

Cross Agency Priority Goal Quarterly Progress Update

Job-Creating Investment

Goal leaders:

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FY2016 Quarter 4

Overview

Goal Statement

- Encourage foreign direct investment (FDI), spurring job growth by improving federal investment tools and resources, while also increasing interagency coordination.

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.

Objectives

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

Progress Update (1)

Status Updates

- **SelectUSA and the U.S. Foreign and Commercial Service (U.S.&FCS) assisted 2,050 unique investment clients during Q4, an increase of 498 percent or 343 unique investment clients assisted in FY 2015 Q4.**
- Analyzed results from the 2016 Investment Summit surveys. Highlights include:
 - Overall, **50 percent** of the 2016 Summit attendees were **highly satisfied** (provided a 9 or 10 out of 10 rating) with an 11 percentage point increase over last year's Summit (39 percent).
 - **38 percent** of the Summit participants' **objectives were completely met** (9 or 10 rating).
 - **57 percent** of the 2016 Summit attendees would **highly recommend** (9 or 10 rating) the Summit.
 - **69 percent** of the 2016 Summit participant respondents participated in Matchmaking.*
 - Survey respondents reported an **average 9 leads**, of which **40 percent were considered strong leads.****
 - **59 percent** of the 2016 Summit exhibitor respondents participated in Matchmaking.
 - Survey respondents reported an **average 16 leads**, of which **48 percent were considered strong leads.**
- Established a working-level group of experts across agencies to collaborate on new FDI analysis and research for U.S. Economic Development Organizations (EDOs) and potential investors.
- Led/supported over 30 domestic and international FDI Events with the U.S.&FCS, including the SelectUSA Taiwan Road Show, the International Economic Development Council (IEDC) 2016 Annual Conference, FDI by the Numbers, From Export to U.S. Expansion seminar, and Trade Winds Latin America.

Risks/Challenges

- Increased demand for investment services due to rapid growth and development of SelectUSA.
- Duration of time it takes to announce Investment Written Impact Narratives (WINs)*** given company disclosure sensitivities surrounding investment WINs.
- Inconsistent user adoption of Customer Relationship Management (CRM) in everyday ITA operations.

*Scheduled meetings of participants from international markets and companies with U.S. EDOs and exhibitors for maximizing networking and expanding business opportunities.

**A "strong lead" is a respondent-selected classification in the 2016 Summit survey. Respondents were asked to identify the number of "leads" generated from participating in the Investment Summit, and from that pool the number they considered to be "strong leads."

***An Investment WIN occurs when a U.S. EDO, foreign investor, or investor partner who has received substantive investment promotion assistance achieves a positive outcome(s) such as: a new or increased foreign direct investment in the U.S.; implementation of new or enhanced U.S. EDO investment strategy; a major milestone accomplished that demonstrates increase in U.S. investment attractiveness (e.g. signed investment agreement); or the retention of operations and investment in the U.S. All Investment WINs are client verified.

Progress Update (1)

Key Upcoming Milestones in Progress Over the Next Six Months

- Conduct FDI-related training session(s) for U.S.&FCS Officers and Locally Employed Staff (LES) located in overseas markets to institutionalize FDI into their respective portfolios.
- Launch the 2017 SelectUSA Summit website.
- Open Registration for 2017 SelectUSA Investment Summit.
- Develop FY17 communications goals, through traditional media channels and social media.
- Identify international events to increase cross-agency awareness and engagement on FDI.
- Publish International Engagement Ready Communities Initiative Work Federal Funding Opportunity (FFO) for seeking proposals.
- Lead recruitment of U.S. EDOs to attend or exhibit at Hannover Messe 2017 trade fair.

Action Plan Summary (1)

Sub-goal	Major Actions to Achieve Impact	Key Indicators
1: Promote and market the U.S. as the premier investment destination	<ul style="list-style-type: none"> • Develop a comprehensive FY 16 communications strategy • Identify and implement website enhancements to improve end-user experience • Develop and refresh communications tools for FDI-promoting partners • Plan and execute investment promotion at Hannover Messe • Plan and organize Investment Summit 	<ul style="list-style-type: none"> • Number of unique investment clients assisted • Number of unique EDOs assisted • Number of unique investors assisted • Number of unique investment clients assisted (other categories) <p><u>New Contextual Indicator:</u></p> <ul style="list-style-type: none"> • SelectUSA Client Deals Announced
2: Improve federal services, tools and resources that facilitate inward investment	<ul style="list-style-type: none"> • Develop foreign direct investment (FDI) training to better educate internal USG audience on FDI and SelectUSA’s services • Establish a structure for coordinated FDI analysis and research across agencies • Kick off Job-Creating Investment CAP Goal Projects 	<p><u>Future Indicators*:</u></p> <ul style="list-style-type: none"> • Number of new clients assisted compared to previous FY • Number of repeat clients assisted compared to previous FY • Percentage of Clients Assisted by SelectUSA that achieve their investment objectives • Percentage of Clients Likely to Recommend SelectUSA • Number of Investment WINS • Announced dollar value of investment WINS which SelectUSA helped facilitate • Number of U.S. jobs supported as a result of inward investment which SelectUSA helped facilitate • Investor Perception of the United States
3: Improve and execute federal business processes that assist potential investors and EDOs	<ul style="list-style-type: none"> • Institutionalize Interagency Investment Working Group (IIWG)* to improve internal collaboration • Establish, document, and use cross-agency workflow to improve cooperation on external communications <p>*The Interagency Investment Working Group (IIWG), consists of members from over 24 federal agencies, was established through Executive Order 13577 to coordinate interagency activities to promote business investment and respond to specific federal regulatory issues that may impact business investment decisions.</p>	<p>*For these indicators methodologies for tracking and measuring are being developed in FY15-17.</p>

Governance

Job Creating Investment Commerce, State, NEC

Commerce
Goal Leader
Bruce Andrews

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**Interagency Investment
Working Group (IIWG)**
Agency Partners
Commerce, State, NEC, Treasury,
USDA, SBA, EXIM Bank, USTR, OMB,
Homeland Security, Energy, Defense,
EPA, Transportation, Education,
Justice, Labor, Interior, HHS, HUD,
Veteran Affairs, National Security Staff,
Council of Economic Advisors, FAA, and
Domestic Policy Council

Governance
The Goal Team, comprised of staff level members from Commerce, State, and NEC, 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

- Improve investment promotion and collaboration at the federal level and develop opportunities 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

Barriers/Challenges

- Ensuring investment promotion remains a priority for federal partners
- Implementing and ensuring consistent messaging to stakeholders across federal agencies and our FDI supporting partners
- Institutionalizing 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	Milestone Due Date	Milestone Status	Owner: Lead & Partners
Priority Action 1: Develop a comprehensive FY16 communications strategy			
Develop comprehensive FY16 communications strategy, including traditional and social media, focused on foreign stakeholders	FY16Q1	Complete	SUSA & DOS
Refine FY17 communications goals through traditional and social media	FY17Q1	On Track	SUSA & DOS
Priority Action 2: Identify and implement website enhancements to improve end-user experience			
Identify areas for improving the SelectUSA website through stakeholder consultation	FY16Q1	Complete	SUSA & DOC, DOS
Implement solutions addressing identified issue areas	FY16Q2	Complete	SUSA & DOC
Amplify enhanced website content through inter-agency channels	FY16Q3	Complete	SUSA & DOC, DOS
Priority Action 3: Develop and refresh communications tools for FDI-promoting partners			
Develop inter-agency communication guides, talking points, and briefs that Posts can use to promote roadshows, events, SelectUSA services, and the benefits of investing in the United States in their markets	FY16Q2	Complete	SUSA & DOS, DOC
Develop and disseminate communications tools for USEACs and U.S. EDOs that support their understanding of or efforts in attracting FDI	FY16Q2	Complete	SUSA & Select IIWG Agencies

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Key Milestones	Milestone Due Date	Milestone Status	Owner: Lead & Partners
Priority Action 4: Plan and Organize the Investment Summit			
Develop an engagement strategy with the Department of State and the U.S. and Foreign Commercial Service (U.S.&FCS) Posts and overseas to support recruitment	FY16Q1	Complete	SUSA & DOS, DOC
Implement engagement strategy with the Department of State and the U.S.&FCS Posts and overseas to support recruitment	FY16Q3	Complete	SUSA & DOS, DOC
Develop an engagement plan to encourage and support Chiefs of Mission to recruit and lead investor delegations	FY16Q1	Complete	DOS & SUSA, DOC
Implement the engagement plan to encourage and support Chiefs of Mission to recruit and lead investor delegations	FY16Q3	Complete	DOS & SUSA, DOC
Execute the FY16 Summit	FY16Q3	Complete	SUSA & Select IIWG Agencies
Create an event team to continue to plan and promote events in support of FDI	FY16Q4	Complete	SUSA
Establish an Investment Federal Advisory Committee	FY16Q3	Complete	SUSA & DOC

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Priority Action 4: Plan and Organize the Investment Summit			
Launch the 2017 SelectUSA Summit website	FY17Q1	On Track	SUSA & DOC
Develop an engagement strategy with the Department of State and the U.S. and Foreign Commercial Service (U.S.&FCS) Posts and overseas to support recruitment	FY17Q1	On Track	SUSA & DOS, DOC
Develop an engagement plan to encourage and support Chiefs of Mission to recruit and lead investor delegations	FY17Q2	On Track	DOS & SUSA, DOC
Execute the FY17 Summit	FY17Q3	On Track	SUSA & Select IIWG Agencies
Priority Action 5: Lead EDO recruitment efforts in Hannover Messe			
Lead recruitment of U.S. EDOs to participate or exhibit at Hannover Messe 2016	FY16Q3	Complete	SUSA, DOC & ITA
Lead recruitment of U.S. EDOs to participate or exhibit at Hannover Messe 2017	FY17Q3	Not Started	SUSA, DOC & ITA

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 affecting change for 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	Milestone Due Date	Milestone Status	Owner: Lead & Partners
Priority Action 1: Develop foreign direct investment (FDI) training to better educate internal USG audience on FDI and SelectUSA's services			
Develop training content and materials focused at U.S. and Foreign Commercial Service (U.S.&FCS) Officers and Locally Engaged Staff (LES) designed to educate audience on foreign direct investment (FDI) and their roles in supporting FDI in the U.S.	FY16Q4	Complete	SUSA & DOS
Conduct FDI-related training session(s) for U.S.&FCS Officers and LES to institutionalize FDI into their respective portfolios	FY17Q2	Not Started	SUSA & DOS
Develop training content and materials designed to educate USG audiences on foreign direct investment (FDI) and their roles in supporting FDI in the U.S.	FY17Q3	Not Started	SUSA, DOC & ITA

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Milestone Summary

Key Milestones	Milestone Due Date	Milestone Status	Owner: Lead & Partners
Priority Action 2: Establish a structure for coordinated FDI analysis and research across agencies			
Establish a working-level group of experts across agencies to share or collaborate on new FDI analysis and research for U.S. EDOs and potential investors	FY16Q4	Complete	SUSA & Selected IIWG Agencies as Needed
Priority Action 3: Kick off Job-Creating Investment CAP Goal Projects			
Publish International Engagement Ready Communities Initiative Work federal funding opportunity (FFO) for seeking proposals	FY17Q1	On Track	SUSA & Selected IIWG Agencies
Award International Engagement Ready Communities Initiative Work grant	FY17Q2	Not Started	SUSA & Selected IIWG Agencies

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	Milestone Due Date	Milestone Status	Owner: Lead & Partners
Priority Action 1: Institutionalize IIWG to improve internal collaboration			
Organize and prepare IIWG members for participation in 2016 Investment Summit	FY16Q3	Complete	SUSA & IIWG Agencies
Clarify roles and responsibilities across IIWG	FY16Q4	Complete	SUSA & IIWG Agencies
Identify international events to increase cross-agency awareness and engagement in FDI	FY17Q2	Not Started	SUSA & Select IIWG Agencies
Organize and prepare IIWG members for participation in 2017 Investment Summit	FY17Q3	Not Started	SUSA & IIWG Agencies
Priority Action 2: Establish, document, and use cross-agency workflow to improve cooperation on external communications			
Develop an external communications and outreach cross-agency information workflow	FY16Q4	Complete	SUSA & IIWG Agencies

Key indicators

Key Implementation Data

Key Indicators	Latest Data (FY16 Cumulative)	FY16 Annual Target	% of Target Achieved	FY15 Annual Count
<i>Total number of unique investment clients assisted</i>	6,072	1,760*	345%	1,651
<i>Number of unique EDOs assisted</i>	464	N/A	N/A	93
<i>Number of unique investors assisted</i>	4,103	N/A	N/A	940
<i>Number of unique investment clients assisted (other categories)**</i>	1,505	N/A	N/A	N/A

*The FY16 target was reduced from 2,400 to 1,760 to reflect the continuation of FY15 funding levels into FY16. Although the funding level remained unchanged from FY15 to FY16, the revised FY16 target reflects a 10 percent increase over the previous fiscal year.

**Other categories include academic institutions, associations, and service providers.

Macroeconomic Data:

The United States is both the largest recipient of FDI and the world’s largest source of cumulative foreign direct investment. In 2015, U.S. subsidiaries of foreign firms invested \$348 billion in the U.S. economy and at year-end the total stock of direct investment in the United States was valued at over \$3.1 trillion.

(Source: Bureau of Economic Analysis)

Contextual Indicators:

- Leveraging the latest available fDi Markets data, from October 2015 – June 2016 SelectUSA clients announced **115** projects totaling an estimated **\$5.49 billion** and accounting for over 10.1 thousand estimated jobs. By project count, this represents about 11.0 percent of all announced greenfield projects in the United States.***
- According to latest available data, since the 2015 SelectUSA Summit, participants have announced **120** projects valued at **\$5.54 billion** and associated with over **12,000** jobs.****

***Source: Announcements reported in fDi Markets. Date Range: October 2015 – June 2016. <http://www.fdimarkets.com/>. Accessed August 2, 2016.

**** Source: Announcements reported in fDi Markets. Date Range: March 2015 – June 2016. <http://www.fdimarkets.com/>. Accessed August 2, 2016.

Future Indicators in Development*

- Number of new clients assisted compared to previous FY
- Number of repeat clients assisted compared to previous FY
- Percentage of Clients Assisted by SelectUSA that achieve their investment promotion objectives
- Percentage of Clients Likely to Recommend SelectUSA
- Number of Investment WINS**
- Announced dollar value of investment WINS which SelectUSA helped facilitate
- Number of U.S. jobs supported as a result of inward investment which SelectUSA helped facilitate
- Investor Perception of the United States

*For these indicators, methodologies for tracking and measuring are being developed in FY15-17.

**An Investment WIN occurs when a U.S. EDO, foreign investor, or investor partner who has received substantive investment promotion assistance achieves a positive outcome(s) such as: a new or increased foreign direct investment in the U.S.; implementation of new or enhanced U.S. EDO investment strategy; a major milestone accomplished that demonstrates increase in U.S. investment attractiveness (e.g. signed investment agreement); or the retention of operations and investment in the U.S. All Investment WINS are client verified.

Contributing Programs

U.S. Department of Commerce

- International Trade Administration – SelectUSA, Global Markets
- International Trade Administration – Industry and Analysis (I&A)
- International Trade Administration – U.S and Foreign Commercial Service (U.S.&FCS)
- 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

CAP Goal Fund Projects

In FY 2016, Congress included a provision that enacted the Administration's request to collect funds from agencies to support efforts to achieve the Cross-Agency Priority Goals. This provision funds initiatives directly related to the outcomes and strategies of selected CAP Goals to drive improvements in best practices, collaboration, and innovation in government.

The Job-Creating Investment CAP Goal was awarded funding for three projects:

International Engagement Ready Communities Initiative.

This initiative will assist communities in attracting more foreign direct investment to strengthen their local economies by helping communities identify and adopt economic development and workforce best practices related to attracting FDI, and fostering a supportive environment for local exporting companies.

Enhancing Interagency Collaborative Framework Initiative.

This initiative will strengthen the established Interagency Investment Working Group by creating dedicated work streams to examine federal policies and practices that impact business investment in the United States.

Leapfrog Investment Promotion Agency (IPA) Applied Best Practices Learning Initiative.

This initiative will dedicate resources to research and operationalize best practices in investment promotion from other leading national-level IPAs to increase the effectiveness of federal investment promotion activities and programs in the United States.