SECTION 220 – THE PRESIDENT'S MANAGEMENT AGENDA, CROSS-AGENCY PRIORITY GOALS, AND MANAGEMENT INITIATIVES

Table of Contents

Summary of Changes

Identifies when CAP Goals will next be updated or revised, and made publicly available, per statute in 31 U.S.C. 1120.

THE PRESIDENT'S MANAGEMENT AGENDA (PMA)

220.1   What is the President's Management Agenda (PMA) and how is it implemented?

In general terms, a President's management agenda identifies and establishes an Administration's key management reform priorities and initiatives to be pursued and implemented for improving the ability of agencies to deliver mission outcomes, provide excellent service, and effectively steward taxpayer dollars on behalf of the American people over time. Importantly, it communicates and organizes goals, objectives, and implementation strategies for reform priorities and initiatives across the Federal Government. To drive execution on these management priorities, the Administration leverages Cross-Agency Priority (CAP) Goals required by the GPRA Modernization Act of 2010 (GPRAMA) to coordinate and publicly track implementation across Federal agencies.

220.2   How often is the PMA updated?

Aligned to Administration transitions and implemented by leveraging the CAP Goals, the PMA is updated in conjunction with timelines established for updating or revising CAP Goals in accordance with the GPRAMA. The PMA reflecting current Administration policy and management priorities has been developed and is currently posted on Performance.gov/pma. See section 220.7 below.

220.3   Where can I find information on the PMA?

Information on the PMA can be found on Performance.gov, and is updated on a quarterly basis in conjunction with the quarterly performance updates for each CAP Goal. See section 220.8.

CROSS-AGENCY PRIORITY GOALS AND FEDERAL PERFORMANCE PLAN

220.4   To which agencies does this section apply?

This section applies to all Executive Branch agencies. Agencies that contribute directly to CAP Goals are identified by OMB and the CAP Goal Leader(s).

220.5   What is a Cross-Agency Priority (CAP) Goal?

Established by the GPRAMA, Federal Government Priority Goals – more commonly referred to as Cross-Agency Priority (CAP) Goals – are a tool used by leadership Government-wide to accelerate progress on a limited number of Presidential priority areas where implementation requires active collaboration among multiple agencies. CAP Goals are a subset of Presidential or PMA priorities and are complemented by other cross-agency coordination and goal-setting efforts.

The GPRAMA requires that the Federal Government set two types of CAP Goals (referred to as Federal Government priority goals in the GPRAMA):

- outcome-oriented goals that cover a limited number of crosscutting policy areas; and

- management improvements across the Federal Government in the areas of information technology, financial management, human resources, procurement and acquisition, and real property.

CAP Goals are identified in areas where increased cross-agency coordination on outcome-focused areas is likely to improve progress.

220.6   What is the Federal Performance Plan?

The GPRAMA requires that the Federal Government Performance Plan define the level of performance to be achieved for each of the CAP Goals, including associated targets, action plan, goal leader, and contributing programs. The website Performance.gov makes available information on the CAP Goals, and provides the components of the Federal Performance Plan. The website will continue to be developed to provide information on agency performance in accordance with the GPRAMA.

220.7   When are CAP Goals established and what time period do they span?

The GPRAMA requires CAP Goals to be made publicly available concurrently with the submission of the President's Budget to Congress in the first full fiscal year following any year in which the term of the President commences. CAP Goals are required to be set every four years, but can address goals requiring longer timeframes. Performance targets and key implementation milestones will be reviewed and considered for updates at least annually with the President's Budget.

In accordance with the GPRA Modernization Act of 2010, CAP Goals have been established to align with the President's Management Agenda that was published and made available on Performance.gov in November 2021.

CAP Goals will next be updated or revised concurrently with the submission of the FY 2027 President's Budget to Congress.

220.8   Where can I find information on CAP Goals?

Performance.gov is updated on a quarterly basis for each CAP Goal. The website includes the information required by law, such as goal leader(s), contributing agencies, organizations, programs, targets, key milestones, major management challenges, and plans to address these challenges. Quarterly Performance Updates of progress for reporting to the website are provided by the goal leader in coordination with the Performance Improvement Council (PIC), OMB, corresponding government-wide management (CXO) councils, and contributing agencies with coordination by the agency PIO as needed.

220.9   How does OMB engage with Congress and other partners in setting CAP Goals?

The GPRAMA requires OMB to consult the following congressional committees during the development of CAP Goals:

- Appropriations of the Senate and the House of Representatives;

- Budget of the Senate and the House of Representatives;
- Homeland Security and Governmental Affairs of the Senate;
- Oversight and Government Reform of the House of Representatives;
- Finance of the Senate;
- Ways and Means of the House of Representatives; and
- Other committees as appropriate.

OMB also works closely with the President's Management Council (PMC), the PIC, other Government-wide (CXO) councils, offices within the Executive Office of the President, and Executive Branch agencies to identify problems where cross-agency coordination could significantly improve performance. OMB outreach and consultations with these stakeholders continues as implementation of the CAP Goals progresses, providing important feedback loops for staying on track to achieve goal outcomes.

220.10 What is the relationship between the CAP Goals and APGs?

While some APGs may be linked to CAP Goals either directly or indirectly, most APGs will focus on core agency missions and are not always tied directly to a CAP Goal. For the Government to make progress on its CAP Goals, OMB identifies government-wide councils (PMC, CXOs), contributing agencies, and programs under each goal to support and drive implementation efforts. In all cases, agencies and contributing programs that are responsible for making progress on CAP Goals will be required to contribute to the development of the overall action plan and clearly identify their respective agency contributions to the overall goal. The CAP Goal leader will work with the corresponding government-wide management (CXO) council, OMB and agencies to determine each agency's contribution to the overall plan.

220.11 How should agencies address CAP Goals in the Agency Strategic Plan, Agency Performance Plan, or Agency Performance Report?

An agency that contributes to Cross-Agency Priority Goals must address this responsibility in the agency's Strategic Plan, annual Agency Performance Plan (APP), and annual Agency Performance Report (APR).

In the APP/APR, a summary should highlight agency efforts to deliver greater impact through innovation, increasing effectiveness, equity, and efficiency, or better customer service along with the name of the agency official (title and office) responsible. (See section 210 Content table part "*Major Management Priorities and Challenges*"). This section of the APP/APR should highlight or cross reference the management issues most critical to the agency's mission delivery which will include the agency's contributions to the CAP Goals.

In cases where a CAP Goal area represents a significant part of the agency's mission delivery, the agency is encouraged to define an agency-specific strategic objective within the strategic plan and/or establish related agency-specific performance goals in the APP. The APP should identify planned actions, performance goals, indicators and/or milestones used to measure progress for contributions to CAP Goals. The APR describes progress made on CAP Goal priorities, such as results on performance goals and indicators that were established in the performance plans.

In addition, an agency should include the following language: "Per the GPRA Modernization Act requirement to address Cross-Agency Priority Goals in the agency strategic plan, the annual performance plan, and the annual performance report, please also refer to www.Performance.gov for more on the agency's contributions to those goals and progress, where applicable."

220.12 How will CAP Goals be managed?

CAP Goal Leaders. Each Cross-Agency Priority Goal has at least two goal leader(s) from both the Executive Office of the President and key agencies who will manage the processes by which goals are executed and who will share accountability for progress. Goal leaders are encouraged to leverage existing structures as much as practicable in managing CAP Goals, (e.g., existing working groups, inter-agency policy committees, councils). Every CAP Goal will have an implementation team chaired by goal leaders and consisting of representatives from agencies contributing to the goal, OMB, and others as determined by the goal leaders to drive implementation strategies, activities, and efforts. As set out in section 200, CAP Goal leader(s) are officials named by the Director of OMB who will be held accountable for leading implementation efforts to achieve the goal. Goal leaders lay out strategies to achieve the goal, manage overall execution while identifying, where appropriate, a Deputy Goal Leader to oversee day-to-day operational activities of the CAP Goal, regularly review performance, engage others as needed, and make course corrections as appropriate.

Implementation Action Plans. Each implementation team develops an action plan explaining how the Federal Government will execute on the goal. The action plan will generally include a succinct goal statement; overview of challenges and opportunities; names of goal leaders and information on governance; contributing agencies and programs; goal strategies; performance measures and targets; and milestones. The action plan also includes a high-level progress update with anticipated risks or obstacles. Goal leaders will be responsible for ensuring the action plan is updated over the lifetime of the goal, at least quarterly, as experience is gained and new information is learned.

Regular Reviews of Progress. Conducting routine, data-driven performance reviews is a management practice proven to produce better results. CAP Goal leaders should run regular data-driven performance reviews to drive progress toward achieving the CAP Goal. Regular reviews occurring in-person or through virtual technology platforms provide a collaborative mechanism for CAP Goal leaders to review performance on the goal and bring together the people, resources, and analysis needed to drive progress on both mission-focused and management goals. Frequent data-driven performance reviews on CAP Goals focus contributing agencies on effective, equitable, and efficient implementation to improve delivery. Frequent reviews provide a mechanism for CAP Goal leaders to keep contributing agencies focused on cross-cutting priorities. Teams come together to diagnose problems, identify opportunities through an analysis of data and experience, and decide on next steps to increase performance and productivity. Section 260 includes more detailed guidance on best practices in conducting data-driven performance reviews.

Resources to Support Implementation. Both the PIC, GSA, and various management Councils are available to advise CAP goal leaders and implementation teams on how best to apply these practices in the cross-agency context. CAP goal leaders should design a review approach tailored to the goal, taking into account nine leading practices that can be used to promote successful performance reviews, identified by the GAO in GAO-13-228:

- Leaders use data-driven reviews as a leadership strategy to drive performance improvement.
- Key players attend reviews to facilitate problem solving.
- Reviews ensure alignment between goals, program activities, and resources.
- Leaders hold managers accountable for diagnosing performance problems and identifying strategies for improvement.
- There is capacity to collect accurate, useful and timely performance data.
- Staff have skills to analyze and clearly communicate complex data for decision making.
- Rigorous preparations enable meaningful performance discussions.
- Reviews are conducted on a frequent and regularly scheduled basis.

- Participants engage in rigorous and sustained follow-up on issues identified during reviews.

220.13 What information will be published on the CAP Goals?

Performance.gov is updated quarterly to reflect information on CAP Goals according to the GPRA Modernization Act of 2010 and with the intent of aligning priority goal setting with Presidential election cycles. See section 200 for expected publication timeframes. CAP Goal leaders and teams work with contributing agencies to identify the information to be reported to Performance.gov.

220.14 How will OMB assess progress on CAP Goals?

OMB conducts reviews on progress of the CAP Goals at least once per quarter. OMB, with support from the PIC, GSA, and other applicable Government-wide councils (CXOs) or governing structures, work with individual CAP Goal leaders to refine the review process for each CAP Goal, and coordinate with agencies, by goal, as needed. The decisions related to next steps for improving performance will be reflected in progress updates and next steps as published quarterly on Performance.gov.

SHARING QUALITY SERVICES

220.15 What is the Sharing Quality Services (SQS) policy and what is required of agencies?

The Government strives to identify opportunities to improve stewardship of taxpayer dollars, to create high-performing, centralized capabilities for mission-support functions and to make more resources available for agency mission-specific work. In support of these efforts, the Federal strategy of sharing quality services was updated based on industry experiences, and lessons learned from other central governments, to reduce duplication, improve accountability, and improve Federal shared services. This initiative supports the delivery of an innovative, flexible, and competitive set of solutions and services.

This strategy is outlined in OMB Memorandum M-19-16, *Centralized Mission Support Capabilities for the Federal Government*, which provides updated guidance detailing the process and desired outcomes for shared services for the Federal Government; the process for designating Quality Services Management Offices (QSMOs); and establishes the governance and accountability model that will be used to engage customers and enable QSMO performance excellence including a Shared Services Governance Board (SSGB), the Business Standards Council (BSC), and the SQS Senior Accountable Point of Contact (SAPOC) at each major agency.

220.16 What services fall under a pre-designated or designated QSMO that require QSMO and OMB approval for investment?

For a current list of pre-designated and designated services, please visit the shared services website located at https://ussm.gsa.gov/qsmo/.

Once an agency is pre-designated as a QSMO for a functional area, the QSMO begins preparing their 5-year implementation plan to include detailed information about its proposed service offerings, acquisition strategy, and organizational structure. The implementation plan is reviewed against long-term designation criteria to help determine whether the agency is mature enough for full designation.

Some agencies may have an immediate business need while the QSMO is trying to get fully functional and prior to the QSMO delivering a suite of solutions and assistance to new customers. Agencies who wish to

make any investments towards a functional area covered under either a pre-designated or designated QSMO are subject to review and approval by the QSMO.

If determined necessary by the agency, QSMO, or OMB, the agency and the QSMO will jointly develop an Investment Action Plan, also referred to as a joint business case, which must be approved by the agency's CIO, CFO, CAO, SQS Senior Accountable Point of Contact, QSMO, and OMB. The joint business case must demonstrate that a separate investment for these services will result in better value for the Government, timeline, and other appropriate factors. More information on Investment Action Plan, also referred to as a joint business case, is available at https://ussm.gsa.gov/qsmo/.

220.17 How are the QSMOs different than the current Federal providers?

Legacy providers (service providers that pre-date M-19-16) traditionally offer one solution with varied flexibilities to respond to agency needs for technology and/or services or both. These legacy providers typically do not meet the standards outlined by the SQS Standards leads (https://ussm.gsa.gov/fibf) and should work to modernize their systems and solutions to meet the Federal standards. Additionally, legacy providers were sometimes housed in agencies whose missions were inconsistent with the services provided, limiting their capacity to scale, innovate, or implement fair governance models.

QSMOs may offer multiple solutions for technology and services through partnerships with industry. They serve in the important role of integrating those solutions, conform to the new Federal standards (established by the SQS Standards lead), working with customers to ensure they have a voice and addressing the need for any requirements unique to Federal Government.

QSMOs partner with legacy providers to determine their modernization strategies and timing for migrating to SQS Standards-compliant systems.

A QSMO manages a marketplace of solutions for its designated service areas. Agencies must engage with their QSMOs to discuss their goals, business needs, and timelines. Deviations from using a QSMO's services will require an approved Investment Action Plan, also referred to as a joint business case.

CATEGORY MANAGEMENT

220.18 What is Category Management?

The term "category management" refers to the business practice of buying common goods and services as an organized entity to eliminate redundancies, increase efficiency, and deliver more value and savings from the Government's acquisition programs. Teams of experts in each category of spending help agencies increase their use of common contract solutions and practices and bring decentralized spending into alignment with organized agency and Government-level spending strategies by sharing and using market intelligence, Government and industry best practices, prices paid data, and other information to facilitate informed buying decisions and improved vendor management strategies. With its focus on interagency collaboration and coordination, category management can help achieve key Administration priorities, including domestic sourcing and combatting climate change, by ensuring the many agency buying offices across the Federal Government offer sellers and supply chains clear and consistent demand signals and predictable work streams.

220.19 What is expected of agencies to implement Category Management?

To implement category management, OMB requires agencies to carry out a set of tailored management actions and provide updates on these management actions to evaluate their progress in bringing common spending under management. The expected result is more effectively managed contract spending through a balance of Government-wide, agency-wide, and local contracts; reduced unnecessary contract duplication and cost avoidance; and continued achievement of small business goals and other socioeconomic requirements. See OMB Memorandum M-19-13, *Category Management: Making Smarter Use of Common Contract Solutions and Practices*, OMB Memorandum M-22-03, *Advancing Equity in Federal Procurement*, and OMB Memorandum M-23-11, *Creating a More Diverse and Resilient Federal Marketplace through Increased Participation of New and Recent Entrants*, for more detailed guidance on the use of category management at agencies as well as requirements for developing and submitting Annual Category Management Plans to OMB.

220.20 Where can agencies find guidance for completing and submitting Annual Category Management Plans?

OMB Memorandum M-19-13 requires agencies develop an annual Category Management Plan. These plans will detail agency actions to reduce unaligned spend and increase the use of Best-In-Class solutions for common goods and services, consistent with small business and other statutory socioeconomic responsibilities.

Agencies are required to update and submit to OMB Annual Category Management Plans. Additional guidance including content requirements, a template for developing Category Management Plans, and training is available on the Acquisition Gateway.

<div align="center">

EQUITY

</div>

220.21 What is Equity?

Executive Order 14091, *Further Advancing Racial Equity and Support for Underserved Communities Through The Federal Government*, defines the term "equity" to mean the consistent and systematic treatment of all individuals in a fair, just, and impartial manner, including individuals who belong to communities that often have been denied such treatment, such as Black, Latino, Indigenous and Native American, Asian American, Native Hawaiian, and Pacific Islander persons and other persons of color; members of religious minorities; women and girls; LGBTQI+ persons; persons with disabilities; persons who live in rural areas; persons who live in United States Territories; persons otherwise adversely affected by persistent poverty or inequality; and individuals who belong to multiple such communities. The term "underserved communities" refers to those populations and geographic communities that have been systematically denied the full opportunity to participate fully in aspects of economic, social, and civic life, as defined in Executive Order 13985, *Advancing Racial Equity and Support for Underserved Communities Through the Federal Government,* and Executive Order 14020, *Establishment of the White House Gender Policy Council.* Although not mentioned explicitly in these Executive Orders, underserved communities also include individuals with limited proficiency in English, whether they use spoken language, sign language, or other methods to communicate.

220.22 What is expected of agencies to implement a more equity-based approach?

Adopting a whole-of-government approach toward advancing equity will position agencies to deliver better outcomes for all Americans, including underserved communities. Advancing equity requires continuously

and systematically embedding equity into all aspects of management, decision-making, and policy-making processes across agencies. It also requires improving the quality, frequency, consistency, and accessibility of public participation and community engagement, including with underserved communities, to enable the public to provide input on the Federal policies, programs, regulations, and services that affect them.

Agencies should work with their Agency Equity Teams and OMB through the Federal budget process to include equity activities and capacity needs in agency budget requests.

As agencies develop and execute the President's Budget, their Strategic Plans, Learning Agendas, Performance Plans, Evaluation Plans, CX Action Plans, Regulatory Agendas, and other agency planning and performance efforts outlined in this guidance, they should, whenever possible, prioritize advancing and embedding equity through these efforts, including by:

- aligning with strategies in their Equity Action Plans;
- updating, when necessary, these organizational planning documents so that Equity Action Plan actions, initiatives, and other efforts are integrated and coordinated;
- conducting regular equity assessments;
- undertaking meaningful public participation and community engagement activities; and
- giving consideration to how their organizational planning and decision-making processes may not account for certain perspectives and take action to address any gaps.

220.23 Where can agencies find guidance for implementing a more equity-based approach?

As agencies continue to develop and implement annual Equity Action Plans pursuant to Executive Order 14091, they should work with their Agency Equity Teams and OMB to ensure they have sufficient capacity, including dedicated staff with the appropriate skills and competencies; equity training opportunities; budget; robust data collection and evidence building practices; and any other resources needed for effective implementation. In line with their Equity Action Plans, agencies should continue developing (and reporting) metrics to track progress on equity efforts; communicate what success will look like in terms of what any proposed changes will mean for affected communities; and ensure accountability and oversight through appropriate internal and external mechanisms.

For more detailed guidance on advancing equity through agency practices, policies, and programs, agencies should refer to:

- OMB Memorandum M-24-11 (*Reducing Burden in the Administration of Federal Financial Assistance*) and the accompanying reference guides;
- OMB Memorandum M–24–08 (*Strengthening Digital Accessibility and the Management of Section 508 of the Rehabilitation Act*);
- OMB Memorandum M–23–22 (*Delivering a Digital-First Public Experience*);
- OMB Memorandum M-23-11 (*Creating a More Diverse and Resilient Federal Marketplace through Increased Participation of New and Recent Entrants*);
- OMB Memorandum M-22-12 (*Advancing Effective Stewardship of Taxpayer Resources and Outcomes in the Implementation of the Infrastructure Investment and Jobs Act*);
- OMB Memorandum M-22-10 (*Improving Access to Public Benefits Programs Through the Paperwork Reduction Act*);
- OMB Memorandum M-22-03 (*Advancing Equity in Federal Procurement*);
- OMB Memorandum M–21–28 (*Interim Implementation Guidance for the Justice40 Initiative*);

- OMB Memorandum M–21–20 (*Promoting Public Trust in the Federal Government through Effective Implementation of the American Rescue Plan Act and Stewardship of the Taxpayer Resources*);
- Revisions to OMB's Statistical Policy Directive No. 15: Standards for Maintaining, Collecting, and Presenting Federal Data on Race and Ethnicity;
- OMB guidance on Broadening Public Participation and Community Engagement in the Regulatory Process;
- OMB guidance on Implementation of the Modernizing Regulatory Review Executive Order; and
- Recommendations from the Equitable Data Working Group.

Additional resources, including guidance for developing Equity Action Plans and incorporating equity into agency budget requests, tools for conducting ongoing equity assessment activities, examples of meaningful public participation and community engagement strategies, and recordings of previous Equity Learning Community sessions are available on the MAX page 'Advancing Equity: Implementation Coordination and Learning Community.'

Questions may be directed to Equity@omb.eop.gov.

DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY (DEIA)

220.24 What is Diversity, Equity, Inclusion, and Accessibility (DEIA)?

Each of these terms has an individual definition pursuant to Executive Order 14035, Diversity, Equity, Inclusion, and Accessibility in the Federal Workplace, of June 25, 2021. As a holistic construct, the objective of DEIA is that across the Federal government, agencies will work collaboratively to drive innovation and organizational outcomes, draw from the full diversity of the nation, and position the federal government to serve as a model employer that values and promotes equity for all Americans.

The term "diversity" means the practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities.

The term "equity" means the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment.

The term "inclusion" means the recognition, appreciation, and use of the talents and skills of employees of all backgrounds.

The term "accessibility" means the design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them. Accessibility includes the provision of accommodations and modifications to ensure equal access to employment and participation in activities for people with disabilities, the reduction or elimination of physical and attitudinal barriers to equitable opportunities, a commitment to ensuring that people with disabilities can independently access every outward-facing and internal activity or electronic space, and the pursuit of best practices such as universal design.

220.25 How can DEIA support agency missions and goals?

DEIA is not an additional or separate program, but rather a whole of organization priority that must be integrated into and across agency functions and embedded into agency culture. Agencies should incorporate DEIA into organizational planning documents, including an agency's budget, learning agenda and annual evaluation plan, regulatory agenda, performance planning, human capital operating plan, and overall strategic plan. Approaching organizational planning with a DEIA perspective enhances the workforce's capabilities to meet mission requirements and goals. This approach can lead to rethinking how to do business, including working across traditional silos, identifying and collaborating with new partners, challenging long-held assumptions and processes, and embracing innovative, visionary solutions to address new and long-standing challenges. Viewing goals, initiatives, and workstreams through a DEIA lens enables an agency to amplify the exemplary talents and skills of its workforce. To advance agency missions and goals, agencies are expected to embed DEIA, as a foundational component, throughout the organizational planning lifecycle.

INFRASTRUCTURE PERMITTING

220.26 What is the Permitting Action Plan?

The Permitting Action Plan outlines the Administration's strategies to strengthen and accelerate Federal environmental review and permitting and ensure the timely and sound delivery of upgrades to America's infrastructure. The Permitting Action Plan states that Federal environmental reviews and permitting processes will be effective, efficient, and transparent, guided by the best available science to promote positive environmental and community outcomes, and shaped by early and meaningful public engagement.

OMB Memorandum M-23-14 provides guidance on how to implement the Permitting Action Plan and directs agencies to accelerate smart permitting through early cross-agency coordination; establish clear timeline goals and track key project information; engage early and meaningfully with States, Tribal Nations, territories, and local communities; improve agency responsiveness, technical assistance, and support; and use agency resources and the environmental review process to improve environmental and community outcomes. Agencies are also directed to identify performance indicators and data to monitor progress and establish and incorporate performance goals and indicators into annual performance plans and reports.

220.27 How should agencies track performance and monitor progress for infrastructure permitting?

Agencies should identify performance indicators and data that are meaningful for analyzing progress in advancing the environmental review and permitting process for infrastructure projects. Performance indicators and data should be accurate and timely, help inform decision making, identify areas for process improvements and increased collaboration, identify resource needs, and drive progress towards improved outcomes.

Agencies should establish performance indicators and targets related to the timely completion of environmental reviews and authorization decisions, increased coordination and transparency, and improved environmental and community outcomes, including public engagement opportunities and implemented mitigation measures. Agencies should incorporate these performance indicators and targets into their annual Agency Performance Plan and report progress against achieving those goals in their annual Agency Performance Report. Agencies can use information from the Permitting Dashboard, internal agency tracking systems, historical data, and other relevant sources to establish baseline data, set benchmarks and targets for future performance, and monitor overall progress.