow and timely reporting of activities and results
- Ensuring the standardization of processes across agencies to ensure timely responses and consistent delivery to clients
- Defining, communicating and reporting investment success consistently across federal agencies and partners

Milestone Summary

Key Milestones	Major Action(s) Supported (slides 5-6)	Milestone Due Date	Milestone status	Owner
Implement a Commerce CRM platform through the International Trade Administration (ITA) that can allow participation by other federal agencies	N, O	FY15 Q4	On Track	Commerce/ITA/SelectUSA
Develop an evaluation methodology and system to streamline and integrate program and client data capture to improve analysis capabilities	P	FY15 Q4	On Track	ITA/SelectUSA
Identify IIWG priorities, objectives, capabilities, and strategic federal investment barriers to optimize client assistance	Q	FY15 Q4	Ongoing*	Commerce/SelectUSA/NEC
Evaluate effectiveness and impact of the Ombudsman and Advocacy processes towards meeting client objectives	M, N, P, Q	FY15 Q4**	Ongoing**	SelectUSA

*Discussions concerning the IIWG priorities, objectives and capabilities were completed in FY15 Q1. Discussions about federal barriers to investment are ongoing.

** This milestone was moved from FY14Q4 to FY15Q4. Compilation of data will take place in FY15 Q3 and the evaluation and analysis will be completed by the end of FY15Q4 due to SelectUSA Investment Summit requirements.

Work plan 4: Create a more attractive investment environment

Purpose

- Identify and address barriers and disincentives that inhibit inward investment

Barriers/Challenges

- Ability to effectively address barriers may be limited due to lack of authority held by federal agencies (i.e., not within their control to affect)
- Barriers and disincentives may serve legitimate policy objectives, including protecting national security, and may have established domestic constituencies opposing reform

Milestone Summary

Key Milestones	Major Action(s) Supported (slides 5-6)	Milestone Due Date	Milestone status	Owner
Establish a process and framework by which to systematically gather and analyze ongoing client feedback to inform programmatic and strategic decision-making	R	FY15 Q4	On Track	Commerce/ ITA/SelectUSA/ State
Identify the most significant barriers for investors and the necessary actions to address them	R, S	FY15 Q4	On Track	Commerce/ ITA/SelectUSA/ State

Key indicators

Key Implementation Data

Key Indicators	Latest Data (End of FY15 Q2)	FY15 Annual Target	% of Target Achieved	FY16 Annual Target	Frequency
<i>Number of investment clients assisted</i>	714	1,600	45%	2,400	Monthly
<i>Number of EDOs counseled</i>	43	N/A	N/A	N/A	Monthly

Macroeconomic Data:

- The U.S. is both the largest recipient of FDI and the world's largest source of direct investment. In 2013, the stock of direct investment in the U.S. was valued at nearly \$2.8 trillion, equivalent to nearly 16.6 percent of U.S. gross domestic product.
- In 2013, U.S. subsidiaries of foreign firm invested \$236 billion in the U.S. economy, a 35 percent increase from 2012.

(Source: Bureau of Economic Analysis)

Future Indicators in Development:

- *Number of Investment Successes**
- *Announced dollar value of investment success which SelectUSA helped facilitate**
- *Number of U.S. jobs supported as a result of inward investment which SelectUSA helped facilitate**
- *Percentage of clients that achieved their investment objectives***
- *Response times or timeliness of USG response to client needs***
- *Overall customer satisfaction (both quality and efficacy) with services provided***
- *Improvement in investor perception of the U.S. as a premier investment destination****
- *Impact of investment promotion activities****
- *Number of top strategic barriers/issues/trends/opportunities identified impacting investment ****

*For these indicators, SelectUSA is currently tracking and developing baseline data and trends in fiscal years 2014-2015.

**For these indicators, methodologies for tracking and measuring will be developed and implemented over the course of fiscal years 2015-2017.

***These indicators will be considered as part of the CAP goal but may not be implemented during the FY15-17 CAP goal period. Further review of these indicators is in progress.

Contributing Programs

U.S. Department of Commerce

- International Trade Administration – SelectUSA, Global Markets
- International Trade Administration – Industry and Analysis (I&A)
- Economic Development Administration (EDA)
- Economic Statistical Administration (ESA)
- National Institute for Standards and Technology – Manufacturing Extension Partnership (NIST – MEP)

U.S. Department of State

- Bureau of Economic and Business Affairs
- Bureau of Consular Affairs
- Bureau of Political and Military Affairs

Acronyms

- CAP – Cross Agency Priority
- CEO - Chief Executive Officer
- CRM - Customer Relationship Management
- DHS – Department of Homeland Security
- DOC - Department of Commerce
- DoD – Department of Defense
- DOE – Department of Energy
- DOI – Department of the Interior
- DOJ – Department of Justice
- DOL – Department of Labor
- DOT – Department of Transportation
- ED – Department of Education
- EDA - Economic Development Administration
- EDO - Economic Development Organization
- EPA – Environmental Protection Agency
- ESA - Economical Statistical Administration
- FAA - Federal Aviation Administration
- FDI - Foreign Direct Investment
- HHS - Department of Health and Human Services
- HUD – Department of Housing and Urban Development
- IAC - Investment Advisory Committee
- IIWG - Interagency Investment Working Group
- ITA - International Trade Administration
- NEC – National Economic Council
- NIST/MEP - National Institute for Standards and Technology/ Manufacturing Extension Partnership
- OMB - Office of Management and Budget
- SBA - Small Business Administration
- State – Department of State
- Treasury – Department of the Treasury
- USDA - United States Department of Agriculture
- USTR - United States Trade Representative
- VA – Department of Veterans Affairs