



FEDERAL PERMITTING IMPROVEMENT STEERING COUNCIL

FISCAL YEAR 2022  
PERFORMANCE REPORT

# Federal Permitting Improvement Steering Council Fiscal Year 2022 Performance Report

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## Overview

The Federal Permitting Improvement Steering Council (Permitting Council) is an independent Federal agency charged with improving the transparency, predictability, and outcomes of the Federal environmental review and authorization process for “covered” infrastructure projects. The Permitting Council was established in 2015 by Title 41 of the Fixing America’s Surface Transportation Act (FAST-41), 42 U.S.C. §§ 4370m *et seq.* The Permitting Council is comprised of the Permitting Council Executive Director, who serves as the Council Chair; thirteen Council members who represent Federal permitting agencies (including deputy secretary-level designees of the Secretaries of Agriculture, Army, Commerce, Interior, Energy, Transportation, Defense, Homeland Security, and Housing and Urban Development, the Administrator of the Environmental Protection Agency, and the Chairs of the Federal Energy Regulatory Commission, Nuclear Regulatory Commission, and the Advisory Council on Historic Preservation); and the Chair of the Council on Environmental Quality (CEQ) and the Director of the Office of Management and Budget (OMB). The Permitting Council was made a permanent Federal agency through enactment of the Infrastructure Investment and Jobs Act (IIJA) (Public Law 117-58). As a now permanent agency, the Permitting Council established its first Strategic Plan 2022-2026.

The Permitting Council is a collaborative body whose members collectively are charged with implementing FAST-41, improving interagency coordination of the Federal environmental review and authorization of FAST-41 covered infrastructure projects, and acting as a Federal center for permitting excellence. Implementation of the Strategic Plan is led by the Permitting Council Executive Director and staff from the Office of the Executive Director (OED). To accompany implementation of its Strategic Plan, the Permitting Council developed an Agency Performance Report to connect daily agency operations to strategic goals.

This Performance Report documents progress towards the Permitting Council’s Strategic Plan through defined performance indicators to monitor and assess achievement of agency goals and objectives. Each indicator aligns to a strategic objective, providing a means for determining fulfillment of each objective and ultimately strategic goal. The Performance Report identifies goal leaders responsible for driving goal and objective activities and sets an approach and cadence for the consistent and quality measurement of indicators. The Performance Report is updated on an annual basis providing annual reporting on performance indicators and strategic progress.

As a nascent permanent agency, the Permitting Council is still developing and establishing internal administrative and operational policies, procedures, and processes. This Performance Report captures the work done thus far to achieve the agency’s goals and objectives and sets realistic targets for the coming year.

## Strategic Plan Summary

The Permitting Council’s strategic plan sets forth the agency’s strategic framework comprising the mission statement, strategic vision, and organizational values. The agency’s strategic goals and objectives drive the Permitting Council’s efforts towards accomplishing the strategic framework.



The Permitting Council’s Strategic Plan articulates the agency’s approach to achieving its mission and broader strategic framework. The agency has four strategic goals with supporting strategic objectives. Performance measures and targets were developed to track and assess progress towards the agency’s strategic goals and objectives.

Goal 1: Standardize organizational policies and procedures.	Goal 2: Grow and diversify personnel skills, capacity, and experience.	Goal 3: Advance implementation of FAST-41.	Goal 4: Conduct outreach to expand participation in the FAST-41 program.
<ul style="list-style-type: none"> <li>● <b>Objective 1:</b> Refine Standard Operating Procedures.</li> <li>● <b>Objective 2:</b> Disseminate policies and procedures and train employees.</li> <li>● <b>Objective 3:</b> Establish cadence to enable and nurture continual business process improvement.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Objective 1:</b> Recruit and hire diverse staff and capabilities to meet increased infrastructure permitting demands.</li> <li>● <b>Objective 2:</b> Facilitate growth opportunities to retain talent.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Objective 1:</b> Establish and implement updated FAST-41 guidance.</li> <li>● <b>Objective 2:</b> Develop tools and templates to aid in FAST-41 implementation.</li> <li>● <b>Objective 3:</b> Update the Permitting Dashboard to ensure transparency and alignment with FAST-41.</li> <li>● <b>Objective 4:</b> Formalize and offer Permitting Council services.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Objective 1:</b> Refine website to solidify web presence.</li> <li>● <b>Objective 2:</b> Establish and foster new relationships across Federal, State, Local, Tribal, and Private Sectors.</li> </ul>

## Performance Indicators and Results

Performance measures were developed in close coordination with the Permitting Council Executive Director and OED staff. Each indicator and associated target was developed to specifically measure the success and/or impact of each strategic objective and ultimately strategic goal. Measures will be assessed at least annually. Meeting these measures and their targets drives implementation of the Permitting Council’s strategic plan.

The Permitting Council aims to see steady increases towards its targets each year. If any targets are achieved prior to the end of the strategic plan, the Permitting Council will continue to maintain its performance. The table below lists the performance measures, the FY22 baseline measure, and FY23 targets developed in support of the Permitting Council 2022-2026 Strategic Plan.

#	MEASURE	MEASURE RATIONALE	FY22 BASELINE	FY23 TARGET
<b>Goal 1: Standardize organizational policies and procedures.</b>				
<b>Objective 1: Refine Standard Operating Procedures.</b>				
1.1	Percentage of Process Library developed.	The Permitting Council OED develops a process library which identifies all needed organizational processes to ensure compliance. These policies and procedures are then prioritized and developed, working towards a comprehensive process library.	40%	55%
<b>Objective 2: Disseminate policies and procedures and train employees.</b>				
1.2	Percentage of new policies and procedures briefed to agency employees.	The Permitting Council develops necessary policies and procedures. This documentation is only useful when staff are aware and trained on policies and procedures for consistent implementation and compliance with Federal laws, regulations, and policies. Staff are trained through formal training, meetings, and dissemination of documents and work instructions.	87.5%	90%
<b>Objective 3: Establish cadence to enable and nurture continual business process improvement.</b>				
1.3	Number of executed business process improvements.	The Permitting Council works to continually improve its processes and procedures to create efficiencies in executing its mission. Such improvements include process automation, streamlined reviews, and collaboration tools/software.	2	3

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<b>Goal 2: Grow and diversify personnel skills, capacity, and experience.</b>				
<b>Objective 1: Recruit and hire diverse staff and capabilities to meet increased infrastructure permitting demands.</b>				
2.1	Percentage of full-time equivalents (FTEs) hired and onboarded.	The Permitting Council leverages staff to execute its mission. The agency’s ability to effectively hire and retain diverse staff supports its ability to achieve the needs of the organization.	79.2%	85%
<b>Objective 2: Facilitate growth opportunities to retain talent.</b>				
2.2	Percentage of employees leveraging individual professional development opportunities.	Professional development contributes to organizational capabilities and staff retention. Development includes agency-wide training, individual development plans, growth activities/responsibilities, training courses, and certifications.	47%	60%
2.3	Number of professional development opportunities offered to agency employees.	The Permitting Council advocates for growth opportunities to support its mission and its staff, ensuring ample opportunities for development in various formats. Development opportunities may be lunch and learns, third-party training, and facilitated course offerings.	5	8
<b>Goal 3: Advance implementation of FAST-41.</b>				
<b>Objective 1: Establish and implement updated FAST-41 guidance</b>				
3.1	Number of guidance, procedures, memos, and trainings to support FAST-41 implementation.	The Permitting Council provides detailed guidance to aid Departments and Agencies in implementing FAST-41. The agency promotes this guidance through its Federal outreach and engagement efforts such as the Chief Environmental Review and Permitting Officer (CERPO) working group. The Permitting Council may supplement its guidance through the issuance of additional guidance documents or Executive Director memos.	27	30

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<b>Objective 2: Develop tools and templates to aid in FAST-41 implementation.</b>				
3.2	Number of tools and templates developed.	The Permitting Council develops tools and templates for agencies and stakeholders to leverage throughout the permitting process, helping agencies to more efficiently implement FAST-41. As a unique collaborator across the Federal Government on infrastructure permitting, the Permitting Council can provide valuable insights and aids for FAST-41 implementation. In working with agencies, the Permitting Council identifies common challenges and/or lessons learned to inform best practices and additional tools and templates.	5	5
<b>Objective 3: Update the Permitting Dashboard to ensure transparency and alignment with FAST-41.</b>				
3.3	Number of Permitting Dashboard updates or refinements deployed.	To ensure the Permitting Dashboard is maximizing covered project transparency and aligns with the FAST-41 statute, the Permitting Council monitors user experience and feedback from agencies, project sponsors and other stakeholders. Updates and refinements to the dashboard are developed and implemented based on the feedback to further enhance user experience, transparency and compliance.	50	50
3.4	No more than 25% of active FAST-41 covered projects on the Permitting Dashboard with permitting timetables extended by 60 days.	The Permitting Council, including its members, are responsible to provide shared-responsibility that incentives agencies to ensure accuracy and timeliness of project timetables and to coordinate their efforts for success.	23.3%	<25%
<b>Objective 4: Formalize and offer Permitting Council services.</b>				
3.5	Number of services provided to support FAST-41 implementation.	The Permitting Council is designed to advance FAST-41 implementation and improve the permitting processes through a variety of services to distinct audiences. The Permitting Council services support the infrastructure permitting community.	6	10

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<b>Goal 4: Conduct outreach to expand participation in the FAST-41 program.</b>				
<b>Objective 1: Refine website to solidify web presence.</b>				
4.1	Average number of unique viewers on the Permitting Council website.	Tracking website impressions informs the Permitting Council if outreach and communications efforts are generating traction and engagement on our website, which houses information, tools, resources, and the Dashboard. A dedicated website will direct stakeholders to resources for infrastructure permitting information and will help solidify the Permitting Council’s role as a value-added partner within the permitting infrastructure community.	433	500
<b>Objective 2: Establish and foster new relationships across Federal, State, Local, Tribal, and Private Sectors.</b>				
4.2	Number of collaborations established or maintained with other organizations.	Collaborations demonstrate the Permitting Council’s growth in meaningful engagement on FAST-41 which supports more awareness and participation in FAST-41. The Permitting Council engages in relationships to support the agency’s mission such as interagency agreements and tribal engagements.	16	20
4.3	Number of outreach events with agency participation.	The Permitting Council conducts outreach across all aspects of the permitting community to raise awareness of and participation in the FAST-41 program. Outreach includes Federal, state, local, and tribal entities, as well as outreach by topics such as sectors and environmental justice.	31	40
4.4	Number of projects added to the Permitting Dashboard.	The Permitting Council aims to grow awareness and participation in FAST-41. A component of successful outreach and relationship building is seen when projects leverage the FAST-41 process and publish the permitting timetables on the Permitting Dashboard.	4	25

## **Performance Summary**

This fiscal year, the Permitting Council OED worked to implement the strategic plan, which focused on standing up programs, processes, and critical organizational infrastructure. As this marks the agency's inaugural performance plan, the Permitting Council prioritized developing baseline performance metrics and adjusting programs to best carry out the agency's strategic plan.

Achieving performance goals requires full agency commitment. The Permitting Council's Executive Director leads the implementation of the strategic plan and the related performance goals through OED and, as necessary, with the assistance of the Permitting Council members. The Permitting Council OED works to implement the performance goals, and the Executive Director delegates responsibility for aspects of execution. The Permitting Council OED maintains a lean organizational structure that enables close collaboration across the agency to meet performance goals. Each performance goal has a designated lead with supporting agency resources.

Additionally, with an agency mission driven by collaborative relationships, many of the Permitting Council's strategic goals require extensive interagency coordination. Each Permitting Council member supports the agency's strategic and performance goals in many ways, including:

- Issuance of guidance to Federal agencies to implement the requirements of FAST-41;
- Provide permitting schedules and information to the Permitting Dashboard to promote accountability, predictability, and transparency;
- Establish and implement permitting best practices;
- Collaboratively resolve permitting and project management issues; and
- Engage across the Permitting community and affected stakeholders to improve the Federal environmental review and authorization process.

The sections below detail the agency's performance in achieving each of its goals, as well as any challenges and strategies to support enhanced performance.

### **Goal 1: Standardize organizational policies and procedures.**

**Goal Leader:** Associate Director of Administration

In FY22, the Permitting Council OED focused on critical organizational infrastructure through the development of essential procedures and policies to operate a permanent Federal agency. The Permitting Council OED created an inventory of all mandatory and necessary Federal agency policies and prioritized each for development and implementation. In FY22, the agency developed and implemented eight policies. Among those, the notable examples are policies for addressing the Permitting Council OED standards for anti-discrimination and anti-harassment, travel, and purchase card. The agency transitioned to a fully remote, virtual workplace, necessitating a clear workforce mobility policy and practices. The agency transitioned all employee work agreements and standardized expectations for remote work. Each approved agency policy has accompanying standard operating procedures to ensure consistent and compliant implementation. As appropriate, the agency has communicated the policy, standard operating procedures, and training, as necessary, to all Permitting Council OED staff, including detailees and supporting contract staff.

As the agency looks to FY23, the Permitting Council OED is focusing on advancing policies and procedures that support the efforts of Goal 2, such as training and more fulsome FAST-41 implementation. As the agency matures and onboards more personnel, policies that support a culture of continual development and inclusion in the workplace are essential in supporting recruitment and retention. The agency seeks to mature its support to its employees by providing clear policies and

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procedures for performance management, professional development, and formal and less formal training. Additionally, in support of FAST-41 implementation, the Permitting Council OED is focusing on development of procedures specific to improve implementation of FAST-41.

### **Challenges**

As a newly permanent Federal agency, the Permitting Council needed to create and implement, in very short order, the full breadth and depth of Federally-required policies and procedures. With fewer than 20 FTEs, the agency faced resource capacity challenges in developing policies and procedures at a pace that matched the pace of FAST-41 developments, while simultaneously implementing FAST-41 and maintaining the routine operations of the Permitting Council. To address this challenge, the agency deployed several strategies. First, the Permitting Council OED focused on increasing resource capacity through new hires or Federal details. Second, the Permitting Council OED enabled cross-matrixed approaches to tackle critical policies and procedures. This approach also provided professional growth opportunities across the agency. Finally, the agency worked extensively with its shared service provider, the General Services Administration, to leverage existing policies and procedures, wherever feasible.

### **Goal 2: Grow and diversify personnel skills, capacity, and experience.**

**Goal Leader:** Associate Director of Administration

Throughout FY22, the Permitting Council experienced significant statutory changes that necessitated a reexamination of agency staffing needs. First, as a permanent agency, the Permitting Council could more successfully hire and retain staff. Second, the addition of new FAST-41 infrastructure sectors expanded the number of projects that could become FAST-41 covered projects thereby requiring additional staff to support the management of those projects on the Permitting Dashboard. Finally, new authority to transfer funds to non-Federal entities and a significant increase in funding to the agency required staff with relevant expertise. Working towards Goal 2, the Executive Director examined resource impacts and capability needs to develop a cohesive and prioritized staffing plan. A component of the staffing plan includes surge capacity needs to equip the agency with the resources to advance operational maturity, as well as developing mission-critical initiatives. In executing its staffing plan, during FY22 the Permitting Council OED onboarded staff including:

- Infrastructure Project Advisors to directly coordinate implementation of FAST-41;
- Outreach and Public Engagement Specialists to help reach underserved or under-represented populations impacted by the environmental review and authorization of FAST-41 projects;
- Legal staff to establish address administrative and FAST-41 statutory implementation; and
- Data Analytics Specialist to refine and expand FAST-41 project data on the Permitting Dashboard, including monitoring trends to improve performance and incorporate lessons learned.

Moving into FY23, the Permitting Council OED looks to continue staffing towards full capacity. More specifically, the agency will work to identify and onboard resources to further develop its records management program and resources to establish a funding transfer program, including financial and fiscal management professionals to ensure responsible stewardship of the Permitting Council's recently increased funding. In tandem with hiring, the Permitting Council OED will focus on expanding its training efforts to include a greater focus on supporting individual capacity building and professional development growth as a means to foster employee retention and support needed skill sets for agency priorities.

### **Challenges**

The Permitting Council OED experienced significant staffing challenges as a result of an almost six month pause on any hiring, as it awaited a determination from the Office of Personnel Management (OPM). During this time, the IRA was enacted, effectively quadrupling the agency's budget creating new initiatives and resource needs. As the agency was unable to hire, the Permitting Council addressed this

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challenge through prioritized and extensive detail opportunities. The Permitting Council OED was able to leverage its relationships with the Permitting Council member agencies as well as resources such as Open Opportunities to post and advertise detail opportunities. Congress recently enacted legislation clarifying the agency’s hiring authority. The agency has resumed the hiring program that was paused in FY2022.

### **Goal 3: Advance implementation of FAST-41.**

**Goal Leader:** Infrastructure Portfolio Manager

In FY22 the Permitting Council OED focused on several products to advance implementation of FAST-41. These products included:

- An updated Data Management Guide (DMG), which provides a standard operating procedure for Permitting Council member agencies to implement the FAST-41 requirements related to establishing, maintaining, modifying, and completing FAST-41 covered project permitting timetables, and maintaining related required information on the Permitting Dashboard;
- Monthly dashboard administrator meetings as well as targeted trainings for Permitting Council member agencies on the updated DMG and associated refinements to the Permitting Dashboard;
- The Recommended Best Practices for Fiscal Year 2022, including the newly-required Tribal best practice;
- The first quarterly Agency Performance Report to Congress; and
- Issuance of the Biden-Harris Permitting Action Plan, in partnership with OMB and CEQ.

The Permitting Council OED also made numerous updates and refinements to the Permitting Dashboard including the following:

- **Access control:** New functionality that allows users to set up permissions at a project level in order to control and manage user access for editing project data.
- **Dataset enhancements:** Added several new columns to the datasets.
- **Enhanced processes:** Made extensive updates to the FAST-41 Permitting Dashboard process to improve reporting and presentation.

The Permitting Council also is responsible for advancing FAST-41 implementation and improving the permitting processes through a variety of services to distinct audiences. These services support the infrastructure permitting community. In FY22 the agency assisted Federal agencies in improving their permitting processes by providing direct technical support, issue elevation and resolution services, and other solutions to address permitting challenges such as staffing, training, and best practices (e.g., Basic Ordering Agreement, Cross-Agency Hiring). The Permitting Council OED also serves Congress by providing technical legislative drafting support and submitting quarterly reports on agency implementation of FAST-41.

In FY23, the Permitting Council OED will continue to advance implementation of FAST-41 including providing additional updates to the DMG, continuing to update and refine the Permitting Dashboard, issuing Recommended Best Practices for Fiscal Year 2023 and Recommended Performance Schedules for the FAST-41 sectors, and, in cooperation with the OMB Director and CEQ Chair, issuing new FAST-41 agency implementation guidance. The Permitting Council OED will also expand its services by developing a program to implement the new statutory authority to transfer funds to state, local, and tribal governments.

### **Challenges**

The Permitting Council OED and its member agencies have faced two primary challenges in implementing FAST-41: staffing in response to Administration initiatives in the complex offshore wind

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sector and the integration of FAST-41 procedures into agency environmental review and authorization processes for covered projects.

In March 2021, the Administration set a target to deploy 30 Gigawatts (GW) of offshore wind by 2030. In September 2022, the Administration strengthened that goal to include an additional 15 GW of floating offshore wind technology by 2035. Although the Permitting Council has been working collaboratively towards meeting these common goals, significant resource challenges exist to meet the targets. The Permitting Council and its member agencies have had to be creative in addressing staffing challenges to implement programs to advance the Administration's priorities. For example, the Permitting Council OED is partnering with the Office of Personnel Management (OPM) to stand up an initiative to assist agencies in locating and hiring qualified project managers.

Additionally, until the Permitting Council became a permanent agency, there was little incentive for member agencies to invest resources in fully integrating the FAST-41 requirements into their existing environmental review and authorization processes. Following the enactment of the IIJA, the Permitting Council OED has been proactively assisting member agencies more fully integrate FAST-41 into their existing processes through training, tools development, and updates and refinements to the Permitting Dashboard.

The Permitting Council OED continues to use root cause analysis and the development of innovative countermeasures to overcome the staffing and integration challenges.

### **Goal 4: Conduct outreach to expand participation in the FAST-41 program.**

**Goal Leader:** Director for Public Engagement

During FY22, the Permitting Council OED hired and onboarded public engagement specialists to stand up the agency's outreach efforts. The agency continues to enable engagement and participation in the FAST-41 program and facilitate greater awareness of the Permitting Council.

As a result of the increased external affairs capacity, the agency expanded its outreach efforts to encourage FAST-41 participation among underserved and under-represented communities. Two notable examples of these efforts are the Permitting Council OED's outreach to Tribes to foster the development of Tribal sponsored FAST-41 covered projects and conducting the agency's first ever Environmental Justice Listening Session, held in partnership with CEQ and the White House Initiative on Asian Americans, Native Hawaiians, and Pacific Islanders (WHIAANHPI), which focused on concerns within the Asian American and Native Hawaiian/Pacific Islander (AA and NHPI) communities.

In conducting outreach, the Permitting Council also seeks to foster meaningful relationships and collaborations to advance awareness of and participation in FAST-41, as well as help address challenges in the permitting process. This year, the Permitting Council developed or maintained 31 collaborative efforts. Highlights of these collaborations include:

- **Morris K. Udall and Stewart L. Udall Foundation's John S. McCain III National Center for Environmental Conflict Resolution (the Udall Foundation):** Provide training to Federal Permitting Council member agency staff on "Collaboration and Consultation with Native Nations in FAST-41, to bring greater understanding of the roles and considerations necessary to ensure meaningful Government-to-Government engagement and consultation with affected Native Nations.

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- **General Services Administration:** Develop a government-wide Blanket Ordering Agreement to streamline the ordering process for Permitting Council member agencies to access enterprise and support for the environmental permitting, review, and authorization of FAST-41 projects
- **National Governors Association (NGA) Broadband Panel:** The Permitting Council OED participated on an NGA panel focused on broadband technology, educating state leaders on how to best work with Federal agencies to build crucial broadband infrastructure. Considering that 30 million Americans live in areas without broadband access, this engagement was key to the Permitting Council bringing the coordination, collaboration, and transparency of the FAST-41 process to broadband infrastructure projects.
- **Building Tribal Relationships:** The Permitting Council OED had targeted engagements with Tribes affected by offshore wind projects covered by FAST-41 to create and maintain collaborative dialogue to better understand their concerns with the permitting process and FAST-41 in FY22. The agency continues to meet with Tribal leadership about the effects of the OSW projects in FAST-41 to better understand their concerns with the Federal permitting process and FAST-41.
- **Tribal Broadband Projects:** In FY 22 the agency began to cultivate relationships with Tribes and Tribal organizations that could potentially submit projects for FAST-41 coverage in New Mexico and other states. If permitted, the Santa Fe Indian School Broadband project will provide high speed internet access to communities and students throughout rural and Tribal areas of New Mexico.

As the agency conducts outreach to garner greater awareness and participation in the FAST-41 program, a key indicator of outreach success is in growth of the number of covered projects on the Permitting Dashboard. In FY22, the Permitting Council OED added four new projects, demonstrating positive momentum for bringing recognition to the FAST-41 program and its benefits.

Looking to FY23, the Permitting Council OED is exploring additional ways to aid the permitting community through meaningful collaborations. First, the agency plans to hire a Director of Tribal Affairs to proactively build and foster government-to-government relationships with Tribes and collaboration with Tribal entities. Secondly, the agency will establish a funding transfer program to distribute additional resources to Federal, state, and local agencies and tribes. To effectively develop this program, the Permitting Council will explore several new relationships with Federal and non-Federal entities to bring awareness and understanding of the program benefits to the permitting community.

The agency also will conduct outreach and collaborative efforts to address challenges in the permitting community. For example, the agency will work with the OPM to implement cross-government hiring mechanisms that enable Permitting Council member agencies to more quickly hire qualified personnel to support project activities and environmental authorizations and reviews for FAST-41 projects. Additionally, the agency will conduct targeted outreach to potential tribal project sponsors about the benefits of and ease of access to FAST-41 coverage for their projects and to raise awareness of the agency's new funding transfer program. With this planned outreach and the associated projects as part of the Permitting Action Plan Implementation Guidance, the agency expects to add additional FAST-41 projects to the Permitting Dashboard in FY23.

**Challenges:**

In conducting outreach, the Permitting Council OED is challenged by the limitations of its existing website, which is currently hosted by the Department of Transportation. Website visitors may be confused between FAST-41-related projects and initiatives and other initiatives independently led by the Department of Transportation. This challenge can limit the agency’s branding and outreach efforts. To address this challenge, and in support of Objective 1 of this goal, the Permitting Council is taking steps in FY23 to stand up its own dedicated website. The website will enable the agency to provide a unified brand and location for information and resources when conducting outreach.

**Performance Data Accuracy and Reliability**

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The Permitting Council measures each indicator annually and ensures the accuracy and reliability of the data within the Agency Performance Plan. The Permitting Council OED’s Deputy Executive Director oversees data collection and ensures compliance with the Government Performance and Results Modernization Act of 2010 (GPRA).

- **Data Collection:** Data collection is overseen by the Deputy Executive Director with all data collectors affirming the accuracy of the data. Data validation is done by the Deputy Executive Director. Any issues in reliability results in pulling the data calculations again to ensure accuracy.
- **Data Sources:** Data collected is from official sources and records of the Permitting Council. Data may be extrapolated from larger data sets to support data collection for agency performance. All data for the agency performance report is then reviewed, aggregated, and maintained. As a small agency, the Permitting Council maintains its own records and systems and also leverages systems and data managed by other Federal agencies. Specifically, the Permitting Dashboard is maintained by the Department of Transportation (DOT). The Permitting Council coordinates with DOT to ensure data integrity, reviewing and validating data almost weekly with DOT. Additionally, personnel data is maintained on systems owned and operated by GSA. This information is also reviewed routinely to ensure accuracy. The agency coordinates with these external partners to gather necessary data that informs the agency’s performance. Some data may be collected from internal, non-public sources.
- **Data Limitations:** Data managed by the Permitting Council OED is subject to potential errors based on extrapolation, individual observation, or inaccurate execution of data collection. Data provided by Permitting Council member agencies, such as information posted to the Permitting Dashboard, are limited based on the veracity of the inputs. Additionally, as a small Federal agency, the Deputy Executive Director is able to oversee all data collection to promote data integrity.

The table below details the data sources used to derive the baseline for each performance measure.

#	MEASURE	DATA SOURCE(S)
1.1	Percentage of Process Library developed.	OED Internal Record Management System
1.2	Percentage of new policies and procedures briefed to agency employees.	OED Internal Record Management System
1.3	Number of executed business process improvements.	OED Internal Record Management System
2.1	Percentage of full-time equivalents (FTEs) hired and onboarded.	HRLinks, managed by GSA

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2.2	Percentage of employees leveraging individual professional development opportunities.	OED Internal Record Management System
2.3	Number of professional development opportunities offered to agency employees.	OED Internal Record Management System
3.1	Number of guidance, procedures, memos, and trainings to support FAST-41 implementation.	Permitting Council MAX.gov and OED Internal Record Management System
3.2	Number of tools and templates developed.	OED Internal Record Management System
3.3	Number of Permitting Dashboard updates or refinements deployed.	Permitting Dashboard, maintained by DOT
3.4	No more than 25% of active FAST-41 covered projects on the Permitting Dashboard with permitting timetables extended by 60 days.	Permitting Dashboard, maintained by DOT
3.5	Number of services provided to support FAST-41 implementation.	Permitting Council MAX.gov and OED Internal Record Management System
4.1	Number of unique monthly viewers on the Permitting Council website.	<a href="https://www.permitting.gov">https://www.permitting.gov</a> , maintained by DOT
4.2	Number of collaborations established or maintained with other organizations.	OED Internal Record Management System, OED financial management system, maintained by GSA
4.3	Number of outreach events with agency participation.	OED Internal Record Management System
4.4	Number of projects added to the Permitting Dashboard.	Permitting Dashboard