

Fiscal Year 2026-2027
Agency Performance Plan

Contents

Overview 3

Strategic Goals and Objectives 4

Performance Measures 4

Performance Data Accuracy and Reliability 5

Performance Summary 6

Goal 1: Grow the FAST-41 portfolio 6

Goal 2: Advance solutions that promote permitting excellence 7

Goal 3: Support improved management and accountability of FAST-41 permitting project timelines 8

Overview

The Permitting Council's FY 2026 - 2030 Strategic Plan articulates the agency's framework for achieving its mission to provide timely permitting decisions for qualifying infrastructure projects by promoting permitting excellence through transparency, predictability, and accountability. This accompanying FY 2026 - 2030 Agency Performance Plan, developed in accordance with the Government Performance and Results Modernization Act of 2010 (GPRA), measures and assesses our ability to deliver the benefits of infrastructure investments to the American people.

Established in 2015 by Title 41 of the Fixing America's Surface Transportation Act (FAST-41), the Permitting Council is charged with improving the transparency, predictability, and accountability of the Federal environmental review and authorization process for certain infrastructure projects. The Permitting Council is comprised of a presidentially-appointed Executive Director, who serves as the Council Chair, and 15 other members, including the Deputy Secretary (or equivalent) from 13 Federal agencies, the Chair of the Council on Environmental Quality (CEQ), and the Director of the Office of Management and Budget (OMB).

The Permitting Council plays a key role in advancing the Administration's priorities for economic revitalization, energy dominance, and infrastructure expansion by facilitating the timely and efficient completion of environmental permitting for complex infrastructure projects. Implementing specific statutory mandates, the Permitting Council coordinates Federal agency environmental reviews and authorizations for infrastructure projects that seek and qualify for the benefits of FAST-41. FAST-41 covered projects are entitled to the development of comprehensive project permitting timetables and transparent, collaborative management of those timetables on the public-facing Permitting Dashboard. The Executive Director may also direct agencies to post projects to the Permitting Dashboard that would benefit from transparency. Although not entitled to the full procedural benefits granted to "covered projects" by the statute, such "transparency projects" have permitting timetables that are publicly posted and transparently managed on the Permitting Dashboard.

The Permitting Council also establishes recommendations for best practices for agencies to implement when undertaking Federal environmental review and permitting of FAST-41 covered infrastructure projects and acts as a Federal center for permitting excellence to drive continual improvement in Federal permitting processes. Additionally, the Executive Director creates recommended performance schedules for agencies to use as baselines for developing FAST-41 covered project permitting timetables. Finally, the Permitting Council fosters intergovernmental coordination as well as cooperation with industries and communities to develop more efficient, transparent, and effective processes for reviewing and permitting infrastructure.

Strategic Goals and Objectives

The agency's performance measures track and assess progress in achieving its three strategic goals and supporting strategic objectives, which are aimed at driving investment and providing greater economic value to America, faster and more efficiently.

Goal 1: **Grow the FAST-41 Portfolio.**	**Goal 2:** **Advance solutions that promote permitting excellence.**	**Goal 3:** **Support improved management and accountability of FAST-41 project permitting timelines.**
• **Objective 1:** Improve FAST-41 project data collection and analysis. • **Objective 2:** Develop data-driven and tailored project/portfolio materials. • **Objective 3:** Conduct meaningful outreach to drive project growth in priority sectors.	• **Objective 1:** Enable a functional Permitting Dashboard that promotes its use as a project management and data analytics tool for the FAST-41 permitting process. • **Objective 2:** Promote the use of interoperable and scalable technology to enable a more timely and efficient permitting process. • **Objective 3:** Leverage FAST-41 experience to provide products, services and best practices that streamline and accelerate federal permitting.	• **Objective 1:** Drive greater accountability and impactful reporting of agency FAST-41 performance. • **Objective 2:** Standardize the FAST-41 project management roles and responsibilities across government. • **Objective 3:** Standardize FAST-41 implementation across agencies through the development and dissemination of FAST-41 implementation tools and best practices.

Performance Measures

FAST-41 assigns responsibilities to the Executive Director, as well as to each Council Member and their Chief Environmental Review and Permitting Officer (CERPO). Therefore, each measure and associated target in this plan has been developed to specifically assess the achievement of the Permitting Council's strategic plan. Measures are assessed at least annually. Meeting these measures and their targets drives implementation of the Permitting Council's strategic plan, which is focused on accountability, transparency and predictability

in the permitting process and ultimately advancement of the President's goals towards more effective permitting.

The Permitting Council Executive Director and staff will meet the growing maturity of the Agency through the below measures and targets for FY 2026 and FY 2027.

Performance Data Accuracy and Reliability

Performance measure collection occurs annually and ensures the accuracy and reliability of the data within the Agency Performance Plan. The Permitting Council Executive Director oversees data collection and ensures compliance with GPRA.

- **Data Collection:** Data collection is overseen by the Executive Director with all data collectors affirming the accuracy of the data. Data validation is performed by the Executive Director or Executive Director designee as delegated.
- **Data Sources:** The Permitting Council uses a combination of its internal record management system and records provided by other Federal agencies. For example, the Department of Transportation aids in running the Permitting Dashboard. 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. Some data may be collected from internal, non-public sources. If necessary, the Executive Director may conduct a data call from Permitting Council agencies. Additionally, as a small Federal agency, the Executive Director is able to oversee all data collection to promote data integrity.
- **Data Limitations:** Data managed by the Permitting Council Executive Director and staff are subject to potential errors based on extrapolation, individual observation, or inaccurate execution of data collection by Permitting Council agencies. Data provided by Permitting Council member agencies, such as information posted to the Permitting Dashboard, are limited based on the veracity of the inputs.

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

GOAL[1]	DATA SOURCE(S)
Goal 1: Grow the FAST-41 Portfolio.	Permitting Council staff; Internal Record Management System; and Permitting Dashboard (managed by DOT)
Goal 2: Advance solutions that promote permitting excellence.	Permitting Council staff; Internal Record Management System; and Permitting Dashboard (managed by DOT)
Goal 3: Support improved management and accountability of FAST-41 project permitting timelines.	Permitting Council staff; Internal Record Management System; and Permitting Dashboard (managed by DOT)

Performance Summary

The Permitting Council Executive Director and staff implement the strategic plan and related performance goals by concentrating efforts on strategic execution of budget and program activities to advance the agency's mission. The Permitting Council 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, for example, by working to meet FAST-41 project timelines, identifying and promoting permitting best practices, and seeking opportunities to provide cross-cutting improvements in the environmental review, permitting, and authorization process.

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

Goal 1: Grow the FAST-41 portfolio

Goal Leader: Director of Infrastructure Portfolio Management and Engagement

The Permitting Council will grow the FAST-41 portfolio to serve more projects, infrastructure sectors not yet represented on the Dashboard, and Administration priorities as defined by the President. The Permitting Council anticipates steady growth of the FAST-41 portfolio as the Administration takes actions to advance the use of the FAST-41 process. Specifically, several executive actions leverage the FAST-41 process to bring greater transparency and promote

[1] Data sources for the goal are inclusive of all measures under that goal.

priority infrastructure sectors. Our focus will be on attracting projects aligned with the President's priorities and executive actions to include critical minerals, pipelines, data centers, and sectors that achieve energy abundance and drive economic growth. By leveraging FAST-41, the Administration is driving economic investments through greater transparency and efficiency to permitting processes.

The Permitting Council will target and conduct outreach to high-value, economically significant sectors, developers, and projects vital to national competitiveness. From FY 2026 to FY 2030, growth efforts will center on data-driven outreach, sector-specific outreach playbooks, refining project intake processes, and piloting early engagement strategies with project sponsors in priority sectors.

Challenges

FAST-41 is still underutilized in certain eligible sectors. The Permitting Council will need to demonstrate meaningful value to developers in emerging and new sectors to encourage adoption and willingness to leverage FAST-41.

Goal 2: Advance solutions that promote permitting excellence

Goal Leader: Director of Operations and Permitting Improvement

From FY 2026 through FY 2030, the Permitting Council will focus on developing and implementing solutions that drive efficiencies and systemic solutions to improve Federal permitting. These solutions will include improvements to the FAST-41 process to include transitioning toward a modern Permitting Dashboard enabling greater analytics and transparency to the public. The Permitting Council will also leverage its unique position spanning across the Federal permitting community to promote and invest in solutions that meaningfully bring efficiency to permitting through streamlined processes, optimized permitting resources, and technology. Critical to any solution, the Permitting Council will promote scalable and integrated solutions that can be leveraged across the Federal government. These efforts will align with those of the Council on Environmental Quality (CEQ), as appropriate, and will be done in accordance with the Presidential Memorandum "Updating Permitting Technology for the 21st Century." These efforts are designed to increase permitting transparency, reduce process complexity, and support the Administration's goals to reduce regulatory burdens and accelerate infrastructure deployment.

Challenges

The Permitting Council works across all Federal permitting agencies to advance permitting excellence. Individual agencies are ultimately responsible for full implementation and adoption of developed solutions. The Permitting Council will work to break down administrative barriers and challenges to full adoption of proven permitting solutions that result in more efficient and ultimately faster infrastructure development that contributes to our economy.

Goal 3: Support improved management and accountability of FAST-41 permitting project timelines

Goal Leader: Director of Infrastructure Project Management and Engagement

The Permitting Council will increase agency accountability for implementing FAST-41. Each permitting agency's process can vary in how FAST-41 is implemented, so the Permitting Council will formalize and standardize FAST-41 roles to create more consistency across the permitting lifecycle. As part of this strategy, the Council will also refine data-driven oversight using trend analysis from the Permitting Dashboard to inform analysis by agency, permitting action, sector, and permitting timetable. These efforts aim to reduce permitting delays, improve interagency alignment, and ensure consistent execution of FAST-41 responsibilities.

Additionally, in alignment with the Administration's emphasis on reducing permitting delays and increasing operational efficiency, the Permitting Council will focus on minimizing timetable extensions and improving interagency transparency through enhanced data reporting. Through revised Permitting Council reporting that leverages robust dashboard analytics, the Permitting Council will provide greater visibility into agency execution of FAST-41 responsibilities and foster a culture of results-driven permitting.

Challenges

Effective data analytics to inform improved permitting timelines relies on accurate and timely data. Federal permitting agencies have a specific statutory role in maintaining FAST-41 timetables which requires timely updates. Statute limits the Permitting Council's authority to require agencies to adhere to permitting timetables and instead rely on coordination, transparency, and accountability mechanisms to drive compliance. The Permitting Council will work with agencies to ensure data integrity and timely updates, underscored by standard FAST-41 roles and expectations.

#	MEASURE	MEASURE RATIONALE	FY 2026 (BASELINE)	FY 2027 TARGET
Goal 1: Grow the FAST-41 Portfolio.				
Objective 1: Improve FAST-41 project data collection and analysis				
1.1	Number of tools developed or enhanced to provide interactive, automated/realtime data analytics capability of Dashboard data by agency, milestone, or sector	The Permitting Council reviews/updates current tools/data collection methods ensuring accurate data capture to show value of FAST-41 program.	2	2
1.2	Creation of on-demand reports and data analysis:	The Permitting Council utilizes Dashboard data to provide tailored and meaningful	20	20

	Number of products/fora providing agencies provided meaningful and tailored feedback (e.g. tailored reports, distribution process, etc)	performance reports to the Permitting Council agencies.		
1.3	Count number of new, meaningful Dashboard capabilities deployed on existing Dashboard.[2]	Enhancing the Dashboard capabilities increases potential that users will find the tool useful by improving the Dashboard's project management support capabilities.	1	1
Objective 2: Develop data-driven and tailored project/portfolio outreach materials.				
1.4	Number of press/media releases during the FY to show value of FAST-41	The Permitting Council utilizes social media and other avenues to provide information to the public regarding the success of the projects participating under FAST-41	60	65
Objective 3: Conduct meaningful outreach to inform Congress and industry about FAST-41 to increase use of FAST-41.				
1.5	Number of outreach and engagement activities conducted during the fiscal year to demonstrate the value, impact, and statutory role of FAST-41 and the Permitting Council.	The Permitting Council will capture the total number of targeted outreach and engagement activities conducted by the Permitting Council during the fiscal year, including interactions with Congress as well as other key stakeholders.	55	70
1.7	Number of projects completed on the Permitting Dashboard each FY (regardless of sector)	The Permitting Council works with potential project sponsors to complete projects from a variety of sectors.	25	22
1.8	Number of new projects added to permitting Dashboard each FY (regardless of sector)	The Permitting Council promotes FAST-41 by encouraging projects to use the process and post timetables on the Dashboard.	43	43
1.9	Percentage (%) increase of active permitting Dashboard projects during the FY that directly support the Administration's priorities	The Permitting Council is committed to advancing the Administration's priorities by promoting the advantages of the FAST-41 process to stakeholders and project sponsors.	55%	20%
Goal 2: Advance solutions that promote permitting excellence.				
Objective 1: Enable a functional Permitting Dashboard that promotes its use as a project management and data analytics tool for the FAST-41 permitting process.				

2 This measure shares the same language as Measure 2.1. All related targets and performance thresholds will be tracked and reported under Measure 2.1 to streamline reporting.

2.1	Count number of new, meaningful Dashboard capabilities deployed on existing Dashboard.	The Permitting Council refines the Dashboard based on stakeholder feedback to improve transparency, usability, and FAST-41 compliance.	1	1
2.2	Percentage (%) completion of new Dashboard	The Permitting Council uses DOT's Dashboard but seeks its own system for faster update, data analysis, and improved FAST-41 process management.	10%	30%
Objective 2: Promotes the use of technology to enable more timely and efficient permitting reviews.				
2.3	Average percent (%) reduction in permitting processing times addressed through ERIF investments.	The Permitting Council invests ERIF funds to improve agency performance and reduce FAST-41 permitting timelines.	20%	30%
2.4	Cost avoidance /$ saved for permitting solutions implemented through ERIF investments.	The Permitting Council invests ERIF funds to improve agency performance and reduce FAST-41 permitting timelines.	$1,000,000	$2,000,000
2.5	Number of agencies leveraging AI permitting solutions as a result of Permitting Council funding/efforts	The Permitting Council supports using AI to enhance permitting and advance Permitting Excellence.	5	3
Objective 3: Leverage FAST-41 experience to provide products, services and best practices that streamline and accelerate permitting reviews for the federal permitting community.				
2.6	Adoption rate of Best Practices as standard practices by Permitting Council member agencies[3]	The Permitting Council collects agency data annually to identify improvements and publish Best Practices for improving permitting.	25%	25%
2.7	Percentage decrease / average time to final EIS completion for FAST-41 projects in Administration's sectors versus comparable non-FAST-41 projects.	The Permitting Council works to ensure agencies collaborate and maintain accurate, timely project timetables.	20%	20%
Goal 3: Support improved management and accountability of FAST-41 project permitting timelines.				
Objective 1: Drive greater accountability and impactful reporting of agency FAST-41 performance				
3.1	Variance between original and actual project permitting	Measures the percentage variance between planned and actual timelines for	<25%	<25%

[3] The Permitting Council will coordinate with OMB to gather data through OMB's annual guidance to agencies on the agency requirement to report on best practices implementation pursuant to 42 U.S.C. **§4370m–7(a)(3)**.

	duration for Administration-priority sector projects, expressed as the number of projects with no delay, minor delay (1-90 days), and major delays (>90 days)	priority sector FAST-41 projects.		
Objective 2: Standardize the FAST-41 project management roles and responsibilities across all levels of government (e.g. Permitting Council Members, CERPOs, FAST-41 Coordinator, Dashboard Administrator).				
3.2	Percentage (%) of agencies that have adopted standardized roles and responsibilities.	The Permitting Council supports clear roles and responsibilities to reduce friction and improve permitting coordination.	0%	25%
Objective 3: Standardized FAST-41 delivery across agencies through the development and dissemination of FAST-41 implementation tools.				
3.3	Number of standardized tools/templates developed during the year to assist member agencies.	The Permitting Council provides tools and templates to help agencies efficiently implement FAST-41.	6	8
3.4	Percentage (%) of projects for which agencies have established and are maintaining comprehensive permitting timetables on the Dashboard.	Percentage (%) of projects for which agencies have established and are maintaining comprehensive permitting timetables on the Dashboard.	90%	90%